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Therapeutic Work Culture as the Foundation for Human Resource Management at the Rumah Asa Silampari Drug Rehabilitation Center, Lubuklinggau City

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Abstract

This study addressed the need to understand therapeutic work culture as the foundation for human resource management at the Rumah Asa Silampari Drug Rehabilitation Center in Lubuklinggau City. It aimed to analyze its implementation, role in human resource management practices, and supporting and inhibiting factors. A descriptive qualitative approach with a single-case study design was employed. Informants were selected through purposive sampling, involving personnel from institutional leadership, human resource management, rehabilitation counseling, and support services. The reported findings included accounts from five informants. Data were collected through in-depth interviews, observations, and documentation and analyzed using the interactive model of data condensation, data display, and conclusion drawing and verification. Data credibility was assessed through source and technique triangulation. The findings showed that therapeutic work culture was implemented through empathy, discipline, responsibility, effective communication, and teamwork. These values were integrated into human resource management practices, including competency-based task allocation, staff training, supervision, and routine performance evaluation. Supporting factors included staff commitment, teamwork, leadership support, and a supportive work environment, while inhibiting factors included limited staffing, heavy workloads, diverse emotional conditions among residents, inadequate facilities, and limited family support. The study concluded that therapeutic work culture provided a foundation for humanistic personnel management and highlighted the importance of continuous staff development and organizational support in maintaining consistent therapeutic work practices.

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1. Introduction

Drug abuse is a social issue with complex and enduring impacts on the quality of human resources. Substance abuse not only causes physical health problems but also seriously affects psychological well-being, emotional stability, and an individual's ability to function socially and remain productive at work (Ranjha et al., 2025; Volkow & Blanco, 2023). Individuals involved in substance abuse often experience diminished self-control, behavioral disturbances, and difficulties adapting to social norms and work environments. Ultimately, these conditions contribute to a decline in human resource quality and an increased social burden on the community.

Efforts to address the drug problem cannot rely solely on repressive approaches involving law enforcement. While legal measures are important for deterrence and maintaining social order, they are insufficient to resolve the root causes of drug dependency (Arny et al., 2025). Consequently, rehabilitation has emerged as a key strategy focused on the holistic recovery of individuals physically, psychologically, socially, and behaviorally. Drug rehabilitation aims to help individuals overcome dependency, restore social functioning, and prepare them to resume productive roles in society (Best et al., 2017; Giang et al., 2024).

Drug rehabilitation centers play a strategic role as social service institutions that

focus not only on the client's recovery process but also on professional organizational management (Merritt, 2019). The success of rehabilitation depends heavily on the quality of the personnel involved, including counselors, support staff, medical professionals, and institutional administrators. Personnel at rehabilitation institutions are required to possess technical competence, psychosocial understanding, and strong interpersonal skills, given that they work directly with vulnerable individuals who require an empathetic and humanistic approach (Nejst et al., 2026). The Rumah Asa Silampari Drug Rehabilitation Center is one such institution that adopts the therapeutic community model as the foundation for its organizational activities. This approach frames the recovery process as a social learning system involving interaction, role modeling, and continuous guidance (De Leon & Unterrainer, 2020; Subiyantoro et al., 2025). It is applied not only to rehabilitation clients but also internalized as a core value within the organization's work culture.

The therapeutic work culture at the Rumah Asa Silampari Drug Rehabilitation Center is reflected in values such as empathy, discipline, leading by example, responsibility, and commitment to the continuous rehabilitation process. These values shape behavioral patterns that emphasize care, openness, and teamwork in navigating the various dynamics of the rehabilitation process. A therapeutic work environment is believed to foster a safe and supportive atmosphere, thereby facilitating client recovery while supporting the psychological well-being of the staff involved (White et al., 2024; Wilson et al., 2023).

From a human resource management perspective, work culture is a fundamental factor influencing the effectiveness of HR management. Work culture serves as a system of values and norms guiding individuals in their actions and decision-making within the organizational environment. A strong work culture aligned with organizational goals can enhance staff commitment, loyalty, and performance (Manekar, 2024). Organizational culture and employee competence also play important roles in improving employee performance and supporting organizational effectiveness (Mappatompo et al., 2026). Conversely, an ambiguous or inconsistent work culture can lead to conflict, diminished motivation, and poor organizational performance.

Human resource management in drug rehabilitation institutions possesses characteristics distinct from those of typical business organizations. HR management focuses not only on achieving organizational performance targets but also on service quality, moral integrity, and the staff's ability to fulfill their roles as recovery facilitators in a professional and humane manner. Effective recruitment, training, performance management, and employee development are essential components of human resource management in strengthening organizational capabilities (Ama et al., 2024).

