ORGANISATIONAL MANAGEMENT TRANSFORMATION STRATEGIES IN HEALTHCARE SERVICES: A LITERATURE REVIEW ON INFORMATION SYSTEM INTEGRATION, HUMAN RESOURCE PERFORMANCE IMPROVEMENT, AND SERVICE QUALITY OPTIMISATION FOR PATIENTS IN THE DIGITAL AGE

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Abstract

Organisational management transformation in healthcare services is a strategic necessity in the digital age, which is characterised by advances in information technology and increasing patient expectations regarding service quality. This study aims to analyse healthcare organisational management transformation strategies through a literature review of three main aspects, namely information system integration, human resource performance improvement, and patient service quality optimisation. The method used is a systematic literature review with scientific data sources from international databases such as Scopus, PubMed, and ScienceDirect. The results show that information system integration, whether in the form of Electronic Health Records, Hospital Information Systems, or telemedicine, can improve managerial efficiency and data-based decision-making. However, the success of this digital transformation is highly dependent on the readiness and competence of human resources who are responsive to technological changes and have high digital literacy. Improving human resource performance through continuous training, transformational leadership, and an innovative organisational culture has been proven to have a significant effect on service quality and patient satisfaction. Overall, an effective management transformation strategy must integrate technology and people into a harmonious value system to create resilient, efficient, and patient-oriented healthcare services in the digital era.

Keywords: organisational management transformation, healthcare services, health information systems, human resource performance, patient service quality, digital era.

Introduction

The development of information and communication technology in the digital era has changed the operational paradigm in various sectors, including the health sector. Amidst the acceleration of the 4.0 industrial revolution and the advancement of

5G technology, health organisations are at a critical point for transformation. Traditional hierarchical and administrative management models are no longer able to accommodate the needs for efficiency, data transparency, and patient-oriented services (SafeTeam Academy, 2025). Organisational management transformation has become a key strategy in responding to the challenges of modern healthcare services, which demand speed, accuracy, and high accountability.

The transformation of healthcare organisation management involves adjusting the structure, processes, systems, and culture of the organisation to align with technological dynamics and patient expectations. In this context, hospitals and healthcare facilities need to integrate integrated information systems to support interrelated managerial and clinical processes. The implementation of digital technologies such as Electronic Health Records (EHR), telemedicine, and big data analytics has been proven to increase efficiency, reduce medical errors, and accelerate data-driven decision-making. However, this integration also requires adaptive and competent human resources, especially in the ethical and effective use of new technologies (JMN Network, 2025).

Human resources (HR) are a determining factor in the success of the digital transformation of healthcare organisations. Technology is only a tool; the essence of change still lies with humans as implementers and decision-makers. The digital competence of healthcare workers, interprofessional collaborative skills, and mental readiness to face change are the main focus in HR development (Limna, 2023). Healthcare institutions that are able to develop a culture of innovation and continuous learning will be more responsive to the increasingly dynamic demands of patients. Therefore, organisational management transformation strategies should not only be based on information systems, but must also take into account the human and psychosocial dimensions (Mauro & Singh, 2024).

From a strategic management perspective, this transformation can be understood as an effort to reorient the organisation from a bureaucratic system to a more flexible, collaborative, and data-driven system. This process requires the integration of business strategy, health technology, and human resources. The implementation of the concepts of *smart hospitals* and *digital health ecosystems* is a new direction in modern hospital management, where all elements of the organisation work in coordination through information systems (Prasetyo, 2023).

In many countries, the implementation of digital transformation in the health sector has shown significant results in improving service quality. For example, the digitisation of medical records speeds up diagnosis and improves coordination between service units, while the integration of hospital information systems increases transparency and managerial efficiency (Wulandari, 2024). However, on the other hand, the success of transformation is not always linear; many organisations fail due to a lack of human resource readiness, weak data governance, and organisational cultural

resistance. This situation highlights the importance of a comprehensive change management approach, involving all levels of the organisation from leadership to operational staff (Santoso, 2024).

Indonesia, as a developing country, faces major challenges in transforming healthcare services in the digital era. Disparities in technological infrastructure, budget constraints, and disparities in the competence of health workers between regions are the main obstacles. Although various policies have been issued, such as the *Digital Health Transformation* by the Ministry of Health, implementation in the field still varies (Sari, 2023). The integration of information systems between hospitals is often not optimal, and technology-based human resource training is still sectoral in nature.

