

INFLUENCE LEADERSHIP, COMMUNICATION AND TEAMWORK TOWARDS THE IMPLEMENTATION OF PATIENT SAFETY TARGETS AMONG NURSES AT BERIMAN REGIONAL HOSPITAL IN BALIKPAPAN

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ABSTRACT

Background : Patient safety is one of the indicators of hospital service quality, but patient safety incidents (PSI) still often occur, such as Adverse Events (KTD), Near Injury Incidents (KNC), and Potential Injury Incidents (KPC). Based on the data obtained, the number of PSI at Beriman Balikpapan Hospital in the 2021-2023 period increased significantly by 102.3%, with an increase in KTD of 22.2%. The causes of this increase in incidents need to be examined, especially related to the role of nurses as a profession with direct and continuous interaction with patients. Several PSIs turned out to occur related to the failure to implement patient safety targets in the hospital. On the other hand, the results of the patient safety culture survey at Beriman Hospital showed low scores in the aspects of teamwork, *staffing*, and information that contributed to the increase in PSI. Thus, development strategies, such as improving leadership, communication, and teamwork, are needed to support the implementation of patient safety targets in this hospital. Objective: To analyze the influence of Leadership, Communication, and Teamwork on the Implementation of Patient Safety in Nurses at Beriman Balikpapan Hospital. Method: Quantitative research using survey method by distributing questionnaires to 133 nurses working at RSUD Beriman Balikpapan to be analyzed using logistic regression technique. Results: Leadership has a significant influence on the Implementation of SKP ($p=0.036$), Communication has a positive and significant influence on the Implementation of SKP ($p=0.014$), and Teamwork has a positive and significant influence on the Implementation of SKP ($p=0.00$). The most dominant variable influencing the Implementation of Patient Safety Targets is the work team (70.89%).

INTRODUCTION

Patient safety incidents are a global phenomenon that claim the lives of millions of people each year. The World Health Organization (WHO) states that approximately 1 in 10 patients experience harm in healthcare facilities and more than 3 million deaths occur each year due to unsafe services. Deaths due to unsafe services in low- to middle-income countries occur in 4 out of 100 patients (Linkin & Brennan, 2018). Pham, JC et al (2016) research conducted in 11 hospitals from 5 countries found 52 patient safety incidents, namely Hong Kong 31%, Australia 25%, India 23%, America 12% and Canada 10%. (Pham et al., 2016). This condition illustrates that Patient Safety Incidents (PSI) still occur in several countries including Indonesia. In addition to the moral and social impacts, patient safety incidents can also have legal and financial consequences for hospitals. Patients who experience patient safety incidents can sue the hospital for medical negligence, which can result in lawsuits and large fines. Hospitals also have to bear additional treatment costs to deal with complications resulting from patient safety incidents. (McFadden et al., 2009).

In a study conducted by Dewi K, et.al at a hospital in Serang, of the three independent variables studied, namely leadership, competence, and communication, the results showed that leadership plays a very high role in the implementation of patient safety culture in nurses in the inpatient ward of XX Serang Hospital. (Kuraesin et al., 2023). Failure in leadership occurs when supervisors or superiors/supervisors do not provide sufficient training or direction for their employees. When this happens, employees feel increasingly isolated and increase the incidence of non-standard patient services and end in errors or incidents, (Diller et al., 2014).

Unclear communication can lead to misunderstandings or ambiguity in diagnosis, medication administration, or inappropriate medical actions. Diller et al in their study using the Human Factor Analysis Classification System (HFACS) application to analyze 105 IKP in several hospitals in the United States in the period July 2011 and November 2012, found that communication was the most frequent cause of adverse events. The results showed ineffective communication by staff and incomplete information provided. (Diller et al., 2014). These results are supported by research conducted by (Endriani et al., 2024) in a hospital in Bandar Lampung which showed that Interpersonal Communication together with Motivation, and Attitude simultaneously had a significant effect on the implementation of patient safety in Inpatient Care. *The Agency for Healthcare Research and Quality* (AHRQ) revealed communication problems such as failure of verbal and nonverbal communication, miscommunication between staff, between *shifts*, communication that is not well documented are things that can cause errors. The results of the study showed that communication has a significant relationship with the implementation of patient safety by nurses. (Rivai et al., 2016).