The therapeutic work culture at the Rumah Asa Silampari Drug Rehabilitation Center serves as the foundation for the recruitment process, where candidates are evaluated not only on technical competence but also on the alignment of their values, attitudes, and emotional capabilities. Furthermore, a therapeutic work culture serves as the foundation for staff development and performance assessment processes, emphasizing empathy, discipline, responsibility, and teamwork capabilities. This aligns with the view that a value-based work culture fosters consistent and sustainable work behaviors (Ohri & Dutta, 2026).

Implementing a therapeutic work culture in human resource management is not without challenges. Differences in educational backgrounds, work experience, and individual personalities can influence the process of internalizing work culture values. Additionally, the high emotional workload involved in supporting rehabilitation clients carries the risk of burnout if not managed effectively (Bartram et al., 2026; Bruschini et al., 2018). Supportive working environments, effective leadership, and work–life balance are important considerations in maintaining employee performance within healthcare service institutions (Permatasari et al., 2026).

At the Rumah Asa Silampari Drug Rehabilitation Center, limited staffing, overlapping work responsibilities, high workloads, and diverse emotional conditions among residents present practical challenges to the consistent implementation of a therapeutic work culture. Although the institution conducts regular staff guidance and performance evaluations, employees must balance professional responsibilities with the emotional

demands of rehabilitation services. These conditions raise an important organizational issue regarding how therapeutic values can be consistently integrated into human resource management practices amid existing operational limitations.

Previous studies have primarily examined therapeutic communities in relation to resident recovery and behavioral development, while studies on organizational culture and human resource management have generally focused on employee performance in conventional organizational settings (Ama et al., 2024; De Leon & Unterrainer, 2020; Manekar, 2024; Mappatompo et al., 2026). However, limited attention has been given to how therapeutic work culture is integrated into recruitment, staff development, performance assessment, and employee management within drug rehabilitation institutions.

Based on the foregoing, this study is significant for examining in depth how a therapeutic work culture serves as the foundation for human resource management at the Rumah Asa Silampari Drug Rehabilitation Center. The study aims to analyze the implementation of therapeutic work culture in human resource management and identify the supporting and inhibiting factors affecting its implementation. Furthermore, the findings are expected to contribute academically to the field of human resource management within drug rehabilitation organizations and serve as a practical reference for other rehabilitation institutions seeking to manage human resources effectively, humanely, and sustainably.

The novelty of this research lies in its examination of therapeutic work culture as the foundation for human resource management at the Rumah Asa Silampari Drug Rehabilitation Center in Lubuklinggau City. The study goes beyond discussing the application of therapeutic work culture in resident care to also analyze its role in recruitment, staff development, performance appraisal, and human resource advancement, particularly in addressing the organizational and operational challenges faced by rehabilitation institutions.

2. Literature Review

2.1 Human Resource Management

Human resource management is the science and art of effectively and efficiently managing workforce relationships and roles to help realize the goals of the organization, employees, and society (Anggraini et al., 2024). This perspective emphasizes that human resource management is not solely oriented toward organizational interests but must also consider the balance between individual interests and the social environment. Human resource management represents a strategic and integrated approach to managing, developing, and maintaining the well being of individuals working within an organization (Guest, 2017). This approach positions human resources as strategic assets that require continuous development to support the achievement of the organization's long-term goals.

2.2 Work Culture

Work culture is a pattern of basic assumptions created, discovered, or developed by a group as a means to address challenges regarding external adaptation and internal integration; these assumptions are subsequently taught to new members as the correct way to think and act (Ben-Hador, 2023). This perspective emphasizes that work culture is formed through a process of shared learning and serves as a guide for behavior within the organization.

Work culture constitutes a system of shared meanings held by organizational members that distinguishes one organization from another (Smircich, 2017). This system of meaning is reflected in dominant values, work philosophies, unwritten rules, and interaction patterns that evolve within the work environment. A strong work culture shapes employee behavior, ensuring it remains consistent and aligned with organizational goals.

Based on these expert views, it can be concluded that work culture is a system of values, norms, and beliefs that develops within an organization, serving as a behavioral guide for human resources in the execution of their duties and responsibilities. Work culture functions both as a mechanism for behavioral control and as a driver of organizational performance.

2.3 Therapeutic Work Culture

The therapeutic community approach emphasizes the creation of a social environment that supports the recovery process through structured interaction, role modeling, discipline, and shared responsibility (De Leon & Unterrainer, 2020). While the therapeutic

community primarily focuses on resident recovery, therapeutic work culture refers to a system of shared organizational values, norms, and behaviors that guides rehabilitation personnel in performing their professional responsibilities. This concept draws on organizational culture theory, which emphasizes shared assumptions and values as foundations for individual behavior within an organization (Ben-Hador, 2023; Smircich, 2017).

Within this study, therapeutic work culture encompasses empathy, role modeling, discipline, teamwork, emotional safety, and reflective supervision. The integration of therapeutic community principles into human resource management can be facilitated through value-based recruitment, staff training, performance assessment, and supportive supervision. These organizational practices provide mechanisms through which therapeutic values can be translated into daily staff behavior while supporting employee well-being, professionalism, and the quality of rehabilitation services (Ama et al., 2024; Guest, 2017; White et al., 2024).

