

The Influence of Work Culture and Work Discipline on Patient Safety at Bogor Islamic Hospital

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ABSTRACT

Hospitals bear a strategic responsibility for ensuring patient safety throughout the continuum of care. Patient safety is not only a key indicator of healthcare quality but also reflects the professionalism of healthcare personnel and the effectiveness of hospital management systems. This study aimed to examine the influence of work culture and work discipline, individually and in combination, on patient safety at Bogor Islamic Hospital. A quantitative, cross-sectional design was employed. Total sampling was used, involving 50 nurses as respondents. Data were collected through structured questionnaires and analysed using multiple linear regression. The findings indicate that work culture has a statistically significant positive effect on patient safety ($t = 4.096, p < .001$). Work discipline also has a positive and statistically significant effect on patient safety ($t = 4.771, p < .001$). Simultaneously, work culture and work discipline significantly influence patient safety ($F = 15.648, p < .001$), with a coefficient of determination ($R^2 = .400$), indicating that 40.0% of the variance in patient safety is explained by these two variables. These findings suggest that both organisational and behavioural factors play meaningful roles in shaping patient safety in hospital settings.

Keywords: work culture; work discipline; patient safety

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INTRODUCTION

Patient safety is a fundamental principle of healthcare and remains a major global public health concern. The World Health Organization (WHO) defines patient safety as a framework of organised activities that creates cultures, processes, procedures, behaviours, technologies, and environments in healthcare that consistently and sustainably reduce risks and avoidable harm (World Health Organization [WHO], 2021). WHO further notes that avoidable adverse events remain a major challenge across health systems globally, including in hospital care settings (WHO, 2021). These points are consistent with current WHO policy and background materials on patient safety.

In the Indonesian context, patient safety has also been institutionalised as a regulatory priority through Peraturan Menteri Kesehatan Republik Indonesia Nomor 11 Tahun 2017 tentang Keselamatan Pasien, which requires hospitals to implement integrated patient safety systems. These include the application of standard operating procedures, incident reporting, and system-wide efforts to strengthen patient safety practices.

Patient safety is influenced not only by infrastructure and technology but also by human and organisational factors. Organisational culture plays a central role in shaping shared values, assumptions, and patterns of behaviour within institutions. Schein and Schein (2017) argue that organisational culture functions as a deep structure that influences how members perceive, think, and act. In hospital settings, a strong safety-oriented culture supports open communication, teamwork, learning from error, and leadership commitment to safety. Empirical evidence also indicates that

organisational and workplace cultures are associated with patient outcomes, and that patient safety culture is significantly related to adverse-event reduction and improved safety perceptions among nurses (Braithwaite et al., 2017; Kakemam et al., 2021; Lee & Dahinten, 2021). These links are supported by the cited sources below.

In addition to work culture, work discipline is an important determinant of patient safety because adherence to procedures, punctuality, responsibility, and accuracy in clinical practice reduce the likelihood of harmful errors. Ajzen's (1991) Theory of Planned Behavior provides a useful explanatory framework for understanding rule-compliant behaviour, while Reason's (2000) systems view of human error highlights that patient harm frequently arises from failures in process adherence within complex systems. In healthcare organisations, discipline is therefore not merely an administrative matter but a practical safeguard against unsafe care. These conceptual sources are well established and verified below.

Despite extensive discussion of patient safety in the literature, several gaps remain. First, many studies examine organisational culture and safety behaviour separately rather than within a single explanatory model. Secondly, evidence from faith-based hospital settings remains limited. Thirdly, patient safety is often discussed in broad terms without examining the interplay between organisational values and individual compliance in day-to-day care delivery. Against this background, the present study aimed to analyse the influence of work culture and work discipline on patient safety at Bogor Islamic Hospital.

METHOD

This study employed a quantitative research approach using a cross-sectional survey design to examine the influence of work culture and work discipline on patient safety at Bogor Islamic Hospital. The study was conducted among nurses working in inpatient units, with the entire target population included as respondents through a total sampling technique. In total, 50 nurses participated in the study. This design was considered appropriate because it enabled the researcher to analyse the relationships between variables at a single point in time and to obtain an empirical overview of the extent to which work culture and work discipline were associated with patient safety.

Data were collected using a structured questionnaire designed to measure the three main variables, namely work culture, work discipline, and patient safety. The collected data were then processed and analysed quantitatively using multiple linear regression to assess both the partial and simultaneous effects of the independent variables on the dependent variable. This analytical technique was selected because it enabled the researcher to determine the extent to which each independent variable contributed to patient safety and to evaluate their combined explanatory power within the proposed research model.

RESULTS AND DISCUSSION

Effect of Work Culture on Patient Safety

The partial hypothesis test showed that work culture had a positive and statistically significant effect on patient safety ($B = 0.362$, $t = 4.096$, $p < .001$). This finding indicates that stronger work culture among nursing staff is associated with better patient safety outcomes.

In this study, work culture was reflected in open communication, leadership support, teamwork, interprofessional trust, coordination, and collaborative learning in patient safety practice. These findings are consistent with Schein and Schein's (2017) view that shared values and norms shape members' behaviour within organisations. In high-risk environments such as hospitals, a positive work culture encourages staff to prioritise safety in everyday practice. This interpretation is also supported by broader patient safety literature showing that safety culture is associated with improved patient safety outcomes and more favourable safety ratings among nurses (Braithwaite et al., 2017; Kakemam et al., 2021; Lee & Dahinten, 2021).

Effect of Work Discipline on Patient Safety

The partial hypothesis test also indicated that work discipline had a positive and statistically significant effect on patient safety ($B = 0.535$, $t = 4.771$, $p < .001$). This suggests that higher levels of discipline among nursing staff are associated with better patient safety performance.

In this study, work discipline included compliance with schedules, adherence to standard operating procedures and safety protocols, accurate documentation, professional responsibility, and commitment to work ethics. This result is theoretically consistent with Ajzen's (1991) account of behaviour as shaped by attitudes, norms, and perceived behavioural control, as well as Reason's (2000) argument that many failures in safety-critical systems arise from process breakdowns rather than from isolated incompetence. Accordingly, disciplined work behaviour can be understood as a protective mechanism that supports safe and reliable care.

Simultaneous Effect of Work Culture and Work Discipline on Patient Safety

The simultaneous test (F-test) showed that work culture and work discipline jointly had a statistically significant effect on patient safety ($F = 15.648$, $p < .001$). The coefficient of determination ($R^2 = .400$) indicates that 40% of the variance in patient safety was explained by the two predictors, while the remaining 60% may be attributable to other factors such as workload, competence, staffing, leadership, or the broader work environment.

These findings indicate that work culture and work discipline are complementary rather than competing factors. Work culture establishes the shared values and organisational climate that support safety, while work discipline ensures that those values are enacted consistently in practice. This interpretation is aligned with WHO's systems-based approach to patient safety and with prior empirical evidence showing that organisational culture is closely related to patient outcomes and safety performance.

CONCLUSION

The findings of this study indicate that work culture has a positive and statistically significant effect on patient safety at Bogor Islamic Hospital. Work discipline likewise has a positive and statistically significant effect on patient safety. Simultaneously, work culture and work discipline significantly influence patient safety, accounting for 40% of the observed variance.

Overall, the study demonstrates that both organisational factors and behavioural compliance are important in shaping patient safety outcomes. However, because the explanatory power of the model is moderate, future research should

consider additional determinants such as workload, staffing adequacy, leadership style, competence, and system-level organisational factors.

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