



## **Analysis of Head Nurse on Transformational Leadership and Patients Safety Culture in Palang Merah Indonesia (PMI) Hospital at Bogor, Indonesia**

**Dwi Setiowati**

Departement of Nursing, UIN Syarif Hidayatullah, Jakarta

---

### **Artikel info**

---

#### **Article history:**

Received; 10 July 219

Revised: 20 November 2019

Accepted: 04 December 2019

---

#### **Correspondence author:**

Dwi setiowati

E-mail:

[dwi.setiowati@uinjkt.ac.id](mailto:dwi.setiowati@uinjkt.ac.id)

#### **DOI:**

10.35654/ijnhs.v3i1.182

**Abstract.** A head nurse transformational leadership is one of the factors to the successful implementation of a patient safety culture at the hospital. The study aimed to examine the relationship between transformational leadership of head nurse and patient safety culture at PMI Hospital. The cross-sectional study design was applied in this study. Thirty head nurses were selected from PMI Bogor hospital. The data were analyzed using chi-square analysis. The results showed that the head nurse transformational leadership toward the patient safety culture in PMI Bogor hospitals were mostly good. The application of a patient safety culture at the hospital of PMI Bogor were Mostly were not good. There was a relationship between the head nurse transformational leadership on the application of a patient safety culture at the PMI Bogor hospital. A Good head nurse transformational leadership will have a 6.2 times chance to implement a good safety culture. It needs an awareness of the head as a first-line nursing manager in improving knowledge and transformational leadership skills supported by the Director of the Hospital and the field of nursing through sustainable mentoring/in house training.

**Keyword:** transformational leadership, head nurse, patient safety culture



This is an Open Access article distributed under the terms of the Creative Commons Attribution 4.0 International License CC BY -4.0

---

### **INTRODUCTION**

The ignorance of patient safety cause harm for the patients and hospital, such as the costs to be charged by patients are more significant, patients are longer treated in hospitals, and the occurrence of drug resistance. The consequences of those incidents are an injury, life-threatening, an extension of care, and death (1). This all-cause harm safety study indicates that inpatient harm has adverse financial outcomes for hospitals and adverse clinical outcomes for patients (2).

The biggest challenge that needs to be in creating the patient safety culture is to establish and maintain a positive culture of patient safety in health care organizations (3). The positive cultural characteristics of patient safety are perceptions informed about the importance of patient safety and commitment of leaders and the responsibility of policymakers. The development of a positive culture of patient safety can improve employee performance in implementing a patient safety program. Patient safety is a cultural transformation of a leader with his leadership to make cultural changes towards the success of a patient safety program (4). This needs attention because leadership is an essential element in creating an influential culture to implement patient safety.

Transformational leadership is a vital indicator that can help healthcare organizations to improve quality of care, nurses' job satisfaction, and reduce adverse patient outcomes. The significant role that transformational leadership played to enhance the working conditions and atmosphere, which allows the nurses to establish good relations with patients and improve quality of care and patient satisfaction (5). Nurses, as leaders, respond and adapt to change, are proactive in solving problems that internally become directives of truth and reflect transformational leadership values and principles (6).

The head nurse is a nurse who has a responsibility, authority to regulate and control care activities in the care room, and has a greater responsibility than the nursing nurse. The head nurse leadership as a first-line manager is related to the application of safety culture (3).

The head nurse, as the prime manager, uses practical efforts as one of the keys to the success of the program in the care room (7). The head nurse has a critical role in supporting a patient safety culture with effective leadership in creating a positive environment for patient safety. Nurse managers have a more positive perception of the patient safety culture in rehabilitation care than nursing nurses in the United States and Canada (8).

Patient safety is undoubtedly part of implementing the quality of services at the PMI Bogor Hospital. The previous study at PMI Bogor Hospital obtained the data that there were not optimal policy on continuous patient safety. The training on patient safety was carried out three times before 2011.

This was done ahead of hospital accreditation. The hospital KPP-RS team has been formed. Still, its performance was not optimal due to employee turn over and unclear job descriptions and the absence of a standard reporting mechanism for events at PMI Bogor Hospital. This indicated that the patient safety team in the hospital has not been optimal in carrying out their duties since 2011 (9). The Data on professional practice results management demonstrated the implementation that reflects the patient's safety in the care room was less optimal (55%) Such as hand washing, infusion, wound care (10). The worse implementation of patient safety is quite essential data to conduct further research. The absence of research on transformational leadership of the head nurse toward the patient safety culture at the PMI Bogor Hospital has led the researcher to be interested in examining the relationship of transformational leadership and the application of a head nurse safety culture.

## **OBJECTIVE**

The study aimed to examine the relationship between transformational leadership of head nurse and patient safety culture at PMI Hospital.

