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INTERNALIZATION OF PATIENT SAFETY CULTURE
ON THE QUALITY OF NURSE PERFORMANCE
OF DIFFERENT GENERATIONS
AT XYZ CATHOLIC HOSPITAL SURABAYA

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ABSTRACT

The purpose of this study is to analyze the internalization of patient safety culture on the quality performance of nurses in different generations at the XYZ Catholic Hospital, Surabaya. This research is expected to support the hospital management policies in the achievement of creating a work climate that has the patient safety as its main priority. The data in this study were obtained by conducting interviews with 13 informants. Interviews were conducted to obtain information about internalization of patient safety culture based on the quality of nurses' work within generation limits, specifically in the inpatient unit. This research is a qualitative type of research with phenomenological analysis and data validity using source triangulation techniques and triangulation method. The results of this study indicate (1) that the internalization of patient safety culture plays an important role in the quality of nurse performance, (2) that the view, that "the quality of performance of generation X nurses is better than generation Y and generation Z", is largely rejected, (3) several obstacles faced by each generation of nurses in internalizing patient safety culture are effective communication between generations, the existence of a blame culture, and weak personal commitment (4) the support from the top management of the XYZ Hospital has been good in an effort to create a work climate that prioritizes patient safety.

Keywords: *Organizational Culture, Cultural Internalization, Patient Safety Culture, Employee Performance, Different Generations.*

1. INTRODUCTION

1.1 Problem Background

The hospital as an organization that provides health services needs to direct its nurses to have complete knowledge and awareness of the patient safety culture that is absolutely inherent in it. This is in line with the opinion of Gokulavathi, et al (2020) where management needs to introduce nurses to organizational norms, values and goals as important for understanding organizational culture.

Patient safety culture will be realized if it is supported by organizational culture. According to Gokulavathi et al (2020) it is the responsibility of organizational management to introduce organizational culture to employees so that employees become familiar with the organizational system.

Management should try and always try to create an atmosphere of learning in the organization. Prepare an understanding of organizational culture and guide employees to experience performance improvement. For the sake of the development of organizational performance, the development experienced by employees should be returned to the development of the organization. This is what the organization expects, namely the loyalty of its employees.

A hospital that has been around for a long time and is approaching a century, with nearly 400 nurses or two thirds of the total number of

employees, attracted the author's interest to conduct research in this hospital.

The reality of the interaction of four generations at XYZ Hospital is a great potential to realize the vision, mission and goals of the hospital, at the same time it is a challenge to manage it

The generation gap is one of the challenges that need management attention. The existence of this generation gap appears explicitly in the following view that "The quality of performance of nurses from Generation X or before is better than nurses from generations Y and Z". This phenomenon intrigues the author to dig deeper through this research.

On this occasion the author conducted a study about patient safety culture from the dimensions of management support for patient safety, which definitively describes that hospital management creates a work climate that prioritizes patient safety and shows that safety is a top priority.

1.2 Research Objectives
1.2.1 The General Purpose

Analyzing the internalization of patient safety culture on the quality of nurse performance in a generational perspective so that it can support the achievement of hospital management policies in realizing a work climate that prioritizes patient safety and shows that safety is the main priority of XYZ Hospital.

1.2.2. The Specific Purpose
1. Analyzing the internalization of patient safety culture on the quality of nurse performance by generation.
2. To examine differences in the quality of nurse performance based on a generational perspective.
3. Assessing the obstacles faced by nurses in each generation in internalizing patient safety culture.
4. Assessing the effectiveness of hospital management support in creating a work climate that prioritizes patient safety and shows that safety is a top priority.

2. LITERATURE REVIEW

2.1. Organizational culture

Organizational or corporate culture is the values, norms adopted, and habits practiced by most of its members (culture-in-practice). Corporate culture is not just an artifact that reflects the desired values (espoused culture). Corporate culture has a role, including the role of boundaries, identity, unifying employee commitment, and stabilizing the social system within the company, Budihardjo (2020)

According to Kotter & Heskett (1992) in Gokulavathi, et al (2020) culture in general means a fairly well-established set of beliefs in the form of the behavior and values of society. In simple terms we can understand that culture is obtained from the knowledge, explanations, values, beliefs, communication and behavior of a large group of people in the same time and place.

Gokulavathi, et al (2020) explain in the scope of their research study that organizational culture is an effective control mechanism to direct employee behavior. Organizational culture is a way that has greater power to control and manage employee behavior than rules and regulations. Organizational culture can be seen from employee performance. This can be used as basic information for making decisions regarding incentives, promotions and employee transfers.

