
Analysis of the Relationship Between Organizational Culture and the Implementation of Patient Safety Culture in Hospitals

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Abstract

Introduction: *Patient safety culture is a very important aspect in health services, especially in hospitals, where safety risks can arise at any stage of care. In recent years, attention to patient safety culture has increased along with the high number of incidents that harm patients due to medical errors, the implementation of patient safety culture by nurses is often influenced by various factors, both from individual, organizational, and work environment aspects. The aim is to Analysis of the Relationship Between Organizational Culture and the Implementation of Patient Safety Culture in Hospitals.*

Methodology: *Using correlational analytical research with a cross-sectional approach, the sampling method used a purposive sampling technique with a sample size of 91 respondents in October 2024. The research instrument used a questionnaire with 48 question items adopted from AHRQ (Agency for Healthcare Research and Quality) and. Data Analysis using Bivariate Statistical Test (Spearman's rho correlation with p value <0.05).*

Results: *That the respondents' organizational factors are mostly sufficient as many as 58 people, good organizational factors as many as 21 people and a small part of the organizational factors are lacking as many as 2 people. For patient safety culture, most of the organizational culture is sufficient as many as 82 people, some organizational factors are good as many as 8 people. And a small part of the patient safety culture is lacking as many as 1 person. The results of the bivariate statistical test of Spearman's rho correlation showed that there was a relationship between organizational factors and patient safety culture in Hospitals ($p\text{-value} = 0.039 < \alpha = 0.05$).*

Discussion: *By looking at the results of this study, activities can be carried out to improve and maintain good organizational culture factors for the implementation of*

patient safety culture and reducing the incidence of patient safety incidents.

Keywords: *organization, patient safety culture*

1. Introduction

Hospitals, as health care institutions that interact directly with patients, have a responsibility to provide safe, quality, and effective services. Patient safety is a global issue that needs attention, with a report from the Institute of Medicine stating that hundreds of thousands of patients in the United States die each year due to medical errors (Nivalinda et al., 2022).

The high number of patient safety incidents in various countries, including Indonesia, indicates a serious problem in patient safety culture in hospitals. Research shows that the lack of organizational culture factors, teamwork, and a supportive environment contribute to frequent safety incidents. This is an important reason to review and improve the implementation of safety culture in hospitals (Sari et al., 2024).

In hospitals, there were 38 cases of IKP, for the implementation of patient safety culture has not been optimal in the organizational learning process 61, Staffing 41, Non-Blame Response 49.3. Organizational culture characteristics are the result of individual and group values, attitudes, perceptions, competencies, and behavior patterns that shape commitment, style, and organizational safety and health management capabilities (Ita Sulistiani, 2024). The main characteristics of organizational culture are innovation and courage, attention to detail, results orientation, people orientation, team orientation, and aggressiveness (Mangundjaya et al., 2023) Another study on the relationship between organizational culture and nursing behavior showed that the analysis of the relationship between organizational culture, caring behavior, and patient safety culture at RSKB Columbia Asia Pulomas indicated a positive relationship, with an average of 61 (Indriani et al., 2024).

To improve patient safety, hospitals need to build a culture of safety supported by effective leadership. The use of instruments such as the Hospital Survey on Patient Safety Culture (HSOPSC) will help evaluate and improve patient safety culture.(Babaie et al., 2023). Steps that need to be taken include training for staff, involvement in safety policies, and strengthening the organization and teamwork at all levels of the hospital. (Lee et al., 2023).

Based on the description in the background, the researcher wants to know whether there is a relationship between organizational factors and the implementation of patient safety culture at RSU Al-Islam HM Mawardi Sidoarjo, East Java, Indonesia.

2. Literature Review

2.1 Patient Safety Culture

A culture of safety in the hospital creates a collaborative work environment, where clinical staff respect each other and involve and empower patients and their families. Leadership encourages clinical staff to work together in effective teams and supports interprofessional collaboration in patient-centered care (Prieto et al., 2022). Patient safety culture is the result of values, attitudes, competencies, and behavioral patterns of

individuals and groups that influence the commitment, style, and ability of a health care organization in implementing patient safety programs. Suppose a health care organization does not have a patient safety culture. In that case, the risk of accidents can increase due to latent errors, psychological and physiological disorders in staff, decreased productivity, decreased patient satisfaction, and the emergence of internal conflict (Minister of Health Regulation No. 17, 2017).