Teamwork is defined as a group of individuals with certain expertise who work together and interact to achieve common goals (Ilyas, 2003) in (Shameela & Sulistiadi, 2024). (Febriansyah et al., 2020) stated that teamwork has a major influence on patient safety culture. Good cooperation will reduce the workload felt by team members. Research shows that high workload on nurses is associated with decreased patient safety performance. Nurses with high workloads tend to have lower performance in maintaining patient safety (Astriana et al., 2017). Research conducted at a Hospital in Bandung City in 2020 showed the influence of teamwork both directly and indirectly on the achievement of patient safety targets of 12.6%, which is quite significant. (Ira Hastuti Ani Siregar, 2020). Teamwork will determine whether the organization's journey runs smoothly or not (Febriansyah et al., 2020).

The Patient Safety Culture Survey at Beriman Hospital in 2023 with the HSOPC instrument had an average achievement of 55.5% which is included in the category of moderate Culture according to survey standards, where the results appear weak in several dimensions, namely *Non-punitive Response*, *Staffing and Work Pace* and *Handsoff and Information Exchange*. When compared to the previous year's Survey, the three dimensions still show low positive response achievements. Something quite interesting was found in the Cooperation/teamwork *dimension* which in 2023 experienced a decrease in value compared to other dimensions which tended to experience an increase in value. This patient safety culture value can be juxtaposed with the IKP reporting that occurs every year.

Data on the number of Safety Incidents at RSUD Beriman Balikpapan in 2023 increased by 102.3% compared to the previous year. Although this condition can be seen as a form of increased awareness of IKP reporting by officers, on the other hand, the number of KTD in 2023 also increased by 22.2% compared to the previous year and the cause is worth examining. In the types of KTD, KTC and Sentinel incidents, there has been exposure to patients. These three types of incidents are types of Patient Safety Incidents that are important to note to assess failures in the system and then prevent recurrence. Based on the data, the number of all three tends to increase from 2021 to 2024.

Documented IKP data from 2021 to 2024 semester I showed that most of them were related to Patient Safety Standards 6.1, and 2. Most of the IKP were reported to occur in the treatment room which was almost similar to the findings of Pham et al, in their study which found that 37% of IKP occurred in inpatient treatment rooms. (Pham et al., 2016) . Of the total IKP documented and reported during 2021-2023, there was an increase in the number of IKP directly related to nurses at Beriman Balikpapan Hospital, where there was an average increase of 3 cases each year. Interviews with several nurses, it was found that in several work units, discussions or *briefings* were not routinely held with the head of the room or head of the unit regarding the implementation of SKP. Several nurses also said that they only received knowledge during orientation as new employees and did not know how the SKP implementation assessment was carried out on them.

Based on the data obtained, development strategies are still needed to support the achievement of patient safety targets at Beriman Balikpapan Hospital. Building awareness of patient safety values, leading and supporting staff in implementing patient safety are important parts of creating a patient safety culture (Republik Indonesia, 2017) . Implementation of patient safety targets is a practical step that must be developed in realizing safe and quality patient services. Realizing the importance of implementing patient safety targets in hospitals, especially in relation to the role of nurses, researchers conducted research on the influence of leadership, communication, and teamwork on the implementation of patient safety targets on nurses at Beriman Balikpapan Hospital. The results of this study are also expected to be used as considerations in the development of patient safety programs at Beriman Balikpapan Hospital in the future.

RESEARCH METHODS

Location and research design

This type of research is quantitative research using analytical observational studies with a *cross-sectional study design*. This research will be conducted at RSUD Beriman Balikpapan in October - November 2024.

Population and sample

The population that is the focus of this study includes all nurses who work at RSUD Beriman Balikpapan and are actively providing direct services to patients. The total number of nurses during the study was 133 people, both with PNS, PPPK and non ASN/contract workers. The sample taken in this study is use total sampling that is 133 nurse HOSPITAL Believers in Balikpapan.

Data analysis

Analysis data on study This use statistics to answer the objectives of the research with univariate analysis consisting of descriptive analysis of respondent characteristics, descriptive analysis of research variables and *crosstabulation analysis* between respondent characteristics and research variables. Analysis bivariate use test *Chi-square* because the data scale on the variables in this study is nominal and the frequency of respondents or samples used is quite large (Sugiyono, 2007) . The multivariate analysis used is logistic regression analysis.

