

Turnitin NC_Organizational culture

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ORGANIZATIONAL CULTURE AND NURSES' BEHAVIOR IN IMPLEMENTING PATIENT SAFETY

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Abstract

Patient safety is a measure that is important from the quality of health services. The previous interview result obtained at least one until two patient safety incidents in a month as patient falls and giving the drug to the wrong patient. The behavior of the nurse in carrying out patient safety is influenced by the organizational culture, vision, mission, goals, and leadership style. The culture of the organization that are inherent in nurses affect the quality of hospital services and nurses can reflect itself as a professional nurse with the perform culture of the organization. The study aimed to determine the correlation between organizational culture with the behavior of the nurse in carrying out patient safety. The study used correlational quantitative methods with cross-sectional approach. The sample amounted to 191 nurses used accidental sampling. The questionnaires of organizational culture and the behavior of the nurse in carrying out patient safety that is propagated online through google forms and has been conducted to test the validity and reliability of the 31 nurses. The study started at 29 March-June 2020. Results more than half of the nurse perceived the organizational culture that is less, and more than half of nurses have poor behavior in implementing patient safety. The test of Spearman showed no significant correlation was found between the organizational culture and nurse' behavior in implementing patient safety. The hospital management can do coaching by the head nurse or team leader in the form of socialization, training, mentoring, and supervision.

Keyword: health services, leadership, nursing, organizational culture, patient safety

INTRODUCTION

Patient safety is a significant measure of the quality of health services. The health services are the action of medical personnel involving behavior and cultural aspects, mainly in hospitals in the field of nursing. One of the medical personnel who plays a crucial role in health service is the nurses.

The behavior of nurses in performing nursing care must pay attention to the patient safety because it closely impacts on prevention, control and improvement of patient safety (Mariati et al., 2014). The behavior of nurses in performing patient safety is still influenced by organizational culture, teamwork, commitment and

leadership style from every hospital where nurses work (Jafarpanah & Rezaei, 2020).

The observation results which were done to nine nurses during clinical practice in a private hospital in West Indonesia from October until November 2019 indicated that six out of nine nurses wholly performed five from six patient's safety targets. While the other two nurses failed to use gloves when performing the actions related to the patient's body fluid, one nurse failed to put the fall risk card in the room of a patient's who had a high risk of falling. In the interview with seven nurses in the inpatient room, the researcher found that patient safety incidence could happen once to two times a month. The most common incidences included falling patients and medication errors.

The incidents of patient safety in the hospital are evident and have not shown a decrease. The incidents profoundly impact the credibility of health services and the professionalism of the health workers. The professional behavior and organizational culture are one of the basic concepts in nursing resulted from individual interactions. Professionalism in nursing plays a vital role in patient safety goals (Harandi et al., 2017)

Organizational culture is a social problem that reflects the opinion of organizational behavior or attitude. The organizational culture attached in a nurse greatly affects the quality of service in hospitals. The values of the organizational culture need improvement, so the quality of service in hospital will also linearly increase. Further, the researchers conducted an initial interview to the nurses in that hospital and found that all the nurses were involved in the planning, given space to propose ideas encouraged to work competitively and awarded cash-money or goods for outstanding employees.

Research conducted by Mariati et al., (2014) at University Hasanuddin hospital shows that there is a relationship between organizational culture and the nurses' behavior in implementing patient safety as much as 73%. The other research conducted by Kang et al., (2020) shows positive correlation as much as 0,95, indicating the relationship between organizational culture and nurses' behavior. Based on the above-given explanation, the researchers were interested in examining whether there was a relationship between organizational culture and the behavior of nurses in implementing

patient safety in a private hospital in West Indonesia.

An objective of this study was to investigate the correlation between organizational culture with the behavior of the nurse in carrying out patient safety. The study was expected to reduce incidents related to patient safety. In addition, this study added insight into the organizational culture that existed in the hospital and developed existing study. In the end, this study can improve quality of nursing services.

METHODS

The design of the study was correlational quantitative aiming to find out the relationship between the independent variable organizational cultural and the dependent variable nurses' behavior in implementing patient safety. The data collection was done in a cross-sectional approach with a total sampling technique. A total of 191 respondents participated in the research.

Two types of questionnaires were used in this research. The first questionnaire was adopted from Sihombing, R.M (2015) which had been modified from Denison & Neale model. This questionnaire was used to assess the organizational culture; the second

questionnaire was a modified observation form from Mariati et al. (2014) containing five of six patient safety goals from aiming to assess the nurses' behavior in performing safety. The researcher believed that behavior and can be measured using a questionnaire if it contained selected statements and had been tested for reliability and validity.