A therapeutic work culture in rehabilitation organizations is a value system that integrates human resource management principles with a psychosocial approach (Tawfig et al., 2025). This culture fosters an emotionally safe, supportive, and growth-oriented work environment for both clients and staff. Such an approach is believed to enhance the commitment, well-being, and work effectiveness of personnel within rehabilitation organizations.

Based on these expert perspectives, it can be concluded that a therapeutic work culture is a system of values and work norms grounded in principles of healing, empathy, role modeling, discipline, and continuous development within the organizational setting. This culture serves as a behavioral guide for personnel in performing their duties professionally and humanely, while simultaneously creating a work environment conducive to the recovery process.

3. Research Methods

This study employs a descriptive qualitative approach to examine therapeutic work culture as the foundation for human resource management at the Rumah Asa Silampari Drug Rehabilitation Center. The study focuses on its implementation, human resource management practices, its role in recruitment and staff development, and the supporting and inhibiting factors affecting its implementation. The primary unit of analysis is human resource management practices grounded in therapeutic work culture.

This study utilizes a single-case study design. Rumah Asa Silampari was selected because it integrates therapeutic community principles into resident rehabilitation and personnel management. As a social-based rehabilitation institution, it employs institutional leaders, human resource managers, counselors, and rehabilitation support staff. The research was limited to this institution, with a study period scheduled from April 10 to May 10. Observations focused on staff behavior, interpersonal interactions, daily activities, and task performance relevant to therapeutic work culture.

Research data were obtained through direct interaction between the researcher and the subjects, enabling the collection of rich, in-depth information. The findings are expected to provide a clear picture of human resource management practices grounded in a therapeutic work culture within a drug rehabilitation facility.

The study was conducted at the Rumah Asa Silampari Drug Rehabilitation Center, a social-based drug rehabilitation institution. This location was selected because the institution implements a therapeutic work culture in its human resource management. The research was scheduled to span approximately four weeks from April 10 to May 10 encompassing the stages of preparation, data collection, data analysis, and report writing.

Data sources in this study consist of primary and secondary data. Primary data were obtained through interviews and observations involving informants selected using purposive sampling based on their involvement in therapeutic work culture and human resource management. The reported findings include accounts from five informants representing different organizational functions. Secondary data were obtained from relevant institutional documents, archives, reports, and other written materials.

Data collection techniques included in-depth interviews, observation, and documentation. Interviews focused on therapeutic values, personnel management practices, and challenges in their implementation. Observations focused on staff

behavior, interpersonal interactions, daily rehabilitation activities, and task performance. Institutional records, reports, archives, and photographs were used to supplement the interview and observation data.

Data analysis followed the interactive model comprising data condensation, data display, and conclusion drawing and verification (Miles et al., 2014). Relevant data were selected and organized according to the research objectives, covering therapeutic work culture implementation, human resource management practices, and supporting and inhibiting factors. The data were presented narratively, and conclusions were drawn by examining recurring patterns and relationships across the findings.

Data credibility was assessed through source and technique triangulation. Source triangulation involved comparing information obtained from informants representing different organizational roles, while technique triangulation involved comparing interview findings with observations and institutional documentation to assess data consistency and credibility.

4. Results and Discussion

4.1 Implementation of Therapeutic Work Culture

A therapeutic work culture at the Rumah Asa Silampari Drug Rehabilitation Center is implemented through a service approach that prioritizes human values. All staff members are guided to provide care that respects the residents' psychological well-being. This approach ensures residents feel accepted throughout their rehabilitation. A comfortable service environment supports the residents' gradual recovery process.

The application of this therapeutic work culture is evident in the communication patterns staff use when interacting with residents. Staff are accustomed to using polite, non-judgmental language. This style of communication fosters a sense of security for the residents, making it easier for them to open up to staff during the rehabilitation process.

Interpersonal relationships between staff and residents are built through intensive daily interactions. Counselors and rehabilitation support staff strive to deeply understand each resident's emotional state. Positive relationships help build mutual trust, which serves as a crucial foundation for successful rehabilitation.

The therapeutic work culture is also implemented through a family-oriented approach to rehabilitation services. Staff are instructed to treat residents humanely, regardless of their backgrounds. Informants noted that patience and listening skills are central to the service provided. These statements indicate that the therapeutic work culture has become a guiding principle for staff behavior (White et al., 2024).

The implementation of this therapeutic work culture is also visible in daily counseling sessions. Counseling provides a platform for residents to express their feelings and the issues they are facing. This process enables counselors to monitor changes in the residents' psychological state, and counseling activities have a positive impact on the recovery process. Rehabilitation activities at Rumah Asa Silampari focus on more than just the residents' physical recovery; the process also addresses their mental, emotional, and social well-being. This approach aims to foster self awareness and behavioral change among the residents. Comprehensive services help enhance the effectiveness of rehabilitation.