Ethical Considerations

This study has obtained ethical approval from the Health Research Ethics Committee of the Faculty of Public Health, Hasanuddin University. The principles of research ethics applied include informed consent from all respondents, data confidentiality, the right to withdraw, and the benefits of research for respondents and institutions.

RESULTS

Univariate Analysis

1. Frequency Distribution of General Characteristics of Respondents

The respondents of this study amounted to 133 respondents. These characteristics aim to assess several general characteristics of the sample including age, gender, length of service, education, patient safety socialization, training and surgical services. The general characteristics of the respondents can be seen in the following table:

Table 1. Distribution of Respondents Based on Gender Characteristics of Respondents at Beriman Balikpapan Regional Hospital in 2024

Characteristics	Research Sample	
	n	%
Gender		
Woman	104	78.2

Characteristics	Research Sample	
	n	%
Man	29	21.8
Amount	133	100.0
Age		
> 50 years	3	2.3
20-30 years	37	27.8
31-40 years	84	63.2
41-50 years	9	6.8
Amount	133	100.0
Last education		
D3/Equivalent	96	72.2
S1/Equivalent	2	1.5
Profession Ns	34	25.6
S2	1	.8
Amount	133	100.0
Years of service		
< 1 year	27	20.3
1-3 years	12	9.0
> 3-5 years	13	9.8
>5-7 years	7	5.3
>7-10 years	74	55.6
Amount	133	100.0
Patient Safety Socialization		
Yes	121	91.0
No	12	9.0
Amount	133	100.0
Attending Training		
No	73	54.9
Yes	60	45.1
Amount	133	100.0
Surgical Operation Services		
Yes	91	68.4
No	42	31.6
Amount	133	100.0

Source: Primary Data, 2024

From the table above, it shows that in terms of gender, most respondents are female, namely 104 respondents (78.2%), in terms of age, most respondents are 31-40 years old, namely 84 respondents (63.2 %), in terms of Last Education, most respondents are D3/Equivalent, namely 96 respondents (63.2 %), in terms of Length of Service, most respondents are > 7-10 years, namely 74 respondents (55.6 %), in terms of ever having Patient Safety Socialization, most respondents Yes, namely 121 respondents (91 %), in terms of ever having attended training, most respondents No, namely 73 respondents (54.9 %), in terms of ever having Surgical Operation Services, most respondents Yes, namely 91 respondents (68.4 %).

Table 2. Distribution of Respondents Based on Research Variables at Beriman Balikpapan Regional Hospital in 2024

Variables	Research Sample	
	n	%
Leadership		
Good	88	66.2
Not good	45	33.8
Amount	133	100.0
Communication		
Good	114	85.7
Not good	19	14.3
Amount	133	100.0
Teamwork		
Good	70	52.6
Not good	63	47.4
Amount	133	100.0
Safety Implementation (Operations)		
Good	58	43.6
Not good	33	24.8
Amount	91	68.4
Missing	42	31.6
Total	133	100.0
Safety Implementation (Non-Operative)		
Good	21	15.8
Not good	21	15.8
Amount	42	31.6
Missing	91	68.4
Total	133	100.0
Safety Implementation (Overall)		
Good	79	59.4
not good	54	40.6
Total	133	100.0

Source: Primary Data, 2024

Based on the table above, it is known that the majority of respondents stated that they were in the Leadership category. good as many as 88 respondents or 66.2 %, most respondents stated that they were in the Good Communication category as many as 114 respondents or 85.7 %, most respondents stated that they were in the Good Teamwork category as many as 70 respondents or 52.6 %, most respondents stated that they were in the Good Safety Implementation (Operation) category as many as 55 respondents or 41.4 %, most respondents stated that they were in the Good Safety Implementation (Non-Operation) category as many as 21 respondents or 15.8 %, and most respondents stated that they were in the Good Safety Implementation (Overall) category as many as 79 respondents or 59.4 %.