Patient safety culture is a condition in which the culture of an organization supports and promotes patient safety. This culture relates to the beliefs, values, and norms demonstrated by healthcare practitioners and other staff within an organization, which influence their actions and attitudes. Patient safety culture can be measured through appreciation for what employees do, the support provided, and acceptance from the organization of aspects related to patient safety (Mulyawati et al., 2024).

The dimensions of patient safety culture are: (Henik Saefulmilah & Prasetyo, 2024)

Openness of communication, Feedback, Frequency of incident reporting, Handover and transition, Organizational support, Non-punitive response to errors, Organizational learning, Overall perception of patient safety, Staffing, Supervisors, Inter-unit collaboration, Cross-unit collaboration. According to the World Health Organization (WHO) Factors Influencing Patient Safety Culture Organizational/Managerial culture, Safety culture (Toyo et al., 2022)

2.2 Organizational Culture Factors

Organizational culture is a pattern of basic assumptions formed or developed by a group of people as they learn to overcome external adaptation and internal integration challenges. This pattern is considered successful, so it is used as a valid reference to be taught to new members as the right way of thinking, viewing, feeling and solving internal sense in critical thinking (Siagian, 2024).

To assess how much influence organizational culture has on patient safety, it is necessary to carry out measurements using instrument methods. (Clayton et al., 2023).

A positive organizational culture is characterized by open communication based on shared values and beliefs, as well as a shared perception and mutual support among members of the organization (Sari et al., 2024).

Organizational Culture Characteristics are the result of individual and group values, attitudes, perceptions, competencies, and behavioral patterns that shape the organization's safety and health management in commitment, style, and capabilities. A positive safety organizational culture is characterized by communication based on mutual trust, a shared perception of the importance of safety, and a belief in preventive measures. (Ita Sulistiani, 2024). Organizational culture also refers to a system or shared meaning held by members of an organization, which distinguishes it from other organizations. This system or shared meaning consists of a set of important characteristics that shape the identity of the organization. The main characteristics of organizational culture according to (Mangundjaya et al., 2023) are Innovation and courage, Attention to detail, Results oriented, People oriented, Team oriented, Aggressiveness.

According to the theory in the safety (Saikat et al., 2025). Organizational culture indicators that are often used as a framework for measuring organizational culture include

into freedom in completing work, organizational tolerance, openness regarding expectations and suggestions related to organizational achievements, organizational efforts to create good coordination between units, support from superiors, employee commitment, tolerance for conflict and communication patterns.

3. Methodology

3.1 Research Design

The design of this research is a correlational analytical study with a cross-sectional approach.

3.2 Research Variables

The independent variable of this study is the organizational culture factor of in Hospitals. The dependent variable in this study is the patient safety culture of in Hospitals.

3.3 Population, Sample and Sampling

The population in this study were all nurses at in Hospitals, totaling 106 people. The sample in this study were 91 nurses at in Hospitals who met the inclusion criteria. This study used the Non-Probability Sampling Technique with a Purposive Sampling sampling technique. The Inclusion Criteria in this study included nurses who worked in the Emergency Room and inpatient rooms, both permanent and contract employees, and had worked at in Hospitals. for more than six months. The exclusion criteria were nurses who were on leave, on study assignments, or on assignments outside.

3.4 Time and Place of Research

The time of this research was conducted from September to November 2024. The place of this research was conducted at the Inpatient Unit, Emergency Unit and Outpatient Unit of in Hospitals.

3.5 Data Collection and Collection Procedures

The instrument used in this study is a questionnaire. Questionnaire about organizational culture the questionnaire is the essence of the culture of an organization and AHRQ (Agency for Healthcare Research and Quality).

3.6 Data Analysis

Data analysis using SPSS with Univariate Statistical Test using frequency distribution analysis, Bivariate Statistical Test using Spearman Correlation Statistical Test with p value <0.05).

4. Results

4.1 General Data

Table 1 Frequency Distribution of Characteristic Data Based on Age, Gender, Education and Length of Service at in Hospitals.