Rumah Asa Silampari implements work rules that emphasize professionalism, service ethics, and the protection of residents' confidentiality. Staff members are required to safeguard residents' identities and personal information throughout the rehabilitation process. These practices reflect the institution's commitment to maintaining a safe, respectful, and supportive therapeutic environment. An informant involved in human resource management (P01) reported that therapeutic work culture is developed through discipline, social concern, and respect for residents' psychological conditions. The informant also described routine evaluations of staff behavior to maintain consistency in therapeutic practices. This account suggests that staff guidance and performance evaluation serve as organizational mechanisms for reinforcing therapeutic work culture.

The therapeutic work culture at the rehabilitation center is further supported by daily staff evaluations. These evaluations serve as a forum to discuss resident progress and service-related challenges. Staff have the opportunity to provide each other with feedback regarding rehabilitation services, demonstrating a collaborative work culture (Ladekjær et al., 2022).

Rehabilitation support staff play a crucial

role in maintaining a therapeutic atmosphere within the facility. They interact directly with residents during various daily activities, employing a persuasive and attentive approach. This approach helps residents feel valued throughout their rehabilitation journey.

Siti Aisyah notes that staff at Rumah Asa Silampari are encouraged to provide daily motivation to residents. This encouragement aims to inspire residents to improve themselves and recover from drug dependency. Support staff also strive to create a comfortable atmosphere during daily activities, demonstrating that the therapeutic work culture is put into practice through tangible actions. The therapeutic work culture is also implemented through spiritual guidance for residents. Religious activities are conducted regularly as part of the rehabilitation process, with staff accompanying residents to foster closer relationships. A spiritual approach helps enhance residents' self awareness and behavioral control.

Rehabilitation services at Rumah Asa Silampari employ a persuasive approach rather than coercive measures. Staff are encouraged to prioritize effective communication when addressing issues faced by residents. This approach helps maintain a stable rehabilitation environment, as a conducive setting positively influences resident recovery. Implementing a therapeutic work culture relies on staff collaboration in delivering rehabilitation services. Every staff member is responsible for maintaining a comfortable and safe environment. Such cooperation fosters effective coordination across service departments, thereby enhancing the overall effectiveness of the rehabilitation process.

Abdul, an Addiction Counselor, notes that a therapeutic work culture enables staff to gain a deeper understanding of residents' emotional states. Since each resident has a unique background and set of issues, distinct service approaches are required; this understanding helps counselors select appropriate rehabilitation methods. These insights demonstrate that a therapeutic work culture elevates the quality of rehabilitation services.

Staff at Rumah Asa Silampari are also guided to avoid conflicts with residents during the rehabilitation process. Issues are resolved through effective communication and persuasive approaches, which helps maintain positive staff resident relationships and fosters a more stable rehabilitation environment. A therapeutic work culture cultivates empathy among staff, making them more attuned to the psychological states and needs of the residents. This care is evident in the staff's daily attention to changes in resident behavior. Empathy is a crucial element of rehabilitation services (Warden, 2019).

Therapeutic culture-based rehabilitation activities also boost staff members' sense of professional responsibility. Staff understand that their duties extend beyond administrative tasks; they also bear a social responsibility to assist in the residents' recovery process. This awareness contributes to improved service quality. Dedi Kurniawan explains that a therapeutic work culture fosters more harmonious working relationships among the staff. Employees have become more open to collaboration and mutual assistance in completing tasks. Harmonious working relationships help create a comfortable work environment. These conditions have a positive impact on rehabilitation service.

The therapeutic work culture at Rumah Asa Silampari is also reflected in the staff's ability to maintain emotional stability while working. Employees are required to remain calm when dealing with the varied behaviors of residents. Emotional control is a crucial element in maintaining a rehabilitation atmosphere that is conducive to recovery. This capability helps foster more professional service delivery.

The implementation of a therapeutic work culture at the Rumah Asa Silampari Drug Rehabilitation Center has become an integral part of the facility's operations. Values such as empathy, cooperation, discipline, and care are incorporated into daily service activities. From the staff's perspective, this work culture contributes to a more humane and supportive rehabilitation environment. However, these findings reflect staff perceptions rather than measured resident recovery outcomes. Further research involving residents' perspectives and independent outcome assessments is needed to evaluate the contribution of therapeutic work culture to rehabilitation effectiveness.

4.2 Human Resource Management Based on Therapeutic Work Culture

Human resource management at the Rumah Asa Silampari Drug Rehabilitation Center is conducted in alignment with the needs of rehabilitation services grounded in a therapeutic work culture. This management encompasses task allocation, staff development,

work supervision, and service evaluation. All employees are guided to understand the importance of a humanistic approach in performing their duties. This approach aims to enhance the quality of rehabilitation services provided to residents.