2.2. Cultural Internalization

Organizational culture is introduced or socialized since someone joins an organization or company. The introduction, understanding, training and application of organizational culture continuously need to be carried out by all members of the organization in addition to the opportunities and facilities provided by the organization until the culture is integrated into the behavior and performance of each member of the organization.

Dhara (2018) explains that in order for a culture to become long-lasting values, there must be a process of cultural internalization (internalized means to incorporate in oneself). Internalization means the process of instilling and developing a value or culture to become part of the person concerned, Musfah (2012) in Tanujaya (2018). If members apply the organizational culture, then the performance of members can be better. Organizational performance affects the success of an organization in achieving its goals.

2.3 Patient Safety Culture

Patient safety is the main focus in public health services. Therefore, health workers and non-health workers who work in hospitals or other health care facilities have a moral responsibility to internalize the Patient Safety Culture as an integral part of the performance of their services. Patient safety culture is a product of the values, attitudes, competencies and behavior patterns of individuals and groups that determine the commitment, style and ability of a health care organization to patient safety programs. Ministry of Health (2017).

In this study, researchers chose the dimensions of patient safety culture from the perspective of ***management support for patient safety***. The dimension of patient safety culture in the form of management support for patient safety means that hospital management creates a work climate that prioritizes patient safety and shows that safety is a top priority.

2.4. Employee performance

Performance in English is called job performance or actual performance or level of performance, which is the level of success of employees in completing their work. According to Marwansyah (2014) in Nyoman Diliyanti, et al (2018), performance is the achievement or work performance of a person with regard to the tasks assigned to him. And according to Widodo (2015) in Nyoman Diliyani, et al (2018). Individual performance is part of the results of employee work both in terms of quality and quantity based on predetermined work standard while organizational performance is a combination of individual performance and group performance. Performance or work performance is the result of work that has been achieved by someone from his work behavior in carrying out work activities, Sutrisno (2015) in Nyoman Diliyanti (2018)

2.5 Different Generations

LinkedIn (2020) states that Generation Z workers (currently aged 18-25 years) have expertise in technology. Such as interactive programming (Pyton), web design, to the use of design applications such as Adobe Premier Pro. In 2020, the number of workers from Generation Z only reached 10 percent of the total LinkedIn sample.

Not much different, generation Y or Millennial workers (aged 26-41 years) also tend to have expertise in technology, such as using Adobe Photoshop, AutoCAD, and data analysis applications. Millennials are currently the generation of the majority of workers, with a portion of 40 percent.

Unlike the previous two generations, Generation X (aged 42-56 years) is a type of worker who has expertise in management, such as sales management, business management, to program management. This is because of the experience they have. Generation X is the generation with the second largest workforce with a share of 33 percent.

Lastly, Baby Boomers (aged 58-76) tend to have practical skills, such as health, selling property, to property investment. However, this generation also still contributes quite a lot of labor with a share of 17 percent.

3. RESEARCH METHODS

This type of research is a qualitative research with a phenomenological approach, there are 13 informants who had been determined on the basis of previous observations and were personally approached for this purpose consisting of seven hospital external informants; inpatients from the Baby Boomers generation, X, Y and Z, one person each. Each patient's family was represented by one person from generations X, Y and Z. The hospital's internal informants consisted of the Director of

Medical Support from the Baby Boomers generation, the Head of the Outpatient Installation as well as the Chairperson of the Quality Control and Patient Safety Committee, a general practitioner, the Head of the Nursing Installation Specifically, the Head of an Inpatient Unit; all three are from generation X and two are Nurse Practitioners from generations Y and Z.

4. RESULTS AND DISCUSSION

4.1. Services at XYZ Hospital prioritize patient safety.

Internalization of patient safety culture has a very important role in the quality of employee performance, specifically what is meant in this study are employees who work as nurses in inpatient units.

Patient safety that has been internalized and has become a culture in a health service will make nurses work better. A good working atmosphere is formed in the absence of the habit of blaming; For example, in reporting a Patient Safety Incident it is done without mentioning the name of the nurse who made a mistake, but mentioning the incident objectively and providing feedback for better patient care.

Communication within the inpatient unit as well as communication with other units is good. Good teamwork with coworkers will make nurses feel comfortable at work. Hospital leadership's attention to patient safety can be manifested in the form of giving praise or appreciation to nurses if they work according to patient safety procedures and learning when there is a patient safety incident.