Bivariate Analysis**1. Chi Square Analysis of Leadership with Patient Safety Implementation**

leadership relationships with Patient Safety Implementation shown in the following table :

Table 1 Relationship between Leadership and Implementation of Patient Safety at Beriman Balikpapan Regional Hospital in 2024

Leadership	Implementation of Patient Safety Goals				Total		P
	Good		Not good				
	n	%	n	%	N	%	0.000
Good	62	70.5%	26	29.5%	88	100.0%	
Not good	17	37.8%	28	62.2%	45	100.0%	
Total	79	59.4%	54	40.6%	133	100.0%	

Source: Primary Data, 2024

Based on the table above, it shows that out of 88 respondents with good leadership and good Patient Safety Implementation, there are 62 respondents (70.5%) and 26 respondents (29.5%) are in the less good category. While out of 45 respondents who are classified as less good and have good leadership, there are 62 respondents (70.5%) and 26 respondents (29.5%) are in the less good category. good as many as 17 respondents (37.8%) and as many as 28 respondents (62.2%) are in the less good category. The results of the statistical test obtained a p value = 0.000, because the p value $< \alpha = 0.000 < 0.05$ then H_0 is rejected, this means that there is a statistically significant relationship between the Leadership variables with the Implementation of Patient Safety at Beriman Balikpapan Regional Hospital.

2. Chi Square Analysis of Communication with Patient Safety Implementation

Table 2 Relationship between Communication and Implementation of Patient Safety at Beriman Balikpapan Regional Hospital in 2024

Communication	Implementation of Patient Safety Goals				Total		P
	Good		Not good				
	n	%	n	%	N	%	0.000
Good	76	66.7%	38	33.3%	114	100.0%	
Not good	3	15.8%	16	84.2%	19	100.0%	
Total	79	59.4%	54	40.6%	133	100.0%	

Source: Primary Data, 2024

Based on the table above, it shows that out of 114 respondents with good communication and good Patient Safety Implementation, there are 76 respondents (66.7%) and 38 respondents (33.3%) are in the less good category. Meanwhile, out of 19 respondents who are classified as less good and have good communication, there are 76 respondents (66.7%) and 38 respondents (33.3%) are in the less good category. good as many as 3 respondents (15.8%) and as many as 16 respondents (84.2%) are in the less good category. The results of the statistical test obtained a p value = 0.000, because the p value $< \alpha = 0.000 < 0.05$ then H_0 is rejected, this means that there is a statistically significant relationship between the Communication variables with the Implementation of Patient Safety at Beriman Balikpapan Regional Hospital.

3. Chi Square Analysis of Teamwork with Patient Safety Implementation

Team Work Relationship Analysis with Patient Safety Implementation shown in the following table:

Table 3 Relationship between Teamwork and Patient Safety Implementation at Beriman Balikpapan Regional Hospital in 2024

Teamwork	Implementation of Patient Safety Goals				Total		P
	Good		Not good				
	n	%	n	%	N	%	0.000

Good	56	80%	14	20%	70	100.0%
Not good	23	36.5%	40	63.5%	63	100.0%
Total	79	59.4%	54	40.6%	133	100.0%

Source: Primary Data, 2024

Based on the table above, it shows that out of 70 respondents with good teamwork and good Patient Safety Implementation, there are 56 respondents (80%) and 14 respondents (20%) are in the less good category. While out of 63 respondents who are classified as less good and teamwork good as many as 23 respondents (36.5%) and as many as 40 respondents (63.5%) are in the less good category. The results of the statistical test obtained a p value = 0.000, because the p value $< \alpha = 0.000 < 0.05$ then H_0 is rejected, this means that there is a statistically significant relationship between the Team Work variables with the Implementation of Patient Safety at Beriman Balikpapan Regional Hospital.

Multivariate Analysis

In this analysis, the researcher wants to see the most dominant variables that influence the implementation of patient safety at RSUD Beriman Balikpapan . The statistical test used is multiple linear regression as follows.

Table 6. 4Results of Logistic Regression Analysis of Independent Variables on Patient Safety Implementation at Beriman Balikpapan Regional Hospital in 2024

Variables	Unstandardized Coefficients		Wald	Standardized Coefficients	df	Sig.
	B	Std. Error				
Leadership	.996	.474	4.413	2,707	1	.036
Communication	1,875	.761	6,073	6,520	1	.014
Teamwork	1,959	.437	20.124	7,089	1	.000
a. Dependent Variable: Safety Implementation						

Source: Primary Data, 2024

Leadership has a significant influence on the Implementation of SKP ($p=0.036$), Communication has a positive and significant influence on the Implementation of SKP ($p=0.014$), and Teamwork has a positive and significant influence on the Implementation of SKP ($p=0.00$). The most dominant variable influencing the Implementation of Patient Safety Targets is the work team (70.89%).

