

## Transformational Leadership On Patient Safety Culture In The Beriman Balikpapan Regional Hospital

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### ABSTRACT

**Background:** Leaders who have a transformational leadership style have an impact on patient safety culture to ensure patient safety, and continuous routine operations. Patient safety culture in hospitals is expected to create a work culture that prioritizes quality culture and patient safety.

**Objective:** To analyze the influence of transformational leadership style on patient safety culture in RSUD Beriman Balikpapan.

**Method:** Quantitative research with a cross sectional approach.

**Result:** There is a direct influence of transformational leadership on the implementation of patient safety culture in Beriman Regional General Hospital Balikpapan ( $p=0.030$ ). The most effective way to build patient safety culture is leadership.

**Conclusion:** Transformational leadership at Beriman Balikpapan Regional General Hospital influences patient safety culture highlighting the need for a clear vision and guaranteeing patient safety; future research should explore organizational climate and HR development to improve this relationship. Managerial implications and future research: transformational leaders should be able to provide a clear vision of the importance of patient safety. Researchers or practitioners may need to explore other more relevant mediators to strengthen the influence of transformational leadership on patient safety culture, such as team communication, safety training, or organizational support.

**Keywords:** transformational leadership style, safety culture, hospital

### INTRODUCTION

Hospitals are very complex organizations that require high commitment from their employees because of the demands on the quality performance of services carried out in hospitals. Effective leadership is needed to ensure that medical and non-medical staff can work together efficiently and maximally in providing the best service. (1). Patient safety culture in hospitals is expected to create a work culture that prioritizes quality culture and patient safety. (2). The adverse effects of patient safety incidents can be detrimental both physically and non-physically, which can be in the form of impaired body function / disability, death, material loss and decreased public confidence in hospital services (3).

Patient safety incidents in Indonesia are known that there were 7,465 cases in 2019, consisting of 171 deaths, 80 severe injuries, 372 moderate injuries, 1183 minor injuries, and 5659 no injuries. In Indonesia there are 2,877 accredited hospitals, but only 12% of patient safety incidents with a total of 7,465 reports. This number consists of 38% near-injury incidents (KNC), 31% non-injury incidents (KTC), and 31% adverse events (AE). (4). Patient

safety incidents at Beriman Hospital have shown an increase and stagnation, which requires more attention. Overall, despite a decrease in the number of incidents, there is still work to be done to achieve the MOH standard of 0 cases across all categories. (5).

Patient safety involves everyone in a health care facility, especially in hospitals. Building a culture of safety is highly dependent on strong leadership and the ability of the organization to listen to the opinions of all members (6). In a hospital environment, patient safety is supported and care is provided by human resources cooperation and collaboration in effective teams working collaboratively is used to share knowledge, work together in decision making, and support each other to achieve patient safety goals (7).

## PARTICIPANTS & METHOD

The population in this study are all employees in all units who perform services in RSUD Beriman Balikpapan which amounted to 409 people. The number of samples using Slovin formula in this study is 222 people. The research was conducted in September-October 2024 at RSUD Beriman Balikpapan. This research was conducted directly on human and has obtained research permit from Ethics Committee with letter number: 2173/UN4.14.1/TP.01.02/2024 dated September 24, 2024. The analysis method used was chi square. The sample in this study used the slovin formula which amounted to 222 respondents.

## FINDINGS

### Respondent Characteristics

The number of respondents in this study were 222 respondents. The characteristics of the research respondents consist of gender, age, profession, education, work unit, tenure, length of service which are further described respectively:

**Table 1. Distribution of Respondents Based on Respondent Characteristics At Beriman Balikpapan Hospital**

Characteristics	Total n	%
<b>Gender</b>		
Male	73	32,9
Female	149	67,1
Total	222	100,0
<b>Age</b>		
≤ 30 Years	17	7,7
31 - 40 Years	91	41,0
41 - 50 Years	77	34,7
> 50 Years	37	16,7
Total	222	100,0
<b>Education</b>		
D3	63	28,4
D4 / S1	149	67,1
S2	10	4,5
Total	222	100,0
<b>Length of Service</b>		
<5 years	22	9,9
>5 years	200	90,1
Total	222	100,0