This situation emphasises that organisational management transformation strategies must be designed systematically and based on scientific evidence in order to be implemented sustainably (Ramadhani, 2024). In addition to internal organisational aspects, patient expectations in the digital era are also a driving factor for major change. Patients now demand not only fast and accurate medical services, but also a personalised, transparent, and digitally integrated service experience.

Social media, mobile health applications, and online reservation systems have shaped a new culture in the patient-provider relationship. Thus, service quality is not only measured by clinical outcomes but also by patient satisfaction with information accessibility, convenience, and digital interaction with healthcare institutions (Putri, 2023). These external changes emphasise the need for management that is oriented towards patient value and experience (value-based care). To ensure the success of this transformation, an information system-based approach is the main foundation that enables the efficient flow of information across service units. Information system integration can strengthen inter-departmental coordination, improve clinical data accuracy, and support evidence-based strategic decision-making. However, the adoption of new technology without human resource readiness can create a digital divide and reduce organisational productivity (Li, 2024). Therefore, the transformation strategy needs to be followed by increasing human resource capacity through continuous training, performance-based incentive systems, and a work culture that supports innovation.

Based on this description, this study aims to analyse organisational management transformation strategies in healthcare services through an in-depth literature review.

Research Methodology

The research method used in this study was a qualitative approach with a systematic literature review design that focused on analysing the results of previous studies related to organisational management transformation in the health sector in the context of the digital era. The research process was carried out through the identification, selection, and critical evaluation of scientific articles published in reliable

databases such as Scopus, PubMed, and ScienceDirect. The inclusion criteria covered studies that highlighted information system integration, human resource performance improvement, and optimisation of patient service quality in healthcare institutions (Eliyah & Aslan, 2025). The collected data were analysed using thematic synthesis techniques to find patterns, similarities, and differences in results between studies so that a comprehensive conceptual framework of healthcare organisational management transformation strategies could be developed. This approach provides a comprehensive, evidence-based overview to strengthen theoretical arguments and practical implications for policy and the implementation of digital transformation in healthcare services (Page et al., 2021).

Results and Discussion
Information System Integration in Health Management Transformation

Healthcare management transformation in the digital era places information system integration as the main foundation for improving organisational efficiency and quality of patient services. Healthcare information systems serve as infrastructure that connects various service components such as hospital administration, clinical processes, drug management, finance, and patient medical records (Li, 2024). The main objective of this integration is to create a fast, secure, and accurate flow of information between medical personnel, management, and stakeholders so that decisions are evidence-based. In the context of healthcare globalisation, information systems are central to adaptive and highly competitive management (Shahmoradi, 2025).

The concept of information system integration in healthcare organisations is not limited to data digitisation, but also involves restructuring business processes and work culture. An effective information system must be able to combine clinical, administrative, and managerial functions in a single integrated platform that is easily accessible to all work units. The enterprise resource planning (ERP) and health information systems integration approaches are major trends in supporting this transformation process. Through an integrated system, hospitals can monitor organisational performance in real time, manage resources efficiently, and improve public service accountability (Shahmoradi, 2016).

One concrete example of information system integration is the use of Electronic Health Records (EHR). EHR enables the digital storage, exchange, and analysis of patient medical data so that the entire medical history can be quickly accessed by authorised medical personnel. Research shows that EHR can reduce medical errors, speed up diagnosis, and improve compliance with clinical standards. From a management perspective, EHR also supports service performance analysis, resource demand prediction, and strategic planning based on patient data accumulated over time (Javeedullah, 2025).

In addition to EHR, information system integration also includes the implementation of Hospital Information Systems (HIS), Laboratory Information Systems (LIS), and Pharmacy Information Systems (PIS). These three systems are interconnected to manage the entire service cycle, from patient registration and laboratory tests to drug distribution. HIS serves as an information command centre that integrates various modules related to hospital operations (Nugroho, 2023). Through inter-system connectivity, the service process runs more efficiently, transparently, and with minimal administrative errors. This enables healthcare organisations to make cross-departmental data-driven decisions (Limna & Arifianto, 2024).