DISCUSSION

Research hypothesis 1 (H_1) states that there is an influence of Leadership on the Implementation of Patient Safety Goals for Nurses at Beriman Balikpapan Regional Hospital . Based on the statistical analysis conducted, it is known that the sig value of the influence of Leadership on the Implementation of Patient Safety Goals for Nurses at Beriman Balikpapan Regional Hospital is 0.036 . This means that there is an influence that significant between leadership and the implementation of Patient Safety Goals for nurses at Beriman Balikpapan Regional Hospital. The leadership function of the head of the room plays an important role in improving the implementation of SKP by nurses. For example, leaders who are supportive, communicative, and provide clear direction can improve nurses' compliance with safety protocols. Several previous studies predominantly state that leadership is a factor that plays a significant role in implementing a policy in an organization, including patient safety goals. Leadership often works through indirect mechanisms such as shaping organizational culture, providing direction, and motivating employees. According to Murray, et al., effective leadership is a prerequisite for implementing good patient safety goals. Leadership is a key element that influences patient service outcomes, including preventing adverse events. (Murray & Cope, 2021b) .

The results of the univariate analysis of the leadership variable stated that 88 respondents (66.2%) stated that leadership was in the "good" category. This means that most nurses at RSUD Beriman Balikpapan felt that the leadership style applied by their ward heads supported their tasks, including the implementation of Patient Safety Targets (SKP). A conducive work environment and good working relationships with leaders can contribute to increased motivation and compliance with patient safety policies.

The results of the bivariate analysis showed a p value = 0.000 ($p < 0.05$) which means that There is a statistically significant relationship between leadership variables and the implementation of patient safety at Beriman Balikpapan Regional Hospital . From 88 respondents with good leadership : 62 respondents (70.5%) have good implementation of patient safety, 26 respondents (29.5%) have poor implementation of patient safety. This means that good leadership in the majority supports good implementation of patient safety.

From 45 respondents with poor leadership : 17 respondents (37.8%) have good implementation of patient safety, 28 respondents (62.2%) have poor implementation of patient safety. This means that respondents who assess poor leadership tend to have poor patient safety implementation. The majority of respondents with good leadership showed good patient safety implementation, supporting a positive relationship between the two variables. Respondents who assessed poor leadership showed a higher proportion of poor patient safety implementation. This shows that leadership plays an important role in determining the success of patient safety implementation.

The results of this study are in line with the results of research conducted by D. Gunawan et.al in 2020, which found that through improving the supervision process as one of the components of the leadership variable assessed through this Pilot project, it was successfully implemented and showed an increase in the handover process between nursing shifts in the Emergency Room of X Hospital in Jakarta which supports the implementation of patient safety targets for improving effective communication between officers. (Gunawan et al., 2020) . Research by Silvia, et al., which specifically examines the influence of transformational leadership types on the implementation of patient safety targets, found that this type of leadership had the greatest influence in increasing trust and implementation of patient safety targets in the hospitals studied. (Silvia et al., 2021) . Transformational leadership is a leader who inspires his subordinates to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers. (Aranda et al., 2017) .

Study Novera (2022) that that effective leadership styles , especially transformational leadership , has a big influence in shaping patient safety culture positive in the hospital. Leaders who can inspire, provide clear direction, and support and empower staff will help create a safe environment for patients. Leadership that is actively involved in the implementation of safety policies and the overall culture of the hospital contributes directly to improving patient safety. Research by Kankanamge (2023) states that effective leadership is very important in building a culture of patient safety in hospitals or health facilities, especially in low- and middle-income countries. The leadership style that transformational And participatory can improve patient safety by empowering staff, involving them in decision-making, and ensuring safety policies are properly implemented. Although structural challenges and limited resources are major barriers, leaders who are proactive and involved in addressing these issues can create positive change in patient safety management.