Human resource management at the rehabilitation center focuses on more than just the technical skills of the staff; emotional and interpersonal competencies are also essential components. Employees are expected to understand the residents' psychological states throughout the rehabilitation process. This indicates a comprehensive approach to human resource management. Human resource management based on a therapeutic work culture is evident in the provision of regular staff development. This development is carried out through work discussions, service evaluations, and internal training sessions. Such activities help improve the staff's ability to handle the various situations presented by residents. Continuous staff development helps maintain the quality of rehabilitation services (Gilmore et al., 2017). Rina Oktaviani, the Human Resources Manager, explains that human resource management at Rumah Asa Silampari emphasizes the values of empathy and work discipline. Staff members are educated on the importance of providing humane care to residents, and their work conduct is regularly monitored. These measures aim to maintain a consistent therapeutic work culture within the rehabilitation environment.

Task allocation at Rumah Asa Silampari is based on each employee's competencies and capabilities. Counselors are responsible for counseling activities and providing psychological support to residents, while rehabilitation support staff assist residents with their daily activities throughout the rehabilitation process. This division of tasks helps enhance the effectiveness of rehabilitation services.

Human resource management in rehabilitation facilities requires effective communication among staff. Communication is used to convey information regarding resident progress and service-related challenges. Such information exchange enables staff to determine appropriate care strategies. Effective work coordination helps maintain the quality of rehabilitation services (Symons et al., 2019).

Tegar Prasetyo noted that teamwork is essential to the rehabilitation process. Staff members must support one another to ensure optimal service delivery to residents. Informants also explained that communication among staff is conducted openly and regularly. This indicates that a therapeutic work culture reinforces teamwork within the rehabilitation environment. Rumah Asa Silampari implements periodic staff performance evaluations. These evaluations assess service quality, discipline, and professional responsibility. The results serve as a basis for staff development and service improvement. This evaluation system helps maintain the consistency of the therapeutic work culture.

Human resource development is pursued through training in rehabilitation and addiction counseling. Training is provided to enhance staff capabilities in managing residents with diverse personalities. The knowledge gained enables staff to perform their duties more professionally. These efforts demonstrate the facility's commitment to improving human resource quality (Mebratie et al., 2025).

Abdul stated that the training helps staff understand more effective communication techniques for interacting with residents. Staff members become more patient and better able to manage their emotions in challenging situations. Such capabilities are crucial for maintaining the stability of rehabilitation services. These statements indicate that human resource management is geared toward strengthening the therapeutic culture.

Human resource management grounded in a therapeutic work culture is also evident in the mutual respect practiced among staff members. Working relationships are built upon principles of kinship and cooperation, fostering a comfortable and harmonious work environment. A positive work environment influences the quality of rehabilitation services (Shirozhan et al., 2022).

Rehabilitation staff are responsible for maintaining resident discipline throughout the rehabilitation process. They carry out this duty using a persuasive approach to ensure residents do not feel pressured, demonstrating that human resource management at Rumah Asa Silampari is not authoritarian. Therapeutic values underpin the execution of staff duties.

Siti Aisyah explains that human resource management at the rehabilitation center prioritizes the ability to understand residents' conditions. Staff are guided to remain calm when facing various situations that arise during rehabilitation; this attitude helps create a more conducive rehabilitation atmosphere. Such an

approach indicates that the therapeutic work culture serves as a behavioral guideline for staff.

Human resource management at Rumah Asa Silampari is further supported by organized work scheduling. Schedules are designed to ensure the effectiveness of twenty-four-hour rehabilitation services, enabling staff to perform their duties optimally and with clear direction. This system reflects structured work management. Staff discipline is a crucial component of therapeutic culture-based human resource management. Staff are required to be punctual and to perform their duties in accordance with rehabilitation service procedures. Such discipline helps maintain service stability for residents, thereby positively influencing the effectiveness of the rehabilitation process.

A therapeutic work culture also influences how employees resolve work-related issues. Problem-solving is achieved through effective communication and consultation among staff members. This approach helps minimize workplace conflict, fostering more harmonious working relationships.

Human resource management at Rumah Asa Silampari employs a humanistic approach rather than a rigid operational system. Employees are encouraged to voice their opinions and offer input regarding rehabilitation services. Staff involvement in work processes fosters a greater sense of responsibility toward their duties, thereby reinforcing the therapeutic work culture within the rehabilitation setting.

Dedi Kurniawan explains that a therapeutic culture-based approach to HR management instills a stronger sense of responsibility in employees regarding their tasks. Staff members feel they play a vital role in the residents' recovery process, and this sense of responsibility boosts their enthusiasm for service delivery. This demonstrates the positive impact of a therapeutic work culture on HR management.