The data collection was carried out from May 8 to May 28, 2020. The instruments were distributed in the form of an online questionnaire in the google form. However, the target sample obtained through online questionnaire did not meet the target sample needed. This situation forced the researchers to distribute paper questionnaires to respondents. The online questionnaire was distributed in a link form social media such as WhatsApp. Before filling in the demographic data, the respondents must approve the informed consent form attached within the online questionnaire. When they clicked 'yes', the explanation of the research procedures the research ethics were given. The physical questionnaire, however, was distributed directly to the nurse by first providing an explanation of research to the respondents and sharing the inform consent form to get their approval to be research respondents. The researchers let the

respondents filled in the questionnaires unattended to conform with the ethic protocol (number 058/KEP-FON/III/2020).

Both the online and paper questionnaire distributed included the purpose of the research so that respondents did not felt disadvantaged when filling out the questionnaire. Besides, the researchers maintained the confidentiality of any information obtained from respondents which only researcher had access to the data. The data collected were grouped and coded into a computerized program. This study used a bivariate analysis technique with two variables that may be related. To test the existing variable, researchers used the spearman statistical test because the measurement of the two variables used a nominal scale (Yulianto, Maskan & Utaminingsih, 2018).

RESULTS

The table below showed the distribution of the characteristics of the respondents, including gender, education level and length of work.

Table 1 Frequency distribution of the characteristics of respondents in a private hospital in West Indonesia (n=191)

Respondent characteristics	Frequency	Percentage
Gender		
Male	40	25.5

Female	151	74.5
Level of education		
Diploma in nursing	52	21.8
Bachelor nursing	139	72.8
Length of working		
Outpatient	5	2.6
Intensive room	74	38.7
Inpatient	112	14.5
Total	191	100

Table 1 explained that 79.1 % of respondents were female, 72.8% of respondents had a bachelor's degree in nursing, and 58.6% of the respondents worked in the inpatient room.

Table 2 Frequency distribution of respondents on organizational culture in a private hospital in West Indonesia (n=191)

Organizational culture	Frequency	Percentage
Poor	101	52.9
Good	90	47.1
Total	191	100

The result given table 2 showed that 52,9% of the participants perceived poor organizational culture.

Table 3 Dimension distribution of organizational cultures in a private hospital in West Indonesia (n=191)

The dimension of organizational culture	Mean	Median	SD	Min-Max	95% CI
Involvement	35.19	35.00	3.83	23-44	34.64-35.74
Adjustment	19.41	19.00	2.50	12-36	19.05-19.77
Consistency	28.58	28.00	3.37	19-36	28.10-29.06
Mission	31.00	30.00	3.93	18-40	30.44-31.56

Table 1.3 showed the mean of respondents perceiving organizational culture of

involvement was 35.19% and, the median was 35%, and the concluding result of the interval was 95%. The mean of respondents perceiving an organizational culture of adjustment was 19.41%, the median was 19%, and the concluding result of the interval was 95%. The mean of respondents perceiving organizational culture of consistency was 28.58%, the median was 28%, the standard deviation was 3.37%, and the concluding result of the interval was 95%. The mean of respondents perceiving the organizational culture of the mission was 31%, the median was 30%, the standard deviation was 3.93, and the concluding result of interval was 95%.

Table 4 Dimension distribution of organizational cultures in a private hospital in West Indonesia (n=191)

Nurses' behavior	Frequency	Percentage
Poor	96	50.3
Good	95	49.7
Total	191	100

Table 4 showed that 50.3% of respondents reported poor behavior of the nurse.

Table 5 Distribution of nurses' behavior when performing patient safety in a private hospital in West Indonesia

Nurses' behavior	Mean	Median	SD	Min-Max	95% CI
Patient identification	17.38	18.00	2.78	8-20	16.98-17.77
Effective communication	20.50	21.00	3.34	9-24	20.02-20.98
Drug safety	22.5	23.00	3.90	10-	22.01-

	7			28	23.13
Risk of infection	24.92	26.00	3.92	7-24	24.36-25.48
Fall risk	17.10	17.00	2.68	10-28	16.72-17.48

Table 5 indicated the behavior of nurses with the highest mean was on the target risk of infection of 24.92% and a standard deviation of 3.92, a median of 26% with a maximum value range of 7-28. Meanwhile, the lowest mean was in the target risk of falling 17.10 % and standard deviation of 2.68, median 17% with a minimum value range of 8-20.

