

# Application of Leadership Style to Patient Safety Culture in Hospitals

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## ABSTRACT

**Background** The application of patient safety culture by nurses that reflects performance behavior that is influenced by leadership style, motivation, planning and implementation. Good leadership in an organization can direct members of the organization in achieving organizational goals, including in terms of patient safety. **Objective:** This study was to determine the leadership style of patient safety culture in hospitals. This research is quantitative research. **Methods:** The population in this study were all nurses at Siti Rahmah Islamic Hospital, with a total sample of 54 nurses. sampling in this study using a questionnaire. **Results and discussion:** Transformational style leadership is a slightly more prominent behavior in the inpatient unit of RSI Siti Rahmah, versus transactional leadership style. The average transformational leadership style behavior was 4.59 (66%), while the average transactional leadership style was 3.91 (64%). **Conclusion:** The need to increase the factors that are proven to have a positive influence on improving patient safety culture can be the basis for improvement efforts.

**Keywords:** Leadership Style, Patient Safety.

## 1. INTRODUCTION

Hospitals are part of the national health system that plays a strategic role in improving the health status of the Indonesian people. Hospitals in this effort have unique and complex characteristics, are capital intensive, technology-intensive, and labor intensive [4].

The application of patient safety culture by nurses reflects performance behavior that is influenced by leadership style, motivation, planning and implementation. Nurses with motivation and a good heart will also be good if they apply a patient safety culture well too [9].

Research in various hospitals [2] reported that supportive leadership had a positive impact on safety motivation which in turn increased safety levels. Good leadership in an organization can direct members of the organization in achieving organizational goals, including in terms of patient safety. Leadership abilities are formed according to organizational conditions and the leadership method of an organization has certain characteristics, the influence between leaders and subordinates are important in the effectiveness of program implementation because it is accepted or not by a superior by his subordinates to determine the achievement of organizational goals.

The new paradigm of leadership today is how leaders try to change their subordinates to want to

work harder in achieving achievements. Leadership that is able to do this is transactional and transformational leadership [1]. Transactional leaders guide or motivate staff in achieving goals by clarifying their roles and duties. While transformational leaders provide consideration and intellectual stimulation that is individualized and has charisma.

In a safety culture, there is also a culture for reporting errors or near misses. The incident report is used as a lesson for the organization in improving the service system. This culture can only develop in an atmosphere that does not corner or blame individuals so as to create openness and an honest attitude [3]. [11] stated that a positive and proactive safety culture requires commitment from leaders to learn from mistakes, encourage teamwork, establish error reporting and analysis systems, and reward staff who run patient safety programs. Perangin-angin [8] Adding characteristics to positive safety culture is communication built on trust and openness, good information flow, and proactive identification of latent threats and organizational learning. To build a patient safety culture in a hospital, it is necessary to know the characteristics of leadership, patient safety communication patterns, and safety culture. This knowledge is an important provision if further interventions are to be carried out on the sustainability of patient safety programs in hospitals [6].

Efforts made by hospitals to improve patient safety include the seven-step program towards hospital safety and the application of hospital patient safety standards. The first step in achieving patient safety is through the application of a patient safety culture accompanied by good leadership [13]. This is stated in the first phase of the seven-step program

Patient safety culture is the values, attitudes, perceptions, competencies and behavior patterns of individuals and groups that determine the commitment and way of the organization in patient safety. Patient safety culture consists of several elements. Elements of patient safety culture include a culture of open (open), fair (just), reporting (reporting), learning (learning) and information (informed) [8].

Being open and fair means sharing information openly and freely, and treating staff fairly when an incident occurs. Information culture means learning from past experiences, being able to identify and reduce future incidents by learning from events that have occurred.

## 2. METHOD

This research is quantitative research. The purpose of this study was to determine the leadership style of patient safety culture in hospitals. The population in this study were all nurses at Siti Rahmah Islamic Hospital, with a total sample of 54 nurses. The sampling method in this study used a questionnaire. Data were analyzed by univariate analysis. Data analysis was carried out using statistical data in the form of a frequency distribution with a percentage

## 3. RESULTS AND DISCUSSION

### 3.1. Overview of leadership style on patient safety culture

The transformational leadership style is a slightly more prominent behavior in the inpatient unit of RSI Siti Rahmah, compared to the transactional leadership style. The average transformational leadership style behavior was 4.59 (66%), while the average transactional leadership style was 3.91 (64%). However, in percentage terms, the two leadership styles are moderate.

The lowest average of the questions on the transformational leadership variable is the leader's question A.27 (58%) of the individualized consideration indicator which reads "the leader gives personal attention to me/staff when I/staff have

difficulties". Meanwhile, the highest percentage of questions led by leader B1.11 (78%) was from the inspirational motivation indicator which reads "leaders talk about the future/targets/work goals optimistically".

The image of a transformational leader also has

towards hospital safety, namely building awareness of the value of patient safety, creating leadership and open and fair culture. Patient safety culture is the values, beliefs, and behaviors that individuals in an organization share regarding safety that prioritize and support the improvement of safety [8].

moderate value in the inpatient unit of RSI Siti Rahmah. Leaders who provide motivation, stimulate creativity, provide ideal influence, and who pay attention to each individual are generally shown by leaders in the inpatient unit, in this case, the head of the room. Research conducted by Ode(Ode et al., 2019) argues that transformational leadership is needed to make a change, create a shared vision, and facilitate learning for individuals and organizations.

From the research results that the leader discusses and gives rewards to subordinates with moderate values, which can be seen from the contingent reward variable. It can also be seen that the indicators of active management by exception (67%) and passive management by exception (65%) of the percentages are not much different. This result can be interpreted that the leader/head of the room still supervises his subordinates as well as handles failures or difficulties of subordinates in carrying out their functions. From these indicators, it can be concluded that the leader's trust in his subordinates in carrying out their functions is of moderate value.

The leader here is defined as the direct supervisor of the implementing nurse, in other words, the head of the room/supervisor. According to Tatilu [12] to build a patient safety culture, two leadership models are needed at the same time, namely transactional leadership and transformational leadership. Jufrizen [5] defines transactional leadership as an exchange of rewards for compliance, in which the values that are put forward are values that are relevant to the exchange process, such as honesty, fairness, and responsibility. Salih [10] describes transformational leadership as the ability to motivate others to achieve high standards and long-term goals. In terms of patient safety, transactional leadership can be used to encourage staff to report incidents while transformational leadership is used to learn from events and redesign programs for patient safety [5].

## 4. CONCLUSION

The need to increase the factors that are proven to have a positive influence on improving patient safety culture can be the basis for improvement efforts.

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