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THE INFLUENCE OF ORGANIZATIONAL CULTURE, COMPETENCE ON PATIENT SAFETY WITH WORK DISCIPLINE AS INTERVENING VARIABLES IN RS. YPK MANDIRI

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Abstract: This study focused on the form and influence of the organization, the level of discipline and competence possessed by nursing staff and their influence on the level of patient safety at YPK Mandiri Hospital. In this study, the respondents who participated were 100 people who worked in the hospital YPK Mandiri. The research design was cross sectional using a quantitative approach. Data collection by distributing questionnaires to all hospital employees. Data analysis using Partial Least Square (PLS) is an alternative method of Structural Equation Modeling (SEM). The results showed that there was no influence between organizational culture and work discipline, competence had a positive effect on discipline, organizational culture did not have a positive effect on patient safety, competence had a negative influence on patient safety culture, work discipline had a positive effect on patient safety, work discipline could not mediate Positively the influence of organizational culture on patient safety culture, work discipline cannot positively mediate the influence of competence on patient safety culture.

Keywords: Organizational culture, Patient safety culture, Discipline, Competence, Hospital

INTRODUCTION

In order to improve the quality of health services, especially in the hospital environment, where in fact there are many service providers, comprehensive and responsive actions are needed to respond to undesirable events in these facilities. This comprehensive and responsive action is not spared by all care providers in order to achieve quality health services and patient safety oriented. Given that patient safety is a problem that needs to be addressed immediately in health care facilities, patient safety standards are needed which are a reference for health care facilities in Indonesia to carry out their activities that must be implemented by all health care facilities. (Regulation of the Minister of Health of the Republic of Indonesia No. 11 of 2017 concerning Patient Safety).

Patient safety is a process in a hospital that provides safer patient care. This includes risk assessment, patient risk identification and management, incident reporting and analysis, the ability to learn and follow up on incidents, and implement solutions to reduce and minimize risks. The system is expected to prevent injuries caused by errors resulting from carrying out an action or not taking action. By carrying out an action or not taking an action that is not in accordance with applicable standard procedures, it can cause a patient safety incident, namely any event or situation that can result in or has the potential to cause harm (illness, injury, disability, death, etc.) should have happened. (Handbook for Reporting Incidents in Hospitals 2015 Edition).

Based on data sources obtained from the YPK Mandiri Hospital Patient Safety Incident Report in the period 2016 to 2018 it was found that there were inconsistencies in the application of patient safety. This is indicated by indicators represented in the types of incidents, namely Near Injury Events, Non Injury Events, Unexpected Events, and sentinels. The data also explains that during the period 2016 to 2018 the highest number of types of incidents in hospitals. YPK Mandiri is in the Near Injury Incident category with a total of 24 incidents

Organizational culture is a pattern/system in the form of values, beliefs, norms, and expectations set by an organization to be obeyed by all members of the organization so that it becomes a reference for the rules or regulations that apply in the organization so that it can shape the attitudes and behavior of members of the organization. To find out the extent to which organizational culture has an influence on patient safety, the researchers conducted a pre-survey to 20 respondents with various questions related to organizational culture.

One component of the question that can represent problems in organizational culture is policy change. Indeed, policy changes in an organization need to be informed and discussed with members. It aims to internalize the values in the organizational culture, so that members understand the intent and purpose of the policies to be implemented. However, this is not in line with the results of a pre-survey conducted by researchers on employees at YPK MANDIRI Hospital. With the question component that focuses on policy changes being informed to members, as many as 60% answered that they did not feel informed and discussed thoroughly. This is a problem because members do not know the aims and objectives of policies that are not based on mutual agreement.

Furthermore, a component that also has an important role in the realization of patient safety is the competence of human resources. Based on data from the 2020 Employment Report at YPK Mandiri Hospital, which focuses on the level of education, it was found that 27.4% of employees from 244 individuals spread across several work units showed that the majority of the educational backgrounds were high school or vocational or SPK academic levels. The higher level of education and training will support employees in understanding patient safety, so that in its implementation it will be easier to achieve predetermined standards.