Table 6 The relationship between organizational culture and nurse's behavior in a private hospital in West Indonesia based on Spearman's correlation test (n=191)

	Nurses behavior
Organizational culture	r=1,000 p=0,326 n=191

The result of the correlational analysis presented in table 6 The Spearman test showed no significant correlation between the organizational culture and nurse's behavior ($p = 0.326$).

DISCUSSIONS

The poor organizational culture can contradict with the organisation's purposes. The analysis on the organizational cultures' variables indicated that there is a higher

percentage of those who perceive poor organizational cultures as many as 101 respondents (52%) than those who perceive good organizational cultures as many as 90 respondents (47.1%) The result, therefore, shows that more than half of the respondents perceive the poor organizational cultures. This finding is in line with research conducted by Marquis & Huston (2012) which states that most nurses perceive organizational culture as lacking or in the weak category due to emotional exhaustion.

The process of forming organizational culture aims to instill existing organizational values in every employee. For this reason, the researchers suggest so the hospitals re-socialize the existing organizational cultures, by forming a discussion forum where each employee can express his opinion about the values of organizational culture.

The results of the nurses' behavior analysis of variable show that 96 respondents (50.3%) showed poor behavior and 95 respondents (49.7%) showed good behavior. These results are in line with research conducted by Putri, (2016) which states that more than half of the nurses apply poor patient safety. The nurses' poor behavior

can endanger the patient and diminish public confidence in the quality of health services. This will impact the nurses' professionalism when handling an essential role in patient safety (Harandi et al., 2017). Different research by Jafarpanah & Rezaei (2020) state that there is a positive response from nurses who behave well in implementing patient safety.

The lowest result in the dimension of nurses' behavior is in identifying patients. This result will likely impact negatively on drugs administration, procedures implementation, and clinical examinations (Minister of Health of the Republic of Indonesia, 2017). Research conducted by Kunaviktikul et al. (2015) state that several factors cause nurses misidentification in patients such as heavy workloads, double jobs, overloaded working hours, and lack of supervision from the head of the room.

For this reason, researchers suggest so that the hospital conducts discipline and coaching for employees using nursing leadership roles ranging from the team leader, room head, head of the inpatient and general nursing units to provide guidance in the form of socialization, training, mentoring or bedside teaching and

supervision. The team leader or head of the room can assess the nurse's performance in implementing the six patient safety goals.

The integrated leadership role in each management function is related to the behavior of nurses in implementing patient safety such as planning, working arrangements, using conflict resolution strategies, being able to negotiate, delegating and directing and performance appraisals (Marquis & Huston, 2012). Nurses are always required to work according to the existing operational standards and the application of patient safety standards. Rewards are also given not only for outstanding nurses but also for every nurse who performs the role model for the implementation of patient safety.

Spearman correlational test shows that there is no relationship between organizational culture and nurses' behavior in implementing patient safety with a significant value of 0.326 ($p > 0.05$). The results obtained in this study are in line with research conducted by Khachian (2017), which states that there is no relationship between nurses' professional behavior and organizational culture. However, it is different from the research conducted

Mariati et al. (2014) which states that there is a significant relationship between organizational culture and nurses' behavior in implementing patient safety. Research by Jafarpanah & Rezaei (2020) states that the behavior of nurses in implementing **patient safety is still influenced by organizational culture**, teamwork, interaction, commitment and leadership style of each hospital where nurses work. An active organizational culture needs to be created because it is very crucial in organizations to deal with patient safety problems (Sutrisno, 2019).

The results of this research show that organizational culture and nurses' behavior are yet poor in implementing patient safety. However, there is only a small difference in the number of respondents concerning the perception of nurses' behavior (101 good: 90 poor). Likewise, there is only one different response in the variable of nurses' behavior (poor 96: good 95). Therefore, the researcher recommends that further research should be carried out using qualitative research methods to examine factors such as the level of knowledge or motivation that influence the nurses' behavior in implementing patient safety.

CONCLUSIONS

From findings and discussion, it can be concluded that 52.9% of respondents perceive organizational culture in the unfavourable category. 50.3% of respondents behave unfavourably. The results of the Spearman correlational test showed that there was no significant correlation between organizational culture variables and nurses' behavior where the value is $p = 0.326$.

Researchers provide several suggestions for the hospital to be able to conduct disciplinary act and coaching to the employees using leadership roles in nursing ranging from the team leader, head of the room, head of inpatient units and general nursing in providing the socialization, training, mentoring or bedside teaching and supervision. The nursing field is highly

suggested to use research as a reference to re-evaluate nurses' behavior in implementing patient safety and improving patient safety conduct. Future researchers are recommended to use qualitative research methods to explore other factors such as knowledge or motivation that can influence nurses' behavior in implementing patient safety.

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