## **METHOD**

The cross-sectional study design was applied in this study to examine the relationship between transformational leadership of head nurses and patient safety culture.

The study was conducted at PMI hospital in Bogor, Indonesia.

Thirty samples were selected based on the inclusion criteria. The transformational leadership questionnaire and the application of patient safety culture were used to obtain data. The questionnaires were developed by the researcher and validated by an expert.

Before data collection, the researcher explained the aim of this study. All patients who were willing to participate in this study were required to sign informed consent. In order to keep the confidentiality, all information of patients was blinded and only put the initial. The researcher confirmed to the participants about the importance of the information provided accurately.

## RESULTS

### Transformational Leadership

Table 1 explained the distribution of head nurse transformational leadership, which was perceived by the head nurse in the hospital of PMI Bogor. The findings showed that 56% of patients were good transformational leadership, while 44% were poor transformational leadership.

Table 1. The Distribution of Head Nurse Transformational Leadership which was perceived by the head nurse in the hospital of PMI Bogor

Transformational Leadership	Total	Percentage (%)
Good	17	56
Poor	13	44
Total	30	100

### The Patient Safety Culture Application

Table 2 explained the distribution of patients' safety culture application by a head nurse in the hospital of PMI Bogor. The findings showed that most of the patients were enough to apply patients' safety culture (64.5%).

Table 2. The Distribution of Patient Safety Culture Application by Head nurse in Hospital of PMI Bogor

Patients' safety culture	Frequency	Percent
Good	48	27.9%
Enough	111	64.5%
Less	13	7.6%
Total	172	100%

### The relationship between transformational leadership with application patients' safety based cultural

Table 3 showed the relationship between transformational leadership with the application of patients' safety culture. The findings showed that there is a relationship between transformational leadership with the application of safety culture ( $p$ -value<0.05)

Table 2. the relationship between transformational leadership with application patients' safety based cultural

Transformational Leadership	The safety culture application				Total	OR 95% CI	p-value	
	Action		No Action					
	N	%	N	%	n	%		
Good	3	50	3	50	6	100%	6.214	0.001
Poor	18	75	6	25	24	100%		
Total	21	70	9	30	30	100%		

## DISCUSSION

Tables 1 and 2 showed the distribution of transformational leadership of the head nurse toward the patient safety culture at PMI hospital Bogor. Most of the head nurses were the right level of perceived transformational leadership. Leadership is a process of dynamic interaction between superiors, subordinates' environments. Leaders conducted a leadership that could influence the subordinates to achieve organizational goals. A leader needs a leadership style to organize the components of the organization so that a common goal can be achieved (11). Transformational leaders usually motivate their employers to work based on goals, not for short-term personal interests, and achievement and self-actualization. Also, the characteristics are not only to feel safe but even motivation to do hard work that provides internal rewards (6).

Five transformational leadership factors, such as the charisma of a leader in instilling a sense of courage, respect, and pride and articulating a vision. The reader's attention to the individual by showing the needs of the employers and providing meaningful direction so that the employers will grow personally; Leader's intellectual stimulation by helping employers rethink how to analyze situations and motivate employers to be creative (12).

The leadership element has a significant influence on creating a patient safety culture. The leadership has the authority to implement the applicable system in the organization. Therefore leadership style, communication techniques, and managerial abilities are things that need to be considered in creating a conducive working atmosphere as an effort to develop patient safety.

Culture. Based on the results of the study that the transformational leadership model was appropriately applied to improve the perception of patient safety, practical communication skills training, and the development of inter-professional education models as an effort to increase collaboration skills.

Tables 2 and 3 show the distribution of application of patient safety culture in hospitals of The Bogor PMI were mostly done by the head nurse (70%) and nursing nurses (67%). The patient safety culture is a value, trust, shared with and related to the organizational structure, and a system of supervision and control to produce behavioral norms. Safety culture is an output of individual and group values, behavior, competencies, and patterns and habits that reflect commitment and style and skills of organizational management and health safety. Safety culture in health services is defined as belief, the value of behavior associated with patient safety, which is unconsciously shared by members of the organization (3). Health service organizations must develop a patient safety culture, such as clear goals, fixed procedures, and safe processes (13).

Table 3 shows that there is a relationship between transformational leadership of the head nurse and the application of a patient safety culture at the hospital of PMI Bogor. OR value = 6.2 means that the transformational leadership of a good head nurse will have a 6.2 times chance with the application of a good safety culture. Safety culture is influenced by organizational changes, such as changes in leadership or the introduction of new systems (14). Transformational leaders are leaders who motivate their employees to work towards a goal, not for short-term personal interests, and to achieve achievement and self-actualization, not for the sake of feeling safe. The vision of the leader gives employees the motivation to do hard work that provides internal rewards.