Research hypothesis 2 (H2) states that there is an influence of Communication on the Implementation of Patient Safety Goals for Nurses at Beriman Balikpapan Hospital . Based on the statistical analysis conducted, it is known that the sig value of the influence of Communication on the Implementation of Patient Safety Goals for Nurses at Beriman Balikpapan Hospital is 0.014 . This means that good communication between nurses, doctors, and other health teams ensures that important information, such as patient treatment, medical instructions, or certain risks, are conveyed accurately. Nurses who feel supported through clear communication tend to be more compliant with patient safety protocols.

The results of the univariate analysis of the communication variable stated that the majority of 114 respondents or 85.7% stated that communication was in the "good" category. This is means that nurses at RSUD Beriman Balikpapan feel that the communication system implemented is running well. Good communication supports work coordination, prevents miscommunication, and improves patient safety.

The results of the bivariate analysis show the value $p = 0.000$ ($p < 0.05$) , which means there is a significant relationship statistically significant between communication variables and the implementation of Patient Safety Targets (SKP) at Beriman Balikpapan Regional Hospital. Respondents with Good Communication: 76 respondents (66.7%) had good SKP implementation, 38 respondents (33.3%) had poor SKP implementation. This means that good communication mostly supports good SKP implementation, although there are still some that are not optimal. Respondents with Poor Communication: 3 respondents (15.8%) had good SKP implementation. 16 respondents (84.2%) had poor SKP implementation. This means that poor communication is related to poor SKP implementation, reinforcing that communication is an important factor. Good communication allows for the transfer of clear, accurate, and timely information between medical team members, which is important to ensure SKP implementation. Respondents with good communication mostly showed good SKP implementation, reflecting the positive impact of communication. Most respondents with poor communication tended to have poor SKP implementation. This shows the importance of overcoming communication barriers in the work environment.

These results are in line with the results of a study conducted by Ira Hastuti, et al in the treatment room of a hospital in Bandung, where the results showed that communication was the most partially influential factor in achieving patient safety targets compared to teamwork and patient safety culture. (Ira Hastuti Ani Siregar, 2020)

. The study also stated that horizontal communication barriers between shifts and between installations were inhibiting factors in realizing good patient safety targets. In a study at Hospital X in Jakarta in 2020, it was found that communication problems were the most common cause of patient safety incidents there. Effective supervision and evaluation of the communication process are expected to improve the implementation of patient safety targets through patient trust in nurses as an intermediary factor. (Silvia et al., 2021).

Research by Souza (2019) concluded that effective nursing communication has a very important role in improve patient safety . Nurses who are able to communicate clearly and effectively with patients and other medical teams can reduce medical errors and ensure safe and quality care. Therefore, it is important to develop nurses' communication skills through ongoing training and education. Research by Müller (2018) Use SBAR in medical communication has been shown to have a significant positive impact on patient safety by improving the quality of communication in patient handoffs. The implementation of SBAR improves the accuracy and clarity of information conveyed between medical team members, reduces communication errors, and contributes to better decision-making. As a structured tool, SBAR can help reduce incidents that can harm patients and increase the satisfaction of medical professionals in carrying out care. Suryani's (2021) research that factors such as strong leadership, effective communication, adequate training, and good resource and infrastructure support are positively related to the implementation of patient safety. Hospitals that have leadership that is responsive to patient safety issues and facilitates ongoing training show better levels of patient safety implementation.

Research hypothesis 3 (H3) states that there is an influence of the work team on the Implementation of Patient Safety Goals for Nurses at Beriman Balikpapan Hospital . Based on the statistical analysis conducted, it is known that the sig value of the influence of the work team on the Implementation of Patient Safety Goals for Nurses at Beriman Balikpapan Hospital is 0.000 . This means that an effective work team, including collaboration, communication, and coordination between team members, contributes positively to the implementation of SKP. A good work team allows for faster problem solving, consistent implementation of patient safety procedures and minimizes the risk of errors that affect patient safety. Therefore, increasing the effectiveness of the work team is one of the main strategies to support the optimal implementation of SKP at Beriman Balikpapan Hospital.

The results of the univariate analysis of the teamwork variable showed that the majority of respondents (70 respondents or 52.6%) stated that they were in the category good teamwork . This means that most nurses at RSUD Beriman Balikpapan feel that the existing teamwork is running well, including effective collaboration, smooth coordination, and support between team members. This shows that the relationship and interaction between team members are quite good, which has the potential to increase the effectiveness of the implementation of Patient Safety Goals (SKP).