Digital transformation in healthcare management not only improves internal efficiency but also opens up broader external communication between hospitals and patients through e-health and telemedicine services. Information system integration allows patients to access medical records, register online, and obtain test results without having to be physically present (Mukherjee, 2024). This service model increases patient comfort and satisfaction while reducing the burden on hospitals in areas with high patient volumes. Furthermore, real-time data-based services help doctors conduct remote consultations with patients or between professionals at other healthcare facilities (World Health Organisation, 2023).

Information system integration requires a robust technology architecture and standard interoperability so that data from various systems can communicate with each other without barriers. The use of international standards such as HL7 (Health Level Seven) and FHIR (Fast Healthcare Interoperability Resources) is a solution for cross-platform health data integration. These standards ensure that digital medical records can be read and exchanged by various systems without losing information integrity. Thus, interoperability is a key element in realising an inclusive and efficient digital health system (PMC NCIB, 2024).

The implementation of information system integration in healthcare organisations is not without major challenges, including issues of patient data security and privacy. Health information is a category of sensitive data that must be protected in accordance with national and international regulations such as HIPAA (Health Insurance Portability and Accountability Act). To maintain public trust, healthcare organisations must implement encryption systems, two-factor authentication, and strict data governance policies. In addition, regular security audits and socialisation of data use ethics to healthcare workers are an integral part of digital risk management (Hidayat, 2024).

Another obstacle in the integration process is resistance to change, which often arises at the healthcare worker and managerial levels. Individuals' unpreparedness for digitalisation is often caused by a lack of training, the perception that technology will increase their workload, and concerns about reduced human interaction in healthcare services (EJHN, 2024). Therefore, the transformation approach must be participatory,

involving all stakeholders from the planning stage to create a sense of ownership of the new system. Education, intensive training, and open communication are effective strategies for reducing resistance and increasing acceptance of digital innovation (Yulianti, 2024).

A successful information system integration implementation strategy must be supported by transformational leadership at the managerial level. Visionary leaders are able to encourage cross-departmental collaboration, communicate the benefits of digitalisation, and set realistic performance targets. Top management needs to set an example in the use of digital systems by upholding the principles of efficiency, transparency, and accountability (Mauro, 2024b). In this context, technology-based leadership (*digital leadership*) becomes an essential new competency for health institution managers to ensure that the transformation is sustainable.

The integration of information systems also provides opportunities for healthcare organisations to optimise big data analytics as a basis for strategic decision-making. Big data obtained from thousands of health transactions per day can be processed to identify disease patterns, predict medical staff needs, and evaluate the effectiveness of service programmes (Krotkiewicz, 2025a). Predictive data analysis helps organisations determine more targeted and responsive policies to epidemiological changes. Thus, an integrated information system is not only an administrative tool, but also a strategic asset in modern evidence-based management.

In the context of public services, information system integration also strengthens transparency and accountability. Hospital performance data, service costs, and resource availability can be openly monitored by regulators and the public. This reduces opportunities for irregularities, increases public trust, and encourages good governance. Good integration enables synergy between the government, service providers, and the public, especially in national health systems that rely on multi-sector collaboration such as the National Health Insurance (JKN) in Indonesia (Krotkiewicz, 2025b).

In a global context, global health organisations such as the WHO and OECD emphasise the importance of digital health integration to achieve the goal of Universal Health Coverage (UHC). Developed countries have implemented cross-agency data integration that enables measurable population health management (Mauro, 2024a). For developing countries, an important lesson is the need to balance investment in technology with human resource capacity building. Without adequate digital competence and data literacy support, sophisticated information systems risk being suboptimal or even completely underutilised (Mauro & Nguyen, 2025).

Evaluations of the impact of information system integration show that the greatest benefits arise when the system is used consistently by all levels of the organisation. Success is measured not only in terms of technology, but also in terms of improved service quality, medical staff productivity, and patient satisfaction (Guzmán-

Leguel, 2025). Therefore, organisations need to establish digital performance indicators such as service response time, administrative error rates, and patient satisfaction scores before and after system implementation.

This indicator-based approach helps ensure that technology investments provide concrete added value for patients and institutions. Overall, information system integration is at the heart of health management transformation strategies in the digital age. Connected and analytically driven systems enable organisations to deliver more efficient, adaptive, and patient-focused services.