Source: Primary Data table 1(2024)

Variables	Frequency	Percentage
Age		
20-30 years	55	60%
31-40 years	36	40%
Gender		
Man	23	25%
Woman	68	75%
Education		
D3/D4 Nursing	47	52%
S1+Nurses	44	48%
Length of working		
<1 year	17	19%
1-5 years	27	30%
6-10 years	22	24%
<11 years	25	27%

Based on table 1 above, it can be seen that the majority of respondents are aged 20 – 30 years old as many as 55 people and a small part aged 31-40 years as many as 36 people. For the gender of the respondents, the majority were women as many as 68 people and a small part were men as many as 23 people, and in terms of education, the majority of respondents were D3/D4 Nursing as many as 47 people and some small is S1 + Ners as many as 44 people. While for the length of work of respondents a small part is <1 year as many as 17 people, 1-5 years as many as 27 people, 6-10 years as many as 22 people, while >11 years as many as 25 people.

4.2 Special Data

Table 2 Frequency Distribution of Independent Variable Data on Organizational Culture Implementation of Patient Safety Culture at in Hospitals.

Variables	Frequency	Percentage
Organization		
Good	21	23%
Enough	58	75%
Not enough	2	2%
Patient safety culture		
Good	8	9%
Enough	82	90%
Not enough	1	1%

Source: Primary Data (2024)

Based on table 2 above, it can be seen that the organizational factors of the respondents are mostly sufficient as many as 58 people, the organizational factors are good as many as 21 people and a small part of the organizational factors are lacking as many as 2 people. For patient safety culture, most of the organizational culture is sufficient as many as 82 people, some organizational factors are good as many as 8 people. And a small part of the patient safety culture is lacking as many as 1 person.

Table 4.3 Results of Spearman's rho Bivariate Statistical Test of the Relationship between Organizational Factors and the Implementation of Patient Safety Culture at in Hospitals.

		Organization	Patient safety culture
Spearman's rho	Organization	Correlation Coefficient	.217
		Sig. (2-tailed)	.039
		N	72
Patient safety culture		Correlation Coefficient	1,000
		Sig. (2-	,042
		N	91

*Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data (2024)

Based on table 4.3 above, it shows that there is a relationship between organizational culture and patient safety culture at in Hospitals ($p\text{-value} = 0.039 < \alpha = 0.05$).

5. Discussion

5.1 Organizational Culture Factors

Based on table 2 above, for be seen that the majority of respondents' organizational factors are sufficient, as many as 58 people, the organizational factors are good, as many as 21 people and a small portion of the organizational factors are lacking, as many as 2 people. These results are in line with the theory that Organization is a place or container where people gather and work together and can provide mutual benefits. Organization can also be said as a process because its function is to examine cooperation between one employee and another. If employees have the ability and skills, then success can be achieved easily (Tulokas et al., 2024).

The results of this study indicate a significant relationship between organizational culture factors and patient safety culture at in Hospitals. This study is in line with research conducted by Jacobus (2022) which states that one of the factors that influences patient safety culture is organizational factors (Jacobus et al., 2022). Other research on the relationship between organizational culture and nurses' behavior in implementing patient

safety in hospital inpatient rooms shows a significant positive relationship between organizational culture and nurses' behavior in implementing patient safety in hospital inpatient rooms (Mabruroh et al., 2023). The impact of organizational culture on patient safety management shows that there is a significant relationship between organizational culture and patient safety management (Henik Saefulmilah & Prasetyo, 2024).

Indicators of organizational culture are safety culture, leadership and communication. Where safety culture itself is a condition in which the organization supports and promotes patient safety (Camacho-Rodríguez et al., 2022). Patient safety culture refers to the beliefs, values and norms demonstrated by health care practitioners and other staff within an organization that influence their actions and attitudes (Habibi Soola et al., 2022). Nurses in implementing patient safety culture are influenced by the characteristics of each hospital where the nurse works (Babaie et al., 2023). This is due to differences in leadership style and organizational culture. In accordance with nursing theory (Saikat et al., 2025). Culture can have a significant influence on the behavior of members in an organization. Culture shows functions in the organization including facilitating the development of commitment to goals that are larger than the personal interactions of each person. Culture can also help and serve as a control mechanism that provides guidance and guidance on attitudes and behaviors of nurses (Adolph, 2025).

Organizational culture support for patient safety is demonstrated through hospital management in providing a work environment that promotes patient safety and demonstrating that patient safety is a priority in hospital management (Aisyiah et al., 2024). The organizational culture approach is used to see the patient safety culture in human resources because the organization can increase the commitment of employees so that it is expected that if the commitment is high, the organization will find it easier to control its employees, as well as strengthen existing formal rules (Sari et al., 2024). If an individual can understand the goals and policies in developing organizational culture in a hospital, it is expected to create a shared commitment for the purpose of implementing a patient safety culture for improving the quality and quality of service.