At YPK Mandiri Hospital to determine the extent to which work discipline has an influence on patient safety, the researchers conducted a pre-survey to 20 respondents with various questions related to discipline. Based on the data from the pre-survey, it can be explained that the level of work discipline of YPK Mandiri Hospital employees cannot be said to be good, this can be seen from the questions that emphasize the responsibility component in completing tasks, punctuality and in accordance with applicable procedures, showing as many as 45% answered "Not". This is because the officers do not yet have a priority on which work to take precedence and often the work is not carried out solely in accordance with existing procedures.

LITERATURE REVIEW
Patient Safety Culture

Patient safety culture is the values, attitudes, competency percentages and individual behavior patterns that determine the commitment and style of hospital management capabilities in minimizing exposures that harm or injure employees, patients, or other members of the community. (AHRQ, 2011)

Organizational Culture

Siagian (2008) explains that the organization is a form of alliance between two or more people who work together and are formally bound in order to achieve a predetermined goal in a bond where there is a person/several people called superiors and there is someone/several people called subordinates. The meaning of culture and organization is very broad where culture can produce a creativity, initiative, and taste. This is one of the goals of forming an organization

Competence

Wibowo, 2007 (in Farmila, 2014) explains that competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important field, as the flagship of the field with indicators of knowledge, skills and attitudes.

Discipline

Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations (Rivai & Sagala, 2011).
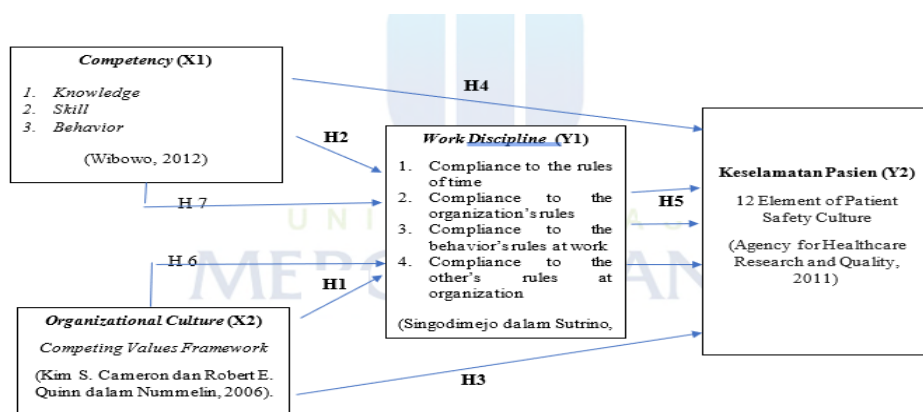

Figure 1. Framework

RESEARCH METHODS

This type of research is categorized as associative research according to (Sugiyono 2017) it is said that associative research has the aim of knowing a relationship or influence between two or more variables and the extent to which the independent variable affects the dependent variable either directly or indirectly. Then the approach taken is a quantitative approach. Quantitative approach is used because the data that will be used to analyze the influence between variables is expressed in numbers (Priyanto). Data was collected by filling out a questionnaire. The variables to be studied are the variables of Competence, Organizational Culture, Work Discipline and Patient Safety. Data analysis using Partia Least Square (PLS) which then according to Jogiyanto (2011)) can be used multivariate statistical techniques by making comparisons between multiple dependent variables and multiple independent variables. In addition, Partial Least Square (PLS) is also used for research with complex models (many latent variables) and can estimate path models with small samples.

FINDINGS AND DISCUSSION

In this study, the variables to be tested are competence, organizational culture, work discipline and patient safety. These variables are taken based on the phenomena that occur in the hospital. YPK Mandiri. In measuring the variables above, the researcher uses a Likert scale, which according to Sugiyono (2017), the scale can measure the attitudes, opinions, and perceptions of a person or group towards a social phenomenon. In order to avoid bias, the researcher used a scale of 1 to 4. The population in this study were all employees of YPK Mandiri Hospital in the medical, nursing, medical support and administration or management units as many as 100 respondents. Analysis of data from research results regarding "The Influence of Organizational Culture, Competence on Patient Safety as Intervening Variables for Work Discipline at YPK Mandiri Hospital". Furthermore, the results of the research will be discussed in depth and the relationship between the research results and the theory in the literature review will bediscussed.