However, the success of integration is not only determined by technical factors, but also by the organisation's readiness to manage change, build a digital culture, and enforce ethical data governance. The combination of reliable information systems, visionary leadership, and human resource empowerment is the key to creating a sustainable, quality-oriented healthcare ecosystem.

Improving Human Resource Performance and Optimising Patient Service Quality

Human resources are at the core of the entire process of transforming healthcare organisation management. The success or failure of digitalisation and organisational restructuring depends heavily on people's readiness to accept, understand, and utilise these changes. In the context of healthcare services, medical personnel, paramedics, and administrative staff not only play a technical role, but also act as agents of change who determine the direction of the organisational culture (Guzmán-Leguel, 2025). Therefore, improving human resource performance is a strategic priority so that all elements of the organisation can work synergistically with an integrated information system and focus on improving the quality of patient services.

Improving HR performance in healthcare management transformation is not only about increasing productivity, but also changing the work paradigm towards a value-based healthcare approach. This model emphasises that the performance of healthcare workers should be measured by the actual results for patients, not just by the number of actions or volume of services provided (Fauziyah, 2023). Medical personnel are required to prioritise interprofessional collaboration, the appropriate use of digital technology, and effective communication with patients as part of their performance assessment. Thus, human resource development must be directed towards building technical, social, and ethical competencies that support patient quality and safety (Limna, 2023).

Digital competence is now an important element in the framework of improving human resource performance in the health sector. The digital era transformation requires health workers to be able to adapt to information systems such as Electronic Health Records (EHR), telemedicine technology, and the use of big data for clinical analysis. Mastery of this technology speeds up workflows, improves the accuracy of clinical data, and reduces the risk of human error. However, technological mastery alone

is not enough; digital literacy is also required, including an understanding of data security, patient privacy ethics, and professional responsibility in the management of digital health information (Mauro & Singh, 2024).

Improving human resource competencies in digital transformation needs to be done through continuous professional development programmes. Training should not only be provided formally through seminars or workshops, but also through on-the-job training, mentoring, and digital clinical simulation-based learning. These programmes must be designed based on organisational needs according to a workforce competency gap map (Prasetyo, 2023). Improving human resource capacity should be part of a performance management system that is integrated with the hospital information system so that it can be monitored and evaluated regularly. This approach ensures that human development runs parallel to the strengthening of digital infrastructure (Wulandari, 2024).

In addition to training, work motivation plays an important role in improving the performance of health workers. Organisations need to establish a fair and transparent reward system based on performance achievements, innovation, and contributions to service quality improvement. Performance-based incentives are not only material but also take the form of professional recognition and career development opportunities. In the digital era, performance indicators can be measured objectively through information system data, such as service response time, administrative errors, and patient satisfaction (Santoso, 2024).

Thus, digital systems can be monitoring tools that support a performance-based work culture. High human resource performance also depends on a conducive work environment. An organisational culture that values openness, collaboration, and innovation creates a positive atmosphere that encourages creativity and professional responsibility.

A work environment that supports a balance between workload and the well-being of healthcare workers has been proven to increase loyalty and service quality (Sari, 2023). In a digital ecosystem, organisational culture needs to be directed towards supporting adaptive learning, where mistakes are seen as opportunities for continuous improvement, rather than as punishable failures.

Such a humanistic managerial approach is the foundation for successful transformation (Ramadhani, 2024). Management involvement in performance monitoring and human resource development must be strategic and sustainable. The managerial function in hospitals is no longer limited to administration, but also includes facilitating changes in work behaviour and shaping a shared vision. Transformational leaders in the health sector are required to be able to build trust and shared commitment among staff. Values-driven leadership and two-way communication are crucial elements in motivating medical personnel to adopt new technologies and foster a sense of ownership of the organisation's vision (Putri, 2023). The relationship between

improved human resource performance and optimised patient service quality is direct and multidimensional.

Competent and motivated human resources will provide faster, more empathetic, and clinically appropriate services. On the other hand, patients who receive professional services tend to have high levels of satisfaction and trust in healthcare institutions (Li, 2024). In the service quality model, dimensions such as tangibles, reliability, responsiveness, assurance, and empathy are the main parameters in evaluating service quality.