The results of interviews with seven hospital external informants consisting of patients and families of inpatients on generational boundaries; Baby Boomers, X, Y and Z generations, it was found that in general the nurses at XYZ Hospital served and worked very well. The nurses from generations X, Y and Z are disciplined in their work, honest and full of responsibility. They perform treatment actions on patients in the room with dexterity, skill, professionalism and love.

When a new patient comes into the room, the nurse identifies correctly while cross-checking the patient identification that has been carried out at the reception office or the *Admission Customer Care* unit in the terms used in this hospital.

Inpatients who wear yellow bracelets with a risk of falling, such as elderly patients, vertigo, stroke, and so on, the nurse will pay more attention to bed safety, maintaining the patient's head position, adjusting the height of the patient's bed if needed, and the family caretakers are instructed.

Routine activities that are an important part of supporting 24-hour hospital services with a focus

on patient safety in inpatient units are "weigh-over" or hand over activities. In this hospital, weigh-in activities are carried out three times a day at the time of service change with the following schedule; morning at 06.30, noon 14.00 and 21.00 WIB for nurses on night duty.

At the time of weighing and receiving, all nursing work units as well as other work units pray together to ask for God's grace and guidance in carrying out their duties and responsibilities as nurses. Prayer together as spiritual strength or spirituality is also an important element in the work culture at this hospital.

This collective prayer culture is explicitly stated in the fourth mission statement; "Building, maintaining and developing a hospital environment that is recreational, educative, contemplative and inspiring for environmental sustainability and community development". The word contemplative has the meaning of bringing oneself and others to meet and experience the presence of God.

4.2. The Quality of Performance of Different Generations of Nurses

The view that "the quality of performance of generation X nurses is better than nurses of generations Y and Z" from the interviews is not proven. .

The statement of the patient and the patients family as external informants if associated with the answer to the number one question about nursing services at XYZ Hospital showed that the nurses from from generations X, Y Z generally provided excellent service.

A former Covid-19 patient informant said that for 14 days he was often served by nurses from generation Y and Z. They tried their best to encourage patients to eat and to take medicine to strengthen their immune system even if they had to stay longer in the room of Covid-19 sufferers although with adequate PPE. The nurses took the risk to save the lives of their patients.

Four informants from hospital management from top level managers, middle, to the room head in general did not agree with the view that "Generation X nurses have better performance quality than generations Y and Z". They are of the opinion that each generation of nurses has strengths and limitations.

The strength of generation X lies in the fact that they have been long in service hence their nursing skills are better. They experienced different cases from inpatients so that there is a feeling of empathy, supple communication with the patients and their families, and loyalty to the hospital has been tested. Weaknesses of generation X nurses are less flexibility to technological changes and advancements.

Nurses from Generation Y are independent, agile, open to changes and technological advances, are easy to work with and willing to accept input so that they have the potential to see opportunities and work more effectively and efficiently. Some nurses were found to be less wise in using cellphones while on duty

Nurses from Generation Z are multi-talented, adaptable, work fast, skilled in using technology and applications to complete their tasks, are confident and have a happy disposition. On the other hand, they are less conscientious because they want to work fast, are impatient with the process and treats the senior nurses are their friends thus less attentive to good manners.

The chief/charge nurse of one of the inpatient units who was also an informant in this study expressed his opinion from the other side. He agreed that "the quality of performance of nurses from generation X is better than nurses from generations Y and Z".

This is based on the experience of leading her colleagues in daily service. She experienced that nurses from generation Z did not respect those who were more senior in terms of politeness and are social ethics. Nurses from generation Z also don't care about the surroundings. They don't use their time well when there are few patients, tend to be relaxed and not creative in filling their free time with productive things, loyalty to the hospital is still questionable. Generation Y is better in terms of care, it just needs to be improved.

4.3. Constraints experienced by nurses of different generations in internalizing patient safety culture.

Information about obstacles or challenges in internalizing patient safety culture in this study was obtained from six internal informants of XYZ Hospital consisting of the Director of Medical Support, Chairperson of the Quality Control and Patient Safety Committee, Head of Special Nursing Service Head of an Inpatient Unit and two nurses. The six of them expressed their opinions on what obstacles were experienced in internalizing patient safety culture. These constraints are generally viewed from two sides; nurses' internal constraints and external constraints.

The internal constraints presented by the six informants in this study almost have similarities, namely those related to commitment and self-discipline in working according to Standard Operating Procedures (SOP) and disciplinary violations using cellphones during working hours.