Due to the instrument in this study has a scale of 1-4, which means that the respondent's answer score has the lowest value of 1 and the highest 4, then based on the categorization rules of Uma Sekaran (2012), the results of the calculation of the scale range (RS) are as follows:

Table 1 Assessment of Indicators on Competency Variables

No	Assessment Indicators	Quantity				Mean	Category
		STS	TS	S	SS		
Knowledge							
1	Understanding of work-related theories			38	62	3.62	High
2	Understanding of rules			40	60	3.60	High

3	Knowledge related to the field of work			46	54	3.54	High
4	Creative thinking		3	56	41	3.38	High
5	Can provide ideas		4	63	33	3.29	High
Skill							
6	Able to work together			29	71	3.71	High
7	Able to solve problems	1	2	58	39	3.35	High
8	Perception of responsibility		2	26	72	3.70	High
Behaviour							
9	Punctuality at work		3	45	52	3.49	High
10	Comply with social norms at work			35	65	3.65	High
11	Work quality			45	55	3.55	High
12	Work according to procedure			42	58	3.58	High
13	Cooperate to obey the rules		1	36	63	3.62	High

Source : processed data (2021)

Based on table 1 all assessment indicators of the competency variable are "high", this is because the value of the mean on each indicator is more than 3.00 where the highest indicator is the indicator of being able to work together on the skill dimension, which is 3.71 while the lowest indicator is problem solving skills which is 3.35 .

Table 2 Assessment of Competency Variable Dimensions

No	Dimensions	Mean	Category
1	Knowledge	3.49	High
2	Skill	3.59	High
3	Behaviour	3.58	High

Source : processed data (2021)

Based on table 2, it is found that the average score of respondents' answers on the skill dimension has the highest score. This is in line with where the ability question item from working together on the skill dimension has the highest average score when compared to other question items.

Collecting data to assess organizational culture variables using the Organizational Culture Assessment Instrument (OCAI) questionnaire where the measurement is compared between the perception of the current condition for each question item with the expected conditions so that it can be known the type of current organizational culture and the expected organizational culture. by the respondent. The following is the measurement of organizational

culture variables using the Organizational Culture Assessment Instrument (OCAI) questionnaire:

Table 3 Assessment of Current Organizational Culture

No	Assessment Indicators	Quantity				Mean	Category
		STS	TS	S	SS		
Dominant Character							
1	Support people within the organization	1	36	40	23	2.85	Sedang
2	Dare to take risks in the organization		60	28	12	2.52	Sedang
3	Orientation of the organization towards results		22	44	34	3.12	Tinggi
4	Control and structure of the organization		11	28	61	3.50	Tinggi
Organizational Leadership							
5	Leadership as an example in advising, facilitating, and maintaining		41	41	18	2.77	Sedang
6	Leadership as an example of entrepreneurship, innovation and risk taking	1	41	44	14	2.71	Sedang
7	Leadership as an example of consistency, aggressiveness, focus on results orientation		19	39	42	3.23	High
8	Leadership as an example of coordinating with each other, organizing or in other words smooth running efficiency		7	35	58	3.51	High
Type of Management							
9	Management style characterized by teamwork, discussion and participation		34	38	28	2.94	Average
10	A management style characterized by individual risk taking, innovation, freedom and uniqueness		36	57	7	2.71	Average
11	A management style characterized by intense competition, high demand and success					3.08	High
12	Management style characterized by job security, conformity (adherence to rules or norms), predictability (can be predicted) and stability in relationships		4	29	67	3.63	High
Commitment in Organization							
13	Loyalty and trust in the organization is high		24	41	35	3.11	High
14	Commitment to innovation, development and must be at the top		34	50	16	2.82	Average
15	Emphasis on success and goal achievement		8	52	40	3.32	High
16	Rules and policies		4	42	54	3.50	High