Communication depicted in organizational culture shows openness of communication between members in the organization. Good communication is shown from the logic of thinking, knowledge and maturity of a person in interacting. Age factors are directly related to logic of thinking and knowledge (Hadiwidjojo & Moko, 2023). Adulthood is an age that has a good level of productivity achievement where the potential and energy possessed are a burning motivation and enthusiasm in improving a person's performance (Oktavia et al., 2024). In this study, it was also found that the age of the most nurses was 20-30 years. Increasing age can develop the ability to understand and think patterns and the knowledge obtained will improve. In addition, the ability to control psychic emotions also increases. So that adult nurses when in an organization can change the organizational culture to be better so that it has a positive impact on the implementation of patient safety culture in hospitals.

A strong organizational culture provides employees with a clear understanding of how to get things done within their organization and provides stability to the organization (Saikat et al., 2025). Organizational culture as a relatively stable multidimensional construct that depends on the values and norms in the work environment. These values and norms

influence the attitudes, perceptions and behaviors of all members in the organization. Safety culture, as part of organizational culture, has a fundamental impact on safety behavior and on the overall safety culture of the organization (Hadiwidjojo & Moko, 2023).

The results of research conducted in hospitals are consistent and relevant to existing research. Organizational culture in hospitals is very strong because leaders encourage all employees to increase creativity, provide clear communication about job descriptions, and make employees feel valued and comfortable with the current organizational culture. Based on the above description, it can be concluded that organizational culture is one of the factors related to the implementation of Culture Patient Safety by Nurses. This is consistent and in line with existing theories and is also relevant to several studies that have been conducted, which show a relationship between organizational culture and the implementation of Culture Patient Safety by Nurses.

5.2 Patient Safety Culture

Based on table 2 above, for patient safety culture, most of the organizational culture is sufficient as many as 82 people, some organizational factors are good as many as 8 people and a small part of the patient safety culture is lacking as many as 1 person. Based on the results above, it shows that there is a relationship between organizational culture and patient safety culture at is Hospitals. Patient safety culture is the beliefs, perceptions, behaviors and competencies of individuals or groups within an organization who are committed to working together to create a safe environment (Ferreira D et al., 2023).

The safety culture system in an organization can be positive with open communication based on organizational values and beliefs and with perceptions supported by members of the organization or individuals in an organization (Ciekanowski et al., 2025). Creating a culture of safe health services means that there is a responsibility from every health worker to instill the values of patient safety culture in a hospital. These values can be in the form of discipline, compliance with standard operating procedures, teamwork, the existence of honesty and openness values as well as mutual respect and appreciation for each other that are upheld by officers, communicated and taught from and to each officer, becoming rules that are obeyed to form the habits and behavior of each officer in the hospital.(Scott et al., 2003). Patient safety culture is said to be successful if all elements in the hospital implement patient safety culture in their daily work (Zabin et al., 2025). Efforts that can be made to improve safety culture are by encouraging everyone to be responsible for the safety of themselves, co-workers, patients and visitors, prioritizing safety and profit above the profit and goals of the organization (Homaei et al., 2025). The results of this study are expected to be used as a reference for management is Hospitals and the patient safety committee in an effort to implement a patient safety culture. That way, the patient safety culture can be implemented by nurses at all levels, from implementing nurses to managers. So that if the patient safety culture has been implemented properly and effectively, it will have an impact on the quality of service in terms of patient safety which will increase and become more qualified.

6. Conclusion

Most of the nurses related to organizational culture have a very good and sufficient level, this reflects that the patient safety culture at is Hospitals indicates that a supportive organizational environment, with strong leadership, effective communication, and consistent support, directly improves the implementation of patient safety culture. Thus, improving and strengthening organizational culture is the main key in efforts to improve the quality of patient safety in hospitals.

Based on the results of this study, it can be concluded that there is a significant relationship between organizational culture and patient safety culture at is Hospitals. This finding indicates that improving elements in organizational culture, such as leadership, communication, and structural support, directly contribute to the implementation of patient safety culture. Therefore, in the nutshell, strengthening organizational culture should be a top priority to improve the quality of patient safety in the hospitals.

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