Managing human resources through a therapeutic culture also cultivates empathy among staff toward the residents. Employees gain a better understanding of the residents' emotional states and needs throughout the rehabilitation process. This empathy fosters improved relationships between staff and residents, which in turn supports the success of the rehabilitation program.

HR management practices at Rumah Asa Silampari reflect a commitment to balancing service quality with staff well-being. The organization strives to create a comfortable work environment that enables employees to perform at their best. A positive work environment boosts employee motivation and loyalty, ultimately contributing to the success of rehabilitation services.

Human resource management at the Rumah Asa Silampari Drug Rehabilitation Center is conducted based on therapeutic work culture values. Values such as empathy, discipline, responsibility, and cooperation are applied across various aspects of staff management. This approach helps foster rehabilitation services that are more humane and professional, demonstrating the significant role of therapeutic work culture in human resource management within rehabilitation institutions.

4.3 The Role of a Therapeutic Work Culture as a Foundation for Human Resource Recruitment, Mentoring, Assessment, and Development

A therapeutic work culture serves as a fundamental element in the human resource management process at the Rumah Asa Silampari Drug Rehabilitation Center. Therapeutic values are integrated into the recruitment, guidance, performance assessment, and professional development of staff. The organization aims to cultivate a workforce that is not only technically competent but also possesses a strong sense of social concern. This approach is adopted to uphold the quality of rehabilitation services.

Staff recruitment at Rumah Asa Silampari takes into account how well a candidate's character aligns with the organization's work culture. Interpersonal communication skills are a priority during the selection process, as candidates are expected to build positive relationships with residents throughout the rehabilitation journey. This approach demonstrates that the therapeutic work culture is a primary factor in hiring decisions. Rina Oktaviani, the HR Manager, explains that the selection process evaluates candidates based on empathy, patience, and the ability to work collaboratively. The organization requires staff who can effectively understand the psychological state of the residents. The ability to maintain professional service ethics is also a key consideration during recruitment. These points illustrate that the therapeutic work culture forms the foundation of the hiring

process.

The therapeutic work culture helps the organization secure staff who are genuinely committed to rehabilitation services. Recruited staff are expected to possess not only professional competence but also the social awareness needed to assist in residents' recovery. Such an attitude is essential for maintaining the quality of rehabilitation services, indicating that the recruitment process is designed to reinforce the organization's work culture.

Staff guidance at Rumah Asa Silampari is conducted on an ongoing basis to strengthen the implementation of the therapeutic work culture. This guidance is provided through briefings, performance evaluations, and discussions regarding rehabilitation services. These activities aim to enhance staff understanding of the service standards expected by the organization. Regular guidance helps ensure consistent quality in staff work behavior.

The staff guidance process focuses on more than just improving technical job skills. Coaching is also directed at forming an attitude of discipline, responsibility and empathy towards residents. Employees are given an understanding of the importance of maintaining behavior while carrying out rehabilitation duties. This approach shows that a therapeutic work culture is the basis for employee development.

Tegar Prasetyo stated that patience and the ability to understand the residents' conditions are crucial aspects of staff development. Staff members are guided to remain calm when dealing with the residents' various emotional states. The ability to control one's emotions is considered essential for maintaining a rehabilitation environment that is conducive to recovery. This indicates that the therapeutic work culture shapes the staff's professional behavior.

Rumah Asa Silampari also implements daily evaluations as part of staff development. These evaluations serve as a forum to discuss service-related challenges and the residents' progress during rehabilitation. Staff members are given the opportunity to share their work experiences and propose solutions to the problems they encounter. Such activities help collectively enhance the staff's professional capabilities.

The therapeutic work culture also serves as the foundation for the staff performance assessment process at the rehabilitation center. Assessments are based not only on administrative output but also on the staff's behavior while providing care. Staff members who successfully maintain good relationships with residents receive positive evaluations. This system demonstrates that therapeutic values serve as key indicators in performance reviews.

Staff performance assessments also take into account the ability to work collaboratively within a team. The rehabilitation process requires effective coordination among staff to ensure optimal service delivery. Staff members who maintain harmonious working relationships are viewed as being more supportive of rehabilitation services. This highlights how the therapeutic work culture influences the staff assessment system.

Abdul, an Addiction Counselor, explained that the therapeutic work culture encourages staff to prioritize a humanistic approach in rehabilitation services. Staff are guided to use effective communication rather than coercive measures. This approach helps foster more positive relationships with the residents. This indicates that the therapeutic culture influences the staff's working methods.

Rumah Asa Silampari implements a guidance system that emphasizes the importance of emotional control in the workplace. Staff members are guided to remain professional when handling various service situations. Emotional control plays a crucial role in maintaining a stable rehabilitation environment. This demonstrates that a therapeutic culture forms the foundation of the staff's work behavior.