Therefore, HR improvement strategies must be directed at strengthening these five dimensions through the development of technical and interpersonal skills (Shahmoradi, 2025). Optimising patient service quality also requires an evaluation system that is integrated with digital data. Health information systems enable institutions to conduct real-time service quality surveillance, monitor patient satisfaction, and analyse complaints for continuous improvement.

The use of patient relationship management systems (PRM) and artificial intelligence-based feedback analytics helps organisations understand patient needs in depth (Shahmoradi, 2016). With this analysis, hospitals can tailor their services to be more personalised and efficient. This approach emphasises the role of technology as a tool to strengthen the human-patient relationship, rather than as a substitute for empathetic interaction. In addition to patients, improving service quality also has an impact on the reputation of healthcare organisations. Institutions that are able to maintain consistent service quality will gain public trust, stronger competitiveness, and partnership opportunities with various parties. In the long term, optimal service quality contributes to healthcare cost efficiency through the prevention of clinical errors and a reduction in hospitalisation length. This means that investing in human resource development not only provides social benefits, but also long-term economic benefits for the organisation.

Service quality is also closely related to patient safety. Healthcare workers who are trained, technologically aware, and work according to operational standards have a lower risk of medical errors. Therefore, every human resource development programme must integrate the principle of patient safety as part of performance assessment. In a digital system, safety incident reporting can be done quickly and transparently through an online incident reporting system, which supports the organisation's safety culture. This shows that service quality and patient safety are two aspects that go hand in hand in the transformation of health service management (Shahmoradi, 2016).

From a global perspective, organisations such as the WHO and Joint Commission International (JCI) emphasise the importance of human resource competence and service quality as pillars of a robust health system. Countries with superior health systems have adaptive, data-driven human resource management characteristics

supported by continuous evaluation processes. Indonesia can adopt a similar approach through the digitisation of training processes, the establishment of centres of excellence, and a digital performance-based accreditation system. In this way, HR capacity development is targeted and measurable, supporting the achievement of global quality standards in national health services (Javeedullah, 2025). The success of improving HR performance and optimising service quality cannot be separated from the integration of information systems. These systems serve as a bridge between human and technological aspects, ensuring that every activity, achievement, and development need is properly recorded. Individual and team performance data generated through digital systems form an objective basis for formulating targeted HR development policies. Data integration between hospital management information systems and HR performance systems also ensures transparency and efficiency in the evaluation, promotion, and reward processes (Nugroho, 2023).

Overall, improving human resource performance and optimising the quality of patient services are two mutually reinforcing aspects of the health organisation's management transformation strategy. The development of digital competencies, transformative leadership, an innovative work culture, and a data-driven evaluation system are the foundations for creating sustainable, patient-focused healthcare services. Successful transformation not only results in internal efficiency but also enhances the human value in medical services. Thus, collaboration between technology and excellent human resources is the key to the advancement of healthcare organisations in the digital era.

Conclusion

The strategy for organisational management transformation in healthcare services in the digital era must be carried out holistically through the integration of information systems, strengthening human resource capacity, and a focus on the quality of patient services. Information system integration serves as the main foundation that connects all clinical, administrative, and managerial processes so that they can run efficiently, transparently, and based on data. Digitalisation through systems such as Electronic Health Records, telemedicine, and big data analysis not only speeds up services but also improves the accuracy of decision-making. The success of this transformation depends on the organisation's ability to ensure interoperability, data security, and comprehensive technology adoption across all service units.

Beyond technological aspects, the success of transformation is also influenced by adaptive, collaborative, and results-oriented human resource management. Human resources are a key factor in operating digital systems, translating data into policy, and ensuring that services remain patient-centred. Performance improvement processes through continuous training, digital literacy development, and transformational leadership will shape an innovative organisational culture that is responsive to change.

In this way, healthcare organisations can create synergy between human capabilities and technological sophistication to achieve optimal performance. Effective management transformation ultimately leads to improved service quality and patient experience as the highest indicators of success. Digitally integrated healthcare services enable fast, safe, and transparent services, while increasing public satisfaction and trust in the healthcare system.

Therefore, transformation strategies should not be viewed as mere technology projects, but rather as a continuous process involving the renewal of organisational structures, mindsets, and professional values in medical services. By combining the strengths of information systems and excellent human resources, healthcare organisations can build sustainable, resilient, and competitive service systems in the digital era.

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