Health service organizations must develop a patient safety culture, such as clear goals, fixed procedures, and safe processes. Head nurse leadership in the application of a patient safety culture includes leadership in implementing a patient safety culture, building awareness of the value of patient safety, leading and supporting staff, integrating risk management activities, developing reporting systems, engaging and communicating with patients, learning and sharing experiences with patients and implementing a patient safety system (14). All leadership roles of the head nurse are in transformational leadership, where the head nurse and staff strive to achieve morality and higher motivation in the application of a patient safety culture (15).

The limitation of this study is the absence using other factors related to the application of a patient safety culture such as communication technique, and managerial ability is essential to create a conducive atmosphere for developing a patient safety culture.

## CONCLUSION

The transformational leadership of head nurse-based patient safety at PMI Hospital, Bogor was mostly good. The application of cultural-based patient safety at the PMI hospital, Bogor, was not useful. There was a relationship between mentoring of head nurse transformational leadership with cultural-based patient safety at the PMI hospital, Bogor. A good style of leadership was 6.2 times the chance to implement well cultural-based patient safety. The policymakers need to make a technical policy for in house training. The head nurse should also need to increase efforts for implementation of cultural-based patient safety

## REFERENCES

- (1) Lumenta N. State of the art patient safety. Disampaikan pada workshop keselamatan pasien dan manajemen risiko klinis di RSAB Harapan Kita Jakarta. 2008
- (2) Adler L, Yi D, Li M, McBroom B, Hauck L, Sammer C, Jones C, Shaw T, Classen D. Impact of Inpatient Harms on Hospital Finances and Clinical Patient Outcomes. *Journal of Patient Safety*: June 2018 - Volume 14 - Issue 2 - p 67–73. [https://journals.lww.com/journalpatientsafety/FullText/2018/0600/Impact\\_of\\_Inpatient\\_Harms\\_on\\_Hospital\\_Finances\\_and.1.aspx](https://journals.lww.com/journalpatientsafety/FullText/2018/0600/Impact_of_Inpatient_Harms_on_Hospital_Finances_and.1.aspx)
- (3) Walshe K, Boaden R. Patient safety: Research into practice. New York: Open University Press. 2006
- (4) Yahya A. Konsep dan program patient safety. Disampaikan pada konvensi nasional mutu rumah sakit ke VI, Bandung. 2006
- (5) Asif M, Jameel A, Hussain A, Hwang J, Sahito N. Linking Transformational Leadership with Nurse-Assessed Adverse Patient Outcomes and the Quality of Care: Assessing the Role of Job Satisfaction and Structural Empowerment. *Int J Environ Res*

- Public Health. 2019 Jul; 16(13): 2381.
- (6) Govier, SueNash. Examining transformational approaches to effective leadership in healthcare settings. <http://www.nursingtimes.net/>. 2009
  - (7) Shaw S. International Council of Nurses: Nursing Leadership. Oxford: Blackwell Publishing. 2007
  - (8) Capezuti, Rice, Wagner. Nurses' perceptions of safety culture in long-term care settings. <https://www.ncbi.nlm.nih.gov/pubmed/19538703>. 2009
  - (9) Primary Data PMI Hospital Bogor, 2013
  - (10) Primary Data Hospital of Nursing Study Program of Stikes Indonesia Maju, 2015
  - (11) Setiowati D. Hubungan kepemimpinan efektif dengan penerapan budaya keselamatan pasien di RSCM. Tesis FIK-UI. Tidak Dipublikasikan. 2010
  - (12) Sandell K. Transformational Leadership, Engagement, and Performance: A New Perspective. [https://mountainscholar.org/bitstream/handle/10217/72359/Sandell\\_colostate\\_0053N11368.pdf?sequence=1](https://mountainscholar.org/bitstream/handle/10217/72359/Sandell_colostate_0053N11368.pdf?sequence=1). THESIS. Colorado State University. 2012.
  - (13) World Health Organization (WHO). The human factor in patient safety: Reviews on topics and tools. 8 Juli, 2010. 2009. [www.who.int/patient\\_safety/research/methods\\_measures/human\\_factors\\_review.pdf](http://www.who.int/patient_safety/research/methods_measures/human_factors_review.pdf)
  - (14) Flemming. M. Patient safety culture improvement tool: Development and guidelines use. Health Care Quarterly. 11, 10-15. April 24, 2010. <http://www.proquest.com/pqdauto>. 2008, spring
  - (15) Hartanto YD, Warsito BE. Kepemimpinan Kepala Ruang dalam Penerapan Budaya Keselamatan Pasien di Rumah Sakit: *Literature Review*. Seminar Nasional dan *Call for Paper*. [eprints.undip.ac.id/60837/1/4.pdf](http://eprints.undip.ac.id/60837/1/4.pdf). (2017)