Human resource development at Rumah Asa Silampari is geared toward enhancing staff competence in rehabilitation services. The institution provides opportunities for staff to attend training sessions and seminars related to drug rehabilitation. These activities help staff acquire new knowledge regarding resident care. Such competency development reflects the institution's commitment to the quality of its human resources.

Human resource development programs also include training in interpersonal communication and addiction counseling. This training aims to improve the staff's ability to interact with residents who have diverse personalities. The knowledge gained enables staff to deliver services more professionally. This reinforces the application of a therapeutic work culture within the rehabilitation facility.

Siti Aisyah explains that staff at Rumah Asa Silampari are encouraged to support one another while carrying out rehabilitation duties. Rehabilitation support staff do not work in isolation, as their tasks are interconnected. Cooperation among staff helps create a more comfortable and harmonious work atmosphere. This indicates that the therapeutic culture strengthens staff solidarity.

Human resource development at the rehabilitation facility focuses on more than just improving work skills; shaping staff character is also a vital part of HR management. Staff are encouraged to cultivate discipline, care, and a sense of responsibility regarding their rehabilitation duties. This approach helps foster a more humanistic service environment.

The therapeutic work culture helps staff recognize the importance of human-centered care. Staff understand that rehabilitation involves more than just the physical recovery of residents; the process also requires emotional and social support from the staff. This awareness enhances the quality of rehabilitation services.

Dedi Kurniawan explains that the therapeutic work culture enables staff to better understand the meaning of social responsibility in their work. Staff members do not merely perform administrative tasks but also assist in the residents' recovery process. This awareness boosts staff morale in delivering rehabilitation services. The statement demonstrates that a therapeutic culture influences staff development.

A therapeutic work culture also helps foster a more supportive work environment at Rumah Asa Silampari. Staff members become more open to collaboration and providing support to their colleagues. Harmonious working relationships help enhance the effectiveness of rehabilitation services. This situation has a positive impact on human resource management within the rehabilitation facility.

Implementing a therapeutic work culture in human resource management helps the facility maintain the quality of rehabilitation services on a sustainable basis. Values such as empathy, discipline, responsibility, and cooperation are applied across all aspects of staff management. This work culture strengthens staff professionalism in carrying out rehabilitation duties. These conditions demonstrate that a therapeutic culture plays a strategic role in human resource management.

A therapeutic work culture has become a fundamental pillar in the recruitment, guidance, performance assessment, and development of human resources at the Rumah Asa Silampari drug rehabilitation center. All staff management processes are geared toward supporting rehabilitation services that are both humane and professional. Implementing this culture helps create a more harmonious and conducive work environment. A therapeutic work culture plays a vital role in the successful management of human resources within rehabilitation facilities (Gilmore et al., 2017).

4.4 Factors that Support and Inhibit the Implementation of Therapeutic Work Culture in Human Resource Management

The implementation of a therapeutic work culture at the Rumah Asa Silampari Drug Rehabilitation Center is influenced by various interconnected factors. These factors encompass both the elements that facilitate and those that hinder the delivery of rehabilitation services. Collectively, these conditions impact the effectiveness of human resource management within the institution. Understanding these factors is crucial for maintaining the quality of care provided to residents.

A therapeutic work culture thrives when all staff members demonstrate a strong commitment to their duties and responsibilities. This commitment is evident in their dedication to providing humane care to residents, as staff members strive to maintain an empathetic and caring attitude throughout the rehabilitation process. Such an environment fosters a more conducive atmosphere for rehabilitation.

Rina Oktaviani explains that staff collaboration is a key factor supporting the therapeutic work culture at Rumah Asa Silampari. Staff members assist one another in carrying out rehabilitation service tasks. Positive working relationships facilitate open communication among the staff, rendering the service process more effective and focused.

A work culture rooted in a sense of family serves as a strength in supporting rehabilitation services at the institution. Harmonious relationships among staff create a comfortable working environment, making it easier to coordinate efforts in addressing the residents' various needs. This harmonious environment positively impacts the quality of rehabilitation services.

Regular staff guidance and performance

evaluations also support the implementation of the therapeutic work culture. Guidance is provided to enhance staff understanding of rehabilitation service standards, while performance evaluations help address shortcomings in task execution. These activities help ensure consistency in staff work behavior.

Tegar Prasetyo notes that leadership support plays a significant role in sustaining the therapeutic work culture within the rehabilitation center. Leadership regularly provides direction and motivation to the staff, fostering a sense of being valued in their roles. This support boosts staff morale and enthusiasm in delivering services.

Effective leadership significantly influences the formation of a work culture within the rehabilitation setting. Leaders do not merely issue work instructions; they also model appropriate behavior for staff. Such leadership by example helps cultivate discipline and a sense of responsibility among employees, thereby reinforcing the implementation of a therapeutic work culture in service delivery.

Staff training and competency development serve as additional factors supporting the strengthening of a therapeutic work culture. Employees gain knowledge regarding counseling techniques, interpersonal communication, and more effective rehabilitation approaches. This knowledge enables them to better manage the diverse conditions presented by residents. Training positively impacts the quality of rehabilitation services (Htwe et al., 2024).