No	Assessment Indicators	Quantity				Mean	Category
		STS	TS	S	SS		
Strategic Emphasis							
17	Emphasis on human development, high trust, openness and participation		29	54	17	2.88	Average
18	Emphasis on acquiring new resources and creating new challenges		35	50	15	2.80	Average
19	Emphasis on competitive actions and success, achieving broad targets and winning in the market		24	40	36	3.12	High
20	Emphasis on security and stability, efficiency, control and smooth operation		8	27	65	3.57	High
Success Criteria							
21	Defining success based on human resource development, teamwork, employee commitment, and concern for society		35	39	26	2.91	Average
22	Defining success based on creating the most unique and newest products		19	52	29	3.10	High
23	Defining success based on winning and leadership in a competitive market		22	44	34	3.12	High
24	Defining success based on efficiency, reliable delivery		6	41	53	3.47	High

Source : processed data (2021)

Based on table 3 the assessment indicators of the organizational culture variable are medium and high, this is because the value of the mean on each indicator is more than between 2.00 to exceeding 3.00 where the highest indicator is an indicator of management style which is characterized by job security, conformity (adherence to rules or regulations). norms), predictability (can be predicted) and stability in relationships on the management type dimension while the indicator that has the lowest average score is the support of people in the organization

Table 4 Assessment of the Variable Dimensions of Organizational Culture.

No	Dimensions	Mean	Category
1	Dominant Character	3.00	Average
2	Organizational Leadership	3.06	High
3	Employee Management	3.09	High
4	Commitment in Organization	3.19	High
5	Strategic Emphasis	3.09	High
6	Success Criteria	3.15	High

Source : processed data (2021)

Based on table 4, it is found that the average score of respondents' answers on the organizational adhesive dimension has the highest score when compared to other dimensions, while the dimension that has the lowest average score is the dominant characteristic.

Table 5 Assessment of Indicators on Work Discipline Variables

No	Assessment Indicators	Quantity				Mean	Category
		STS	TS	S	SS		
Individual Compliance to the rules of time							
1	Punctual attendance		6	43	51	3.45	High
2	Completion of work on time		3	51	46	3.43	High
3	Productive use of time		2	48	50	3.48	High
Individual compliance with company regulations							
4	Comply with company regulations		1	23	76	3.75	High
5	Use of service attributes			37	63	3.63	High
Individual adherence to the rules of conduct at work							
6	Implementation of work in accordance with procedures		1	25	74	3.73	High
7	Permission information when not carrying out work			22	78	3.78	High

Source : processed data (2021)

Based on table 5 all assessment indicators of the work discipline variable are "high", this is because the value of the mean on each indicator is more than 3.00 where the highest indicator is the permit information indicator when not carrying out work on the individual obedience dimension to the rules of behavior at work which is 3.78 while the lowest indicator is completion of work on time which is 3.43

Table 6 Assessment of the Variable Dimensions of Work Discipline

No	Dimensions	Mean	Category
1	Individual Compliance to the rules of time	3.45	High
2	Individual Compliance with company regulations	3.69	High
3	Individual adherence to the rules of conduct at work	3.76	High

Source : processed data (2021)

Based on table 6, it is found that the average score of respondents' answers on the dimension of individual obedience to the rules of behavior at work has the highest score when compared to other dimensions, where the score of that dimension is 3.76 while the dimension with the lowest score is individual obedience to the rules of time.

Tabel 7 Results of Descriptive Analysis of Patient Safety Culture Variables

No	Dimensions	Negative Response	Positive Response
1	Awareness reports every incident	17	83
2	General perception of safety	33	67
3	Supervisor's expectations and actions that support patient safety	20	80
4	Organizational Learning and Continuous Improvement	22	78
5	Cooperation in work units	24	76
6	Openness in communication	35	65
7	Feedback and communication on errors	22	78

No	Dimensions	Negative Response	Positive Response
8	Non-punitive response to mistakes	24	76
9	Staffing	39	61
10	Management support for patient safety	28	72
11	Kerjasama antar unit Cooperation between work units	14	86
12	Handover and transfer of patients	46	54

Source : processed data (2021)

In the results of the descriptive analysis above, it was found that the dimension of patient safety culture that has the highest positive response is cooperation between work units, where as many as 86 respondents have the perception that cooperation between units at YPK Mandiri Hospital has been going well. While the dimensions that have the lowest positive response are handovers and patient transfers, where there are 46 respondents out of 100 respondents stated that handovers and patient transfers are still a problem, especially in handovers between work shifts.