Table 1. above shows that most research respondents are female (67.1%), Dyne and Graham (2005) state that gender affects organizational commitment because in general women face greater challenges in achieving their careers causing higher commitment to the organization (8). Respondents with the highest age are 31-40 years old (41.0). Age in an organization affects an employee's commitment to the company (9). Respondents with the most education are D4 / S1 (67.1%), the higher the employee's education level, the higher the level of organizational commitment because a high level of education requires great responsibility so that organizational commitment is also great (10). The most respondents with >5 years of service (90.1%), organizational commitment is also influenced by tenure. Robbins (2003) argues that the longer an employee works for an organization, the more opportunities he has to accept more challenging tasks, greater autonomy, breadth of work, higher levels of extrinsic rewards and opportunities to occupy higher positions or positions. Employees who have a longer tenure are generally owned by employees who are relatively old. This is due to the increasing number of responsibilities and will affect their commitment (11).

### Univariate Analysis

Univariate analysis that describes each variable studied, based on the results of the study, is obtained as in the following table:

**Table 2. Frequency Distribution of Research Variables At Beriman Balikpapan Hospital**

Variables	Total	
Transformational Leadership	n	%
Strong	140	63,1
Weak	82	36,9
Total	222	100,0
Patient Safety Culture	n	%
Good	175	78,8
Less	47	21,2
Total	222	100,0

Table 2. above shows that in the transformational leadership research variable, the most is strong (63.1%), and the patient safety culture research variable, the most is good (78.8%).

### Bivariate Analysis

**Table 3. Transformational Leadership on Patient Safety Culture at Beriman Balikpapan Regional Hospital**

Transformational Leadership	Patient Safety Culture				Total		p value
	Good		Less				
	n	%	n	%	n	%	
Strong	110	78,6	30	21,4	140	100,0	0,002
Simply	65	79,3	17	20,7	82	100,0	
Total	175	78,8	47	21,2	222	100,0	

Table 3. shows that out of 222 respondents, respondents with strong transformational leadership and a good patient safety culture were more numerous, namely (78.6%), compared to respondents with strong transformational leadership and a poor patient safety culture, namely (21.4%).

Respondents with sufficient transformational leadership and a good patient safety culture were more numerous, namely (79.3%), compared to respondents with sufficient transformational leadership and a poor patient safety culture, namely (20.7%).

The result of statistical test shows p-value = 0.002 < 0.05, therefore there is a relationship between transformational leadership and patient safety culture at Beriman Balikpapan Regional Hospital.

## DISCUSSION

Patient safety is the right of patients who come for treatment to the hospital, patients have the right to obtain security and safety during treatment in the hospital (2). Leaders who implement a transformational leadership style tend to have key characteristics, such as a clear vision, effective communication, good example setting, and the ability to encourage creativity, innovation and collaboration among their team. When applied in the context of a patient safety culture in hospitals, transformational leadership style can have a significant positive impact (12).

Transformational leadership is a type of leadership style that leads to positive change in those who follow (followers). With transformational leadership style, it can improve patient safety (2). Safety culture provides service quality implications for hospital leadership. When leaders prioritize safety culture, risks to patients may have been ameliorated by staff turnover and increased productivity. This can be used as an investment in patient safety systems to provide reliable and safe care. When an incident occurs, it is important not to focus on finding

individual errors but rather to study the system that led to the error (13).

Leadership style affects the outcome of patient safety. Leaders should concentrate on developing effective leadership skills and reducing negative leadership styles. Recommendations that can be given are that hospitals can effectively improve patient safety by improving their roles and functions, where leaders as *role models* become *role models*, always be consistent in showing behavior and actions that support patient safety, actively involved in patient safety practices. However, it should be remembered that the implementation of patient safety culture in hospitals involves various factors and does not only depend on transformational leadership style alone. Other factors such as policies and procedures that support safety, and the active involvement of all team members, are also very important in creating a patient safety culture (2).

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