Abdul explains that institutional training helps staff understand how to interact with residents experiencing varying emotional states. Employees become more patient and better able to regulate their emotions while working capabilities that are crucial for maintaining a stable atmosphere within the rehabilitation facility. These observations demonstrate that competency development fosters the success of a therapeutic work culture.

Effective communication among staff is another vital factor in supporting a therapeutic work culture. Open communication facilitates the exchange of information regarding resident progress, which helps determine appropriate care strategies and strengthens coordination among the team.

A culture of mutual respect within the workplace also contributes to the successful implementation of a therapeutic work culture. Staff strive to maintain positive relationships and avoid workplace conflict; this mutual respect creates a more comfortable and conducive working environment, which in turn boosts employee motivation. One obstacle to implementing a therapeutic work culture is limited staffing. A shortage of personnel leads to increased workloads, requiring employees to handle multiple tasks simultaneously a situation that can potentially compromise the quality of rehabilitation services.

High workloads can result in physical and mental fatigue, yet staff are expected to continue delivering optimal service despite being exhausted. This situation poses a challenge to maintaining a consistent therapeutic work culture, necessitating improved work management. Abdul noted that the unstable emotional state of residents often hinders the rehabilitation process; staff must contend with residents' difficult to control behavior in certain situations, a task requiring a high degree of patience and emotional self control. These challenges highlight the complexity of drug rehabilitation services.

Limited rehabilitation facilities and infrastructure also hinder the implementation of a therapeutic work culture. Inadequate facilities can compromise the comfort of rehabilitation services, thereby affecting the effectiveness of resident guidance and support activities. The availability of proper facilities is a crucial element in ensuring optimal service delivery.

Siti Aisyah explains that the diverse characters and backgrounds of residents present unique challenges during the rehabilitation process. Each resident has a distinct psychological profile, requiring a tailored approach to care. Staff members must be able to adapt their communication styles to the specific needs of each resident, a task that demands strong interpersonal skills.

Work-related pressure is another factor impeding the implementation of a therapeutic work culture. Because rehabilitation services operate around the clock, staff must be constantly prepared to handle various situations. They are required to maintain emotional stability amidst demanding working conditions, a requirement that can impact their physical and mental health.

A lack of family participation in the rehabilitation process also affects service effectiveness. Family support plays a vital role in the residents' recovery; minimal family

involvement complicates the rehabilitation process and acts as a barrier to fully implementing a therapeutic work culture.

Dedi Kurniawan explains that limited operational resources can sometimes disrupt the smooth delivery of rehabilitation services. Staff must exert extra effort to adapt to existing operational constraints, a situation that necessitates cooperation and solidarity among the workforce. These factors demonstrate that operational conditions directly influence the quality of rehabilitation services.

Another inhibiting factor is the onset of work-related burnout resulting from the demanding routine of rehabilitation services (Bruschini et al., 2018). Staff members must contend with the residents' varying emotional states over extended periods. If not properly addressed, these conditions can negatively impact staff motivation and morale. Such situations require the attention of the institution's management.

The implementation of a therapeutic work culture at Rumah Asa Silampari is shaped by interconnected supporting and inhibiting factors. Key factors fostering this therapeutic culture include staff commitment, leadership support, training, and teamwork. Conversely, challenges to its implementation arise from limited human resources, work pressure, and the complexity of the residents' conditions. These circumstances indicate that strengthening a therapeutic work culture requires sustained management support and optimal human resource development.

5. Conclusion

Based on the research findings, it can be concluded that therapeutic work culture serves as an important foundation for human resource management at the Rumah Asa Silampari Drug Rehabilitation Center in Lubuklinggau City. This culture is implemented through a humanistic, empathetic, and family-oriented approach that emphasizes effective communication, patience, discipline, responsibility, and cooperation. Its implementation is reflected in routine counseling, mentoring, daily evaluations, and interactions between staff and residents. Human resource management practices include competency-based task allocation, staff guidance, work supervision, routine evaluation, and skill development through training and internal discussions. The implementation of therapeutic work culture is supported by staff commitment, teamwork, leadership support, and a harmonious work environment. However, limited staffing, heavy workloads, diverse emotional conditions among residents, inadequate facilities, and limited family support remain significant challenges. Therefore, strengthened organizational management and continuous staff development are essential to maintaining consistent therapeutic work practices and supporting professional and humanistic rehabilitation services. A limitation of this study is that it focused on a single rehabilitation center using a qualitative approach; consequently, the findings cannot be generalized to all drug rehabilitation institutions. Future research is recommended to involve multiple institutions and a wider variety of informants to obtain a broader perspective, as well as to examine the relationship between therapeutic work culture and workload, employee well being, and the quality of rehabilitation services.

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