From the results of the questionnaire above, then processed into SmartPLS. The following below are the results of several question items from each variable that is declared invalid, deletion is carried out first. The following is the loading factor value in the table after it is deleted :
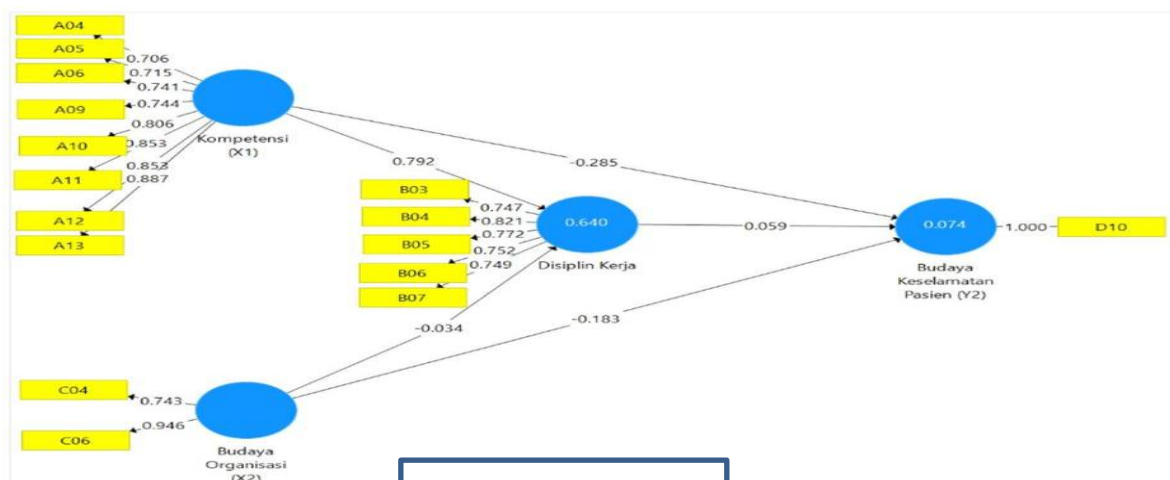
Test Measurement (Outer) Model

Figure 2 Path Diagram

Structural Test (Inner) Model

Structural model testing was conducted to show the effect of the independent latent variable on the dependent latent variable (Hair et al., 2017). The structural model can be measured using the coefficients of determination (R2).

Table 8 R2 Value

No	Variable	R Square Value	R Square Adjusted Value
1	Patient Safety Culture	0.074	0.045
2	Work Discipline	0.640	0.632

Source : processed data (2021)

Based on table 8 the R square value of the patient safety culture variable is 0.074 and the R square value of the work discipline variable is 0.640, because the R square value of the work discipline variable does not exceed 0.67, it can be stated that the model is in the moderate category when predicting patient safety culture. on employees, while when predicting patient safety culture, the R square model value does not exceed 0.19 indicating that the model is in weak criteria when predicting patient safety culture.

Path coefficients are estimates of path coefficients which are estimated values for path relationships in the structural model using a statistical t test obtained by the bootstrapping procedure. While the statistical significance test has a criterion value of 1.65 with a significance level of 10%, a value of 1.96 with a significance level of 5%, a value of 2.58 with a significance level of 1%. To test the proposed research hypothesis, it can be seen from the magnitude of the p-value. If the magnitude of the p-values is less than 0.05, then H0 is rejected or there is a significant effect. The following are the estimation results of the Path Coefficient on each variable:

Table 9 Path Coefficients Value

No	Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Status
1	Competency > Work Discipline	0.7919	0.7987	0.0415	19.0626	0.00	Significant
2	Work Discipline > Patient Safety Culture	0.0587	0.0660	0.1429	0.4107	0.68	Not Significant
3	Organizational Culture > Organizational Culture	-0.0340	-0.0397	0.0561	0.6065	0.54	Not Significant
4	Organizational Culture > Patient Safety Culture	-0.1833	-0.1904	0.1042	1.7598	0.07	Not Significant
5	Competency > Patient Safety ulture	-0.2850	-0,2975	0.1381	2.0633	0.03	Significant