External constraints are effective communication in service to service users and co-workers, especially those of different generations, the existence of a blaming culture and not all employees understand about patient safety. There are unit leaders who are not supportive of the

implementation of patient safety, by prohibiting them from making patient safety incident reports. The unit leader has not been able to change his mindset from a blaming culture to a safety culture so that the learning process cannot run well and evaluations have not been carried out to assess the application of patient safety in the work unit.

4.4. Management support

Patient and staff safety is the most important thing in the quality of health services. Hospitals must provide good health services in order to realize a comprehensive safety culture in hospitals. To build a safety culture, the hospital must periodically measure the safety culture

Hospital management makes policies and communicates a clear safety vision and encourages all personnel who are part of the hospital to achieve that vision.

Hospital management stipulates regulations governing the implementation of patient identification, actively undertakes efforts to develop patient safety programs according to their times, including the support of procurement of advanced medical facilities and technology updates.

There is a Patient Safety Round to the work unit. This Patient Safety Round is a visit from the Board of Directors to the work unit to see issues regarding patient safety in the unit. This Patient Safety Round is a means of open communication between the nurse and the board of directors, so that existing patient safety problems can be corrected immediately.

Most units have created a climate of patient safety, every mistake that has been made is written and pasted so that other friends can see and learn from the mistake so it doesn't happen again. This program is called "CERMIN = Cerdas Mencegah Insiden" in Inglish it's mean smart to prevent the incidents.

The results of interviews in this study indicate that the regulations and policies of hospital management are in line with applicable patient safety standards. According to Ismaniar (2016), hospitals must design new processes or improve existing processes, monitor or evaluate performance through data collection, intensively analyze Unexpected Events and make changes to improve performance and patient safety. The design process must refer to the vision, mission and goals of the hospital, the needs of patients, health care workers, the latest clinical principles, and sound business practices.

The policies that apply at XYZ Hospital for the recruitment of new nurses are carried out by properly preparing their nurses since the time of joining until approximately one year of on-the-job training with an agreement that is monitored, mentored and supervised by seniors for one year in terms of personality, work skills and nursing competence.

Since joining, new nurses are provided with hospital orientation which contains the vision, mission, goals, motto and organizational structure of the hospital. Adequate provision is also given in the form of nursing care, effective communication, skills to check patient's vital signs measuring blood pressure, respiratory rate, pulse rate and temperature, trained to work hard and be flexible to serve in limited circumstances and provide first aid in emergency conditions.

For intermediate and primary nurses, nursing knowledge and skills are still provided as a refresher. There is a role model from seniors, a comfortable working atmosphere and a strong sense of brotherhood.

5. LIMITATIONS OF THE RESEARCH

The researcher found that 13 of the informants in this study were women from the Baby Boomers, X, Y and Z generations. In terms of generational age, the views described in this study were represented, but from a gender perspective, it was only obtained from women.

In addition, the dimension of patient safety culture chosen by the researcher to analyze the quality of performance of nurses from different generations focuses on one dimension of **management support**, so for other researchers who will examine the quality of nurse performance related to patient safety culture, it is strongly recommended to use other dimensions of patient safety culture such as open communication, communication and feedback regarding incidents, frequency of incident reporting, handover and transitions, non-punitive responses (not punishing for mistakes) and so on so that a more complete, rich and in-depth patient safety perspective can be obtained.

6. CONCLUSION

The data obtained from the interviews of 13 informants in this study, if it is associated with the general objectives and specific objectives in this research, it can be concluded that;
1. Internalization of patient safety culture in nurses of different generations at XYZ Hospital Surabaya is strongly related to the quality of the performance of the nurses.
2. The quality of the performance of nurses in each generation is different. The results of this study showed that informants disagreed with the view that "the quality of the performance of generation X nurses is better than generations Y and Z". The general view of the informants is that each generation has strengths and limitations, what

needs to be built is a synergy to bring together the potential of each generation of nurses so that they can optimally support efforts to achieve the hospital's vision, mission and goals.

3. The obstacles found by nurses from different generations in internalizing patient safety culture are a reality that is a challenge as well as an opportunity for hospital management to find creative ways to cultivate the potential of nurses' human resources at XYZ Hospital as a great strength. By building synergies that combine the power of experience, wisdom and noble values of organizational culture that are rooted in the vision, mission, motto and goals of the hospital by utilizing advances in technology and advanced medical technology.

4. The hospital management's support in creating a work climate that prioritizes patient safety at XYZ Hospital has been well implemented. Activities that need to be continuously carried out are monitoring and evaluation so that efficiency, effectiveness and optimization of achievement of the objectives can be measured.

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GENERAL COMMENTS

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