Competence has a positive influence on Work Discipline

Hypothesis 1 shows the relationship between the influence of competence on Work Discipline, the p value obtained is 0.000 with a T statistic of 19.0626 and a positive path

coefficient of 0.7919. Because the path p value < 0.05, T statistic > 1.65 and the path coefficient is positive, it can be concluded that competence has a positive effect on work discipline, this indicates that the higher the employee's competence, the higher the level of work discipline of the employee. The results of this study are in line with the results of Anizar's research, Masydzulhak Djamil Mz, Anwar Rahim (2017) with the title "Organizational Culture, Work Discipline and Compensation for Organizational Commitment". with the path equation Y = 0.331X1 + 0.371X2 + 0.318X3 + C

Work Discipline has no positive influence on Patient Safety Culture

Hypothesis 2 shows that there is no relationship between the influence of work discipline on patient safety culture, the p value obtained is 0.68 with a T statistic of 0.4107 and a positive path coefficient of 0.0587. Because the path p value > 0.05, T statistic < 1.65 and the path coefficient is positive, it can be concluded that work discipline has no effect on patient safety culture. The results of this study are contrary to the results of research from Sukasih & Suharyanto, (2012) where in their research it was found that the discipline/compliance of officers in carrying out procedures had a significant relationship with patient safety.

Organizational Culture does not have a positive influence on Work Discipline

Hypothesis 3 shows that there is no relationship between organizational culture and work discipline, the p value obtained is 0.54 with a T statistic of 0.6065 and a negative path coefficient of -0.0340. Because the path p value is > 0.05, the T statistic is > 1.65 and the path coefficient is negative, it can be concluded that organizational culture has no influence on work discipline. The results of this study are in line with Personal & Herlena's research "The Role of Organizational Culture on Employee Work Discipline at the Production Directorate of PT Krakatau Steel (Persero) Tbk Cilegon" in 2016 where there are 31.30% of employees as research subjects who have work discipline categories that are still not in accordance with organizational culture. set by the company. In contrast to the results of other research conducted by Brahmasari & Siregar (2009) which states that the organizational culture applied by employees has an influence on improving employee discipline attitudes and behavior.

Organizational Culture has no positive influence on Patient Safety

Hypothesis 4 shows that there is no relationship between organizational culture and patient safety culture, the p value obtained is 0.07 with a T statistic of 2.0633 and the path coefficient is negative -0.2850. Because the path p value is > 0.05, the T statistic is < 1.65 and the path coefficient is negative, it can beconcluded that organizational culture has no influence on patient safety culture. The results of the data analysis are in accordance with the univariate analysis of organizational culture variables where the organizational culture of YPK Mandiri Hospital tends to be hierarchical which has the dominant character of the organization being structured and controlled with leadership being more of a coordinator. In managing employees and strategic emphasis, organizations are more concerned with internal

stability so that it causes competitiveness in employees to tend to be muted and tends to provide a large room for acknowledging the mistakes made by its members. Iriviranty (2014) states that clan culture is an organizational culture that is allegedly a type of culture that is conducive to patient safety where organizational culture has a family character, where the leader acts as a mentor, facilitator and maybe even a parent. There is an environment that can manage the organization well through teamwork, human resource development and treating customers as partners. This organization is united by loyalty and tradition with high commitment. In Clan culture, the main task of management is to control and nurture personnel so that it is easier for employees to participate (Cameron and Quinn, 2003).

Competence has a negative influence on patient safety culture

Hypothesis 5 shows the relationship between the influence of competence on patient safety culture, the p value obtained is 0.03 with a T statistic of 19.0626 and the path coefficient is positive at 0.7919. Because the path p value < 0.05, T statistic > 1.65 and the path coefficient is negative, it can be concluded that competence has a negative effect on patient safety culture, this indicates that the higher the competence of employees, the lower the level of patient safety culture of the patient. the employee. This is not in accordance with the research conducted by Ahmad Badawi Saluy, Tersia Musanti, Bambang Mulyana (2019) with the title "The Influence of Training, Work Motivation, and Competence on Personnel Performance at Makosek Hanudnas I" based on the analysis results There is an influence between training on personnel performance , there is an influence between work motivation on personnel performance, there is an influence between competence on personnel performance and there is an influence between training, work motivation and competence together on the performance of Military/TNI Personnel at Makosek Hanudnas I.Brady, et al (2012) stated that patient safety culture is the beliefs, perceptions, behaviors, and competencies of individuals and groups in an organization that is committed to creating a safe environment. So in this theory, competence is one element in the development and commitment of employees to patient safety culture.

Work discipline cannot positively mediate the influence of competence on patient safety culture

The p value of the indirect effect of competence on patient safety culture mediated by work discipline is 0.68 with a T statistic of 0.4026 and a positive path coefficient of 0.0466. Due to the p value > 0.05 and T statistic < 1.65, it can be concluded that work discipline cannot positively mediate the influence of competence on patient safety culture. work discipline cannot mediate directlypositive influence of competence on patient safety culture. Although the results of the analysis found that there is a relationship between competence and patient safety culture, work discipline is not able to positively mediate the relationship between the two.

work discipline cannot positively mediate the influence of organizational culture on patient safety culture

The p value of the indirect influence of organizational culture on patient safety culture mediated by work discipline is 0.838 with a T statistic of 0.2037 and a negative path coefficient of -0.0020. Because the p value > 0.05 and T statistic < 1.65, it can be concluded that work discipline cannot positively mediate the influence of organizational culture on patient safety culture.

CONCLUSION AND RECOMMENDATION

Conclusion

1) Organizational culture has no effect on work discipline. The lack of influence of organizational culture on work discipline can be due to several supporting factors such as the size of compensation, the presence or absence of exemplary company leaders, rules that are used as a guide by employees, threats, welfare, and firmness in enforcing discipline work that becomes the culture of the organization.

2) Competence has a positive effect on work discipline, this shows that the higher the employee's competence, the higher the level of work discipline of the employee.

3) Organizational culture does not have a positive influence on patient safety, it is known that the organizational culture of YPK Mandiri Hospital tends to be hierarchical which has the dominant character of the organization being structured and controlled with leadership as a coordinator.

4) Competence has a negative influence on patient safety culture. In the study, it was found that competence has a significant influence on patient safety culture, but the influence is a negative influence where employees who have high competence tend to have a low level of patient safety culture.

5) Work discipline has a positive effect on patient safety culture, the assessment of work discipline variables assesses that work implementation is in accordance with high value procedures where it means that employees always carry out work based on applicable procedures or regulations.

6) Work discipline cannot positively mediate the influence of organizational culture on patient safety culture. The organizational culture at YPK Mandiri Hospital currently is Hyrarchi, the value of work discipline adopted by YPK Mandiri Hospital employees is the implementation of tasks in accordance with procedures and regulations, this is because there are still punitive responses to mistakes so employees tend to be more careful in carrying out work not in improving patient safety culture. However , in an effort to avoid conflict or punishment .

7) Work discipline cannot positively mediate the influence of competence on patient safety culture. Although the results of the analysis found that there is a relationship between competence and patient safety culture, work discipline is not able to positively mediate the relationship between the two.

Recommendation for Researchers :

Based on the results of the explanation and discussion, the researchers can provide suggestions to the hospital. YPK Mandiri as follows:

1. For Agencies

a) Top management support has a big influence on middle management and lower management, therefore all policies and provisions that have been set should get a positive response and evaluation so that they can measure the success of these policies.

b) The employee development system needs to be improved from all aspects including knowledge and abilities, currently it is deemed necessary to further improve the development system, not only in the medical scope.

c) Improve interpersonal communication between superiors and subordinates, this can have a positive influence on all staff in expressing opinions and inputs in order to improve service quality

d) The participation of unit heads and field heads must be further enhanced from all aspects including soft skills through management competency development programs so that it is expected that unit or field heads can have good critical thinking.

e) Improve the culture of patient safety in the hospital environment, starting from the implementation of routine training, assistance for staff who carry out and open responses from each head to be able to address existing problems.

2. For Further Researchers

For further researchers, it is hoped that they can examine more deeply about the patient safety variable, where this variable greatly determines the quality of service in the hospital. As for the organizational culture variable, it is interesting to study further because it is related to patient safety.

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