The results of the bivariate analysis with $p\text{-value} = 0.000$ ($p < 0.05$) indicates a relationship statistically significant between teamwork with Implementation of Patient Safety Targets (SKP) at RSUD Beriman Balikpapan. Respondents with Good Teamwork: 56 respondents (80%) with good teamwork also showed good SKP implementation, 14 respondents (20%) with good teamwork but poor SKP implementation. Most of the respondents who considered teamwork good, had good SKP implementation, although there were a few who did not. Respondents with Poor Teamwork: 23 respondents (36.5%) with poor teamwork had good SKP implementation, 40 respondents (63.5%) with poor teamwork showed poor SKP implementation. This means that respondents with poor teamwork tend to have poor SKP implementation, indicating that poor teamwork can hinder effective implementation.

These findings confirm that synergy within the nursing team is a crucial factor in ensuring the implementation of optimal patient safety practices. The teamwork variable shows a close relationship with the success of patient safety goals. (Utama, 2022) . These two results are in line with the results of this study which emphasized that good teamwork is a key element in creating a work environment that supports the implementation of patient safety principles. Good teamwork includes not only good interpersonal relationships, but also structured and competency-based coordination.

teamwork and communication are essential to establishing a culture of safety and quality of care in a hospital. Without mutual respect, good problem solving, and sharing of ideas, safe and reliable care cannot be achieved. Unfortunately, many healthcare providers, especially physicians, still lack understanding and do not utilize good communication skills. Members of a medical team often feel inhibited in communicating and are reluctant to point out their leaders' mistakes, even though they judge good teamwork by their ability to have a say. Instead, physicians often view teamwork and communication only as activities to give instructions and ensure that those instructions are carried out. (Fuchshuber & Greif, 2022) .

Research hypothesis 4 (H4) states that the most dominant variable influencing the Implementation of

Patient Safety Targets in Nurses at Beriman Balikpapan Regional Hospital is teamwork with a beta coefficient value of (70.89%). This means that effective and solid teamwork greatly influences the implementation of SKP, because the implementation of patient safety often requires good cooperation between nurses, doctors, and other medical team members. Good teamwork creates a more coordinated and more responsive environment in dealing with patient safety issues, thereby increasing the optimal implementation of SKP.

Research conducted by Shameela (2024) stated that it showed that good team work contribute significantly to the creation of a strong patient safety culture. Hospitals with solid teams show better results in implementing safety procedures, preventing infections, and identifying and reporting patient safety incidents. Research conducted by Rosen (2018) states that Effective teamwork very influential on patient safety And quality of care . The findings of this study suggest that increased communication, collaboration, and positive team culture can reduce medical errors, improve decision-making, and provide safer, higher-quality care. To achieve optimal outcomes, hospitals and healthcare institutions must instill the values teamwork across the organization and support better interactions between various medical professionals. Febriansyah's research (2020) states that good teamwork, which involves open communication and effective collaboration between medical professions, has direct influence towards the development of a patient safety culture. Improving teamwork not only improves patient safety but also improve the overall quality of care.

The results of the univariate analysis showed that most respondents were in the category good safety practices on various aspects measured. Implementation of safety by nurses who have provided surgical patient services : As many as 55 respondents (41.4%) stated that the implementation of safety in is in the good category. This shows that most respondents consider that safety procedures in surgical services have been implemented well in the hospitals or health facilities studied. Implementation of safety in nurses who have never served patients with surgical procedures : As many as 21 respondents (15.8%) stated that the implementation of safety is in the good category. Although the percentage is smaller compared to the implementation of safety in nurses who have served surgical patients, this still shows that there are significant efforts in ensuring patient safety. Implementation of safety as a whole : As many as 79 respondents (59.4%) stated that the implementation of safety as a whole in the hospital or facility is in the good category. This shows that in general, the implementation of patient safety culture has been implemented well, covering various aspects of care involving both surgical and non-surgical procedures. Overall, these results show that the majority of respondents consider that the implementation of patient safety, both those who have provided services to patients with surgical and non-surgical procedures, is good. This reflects that the hospitals or health facilities studied have succeeded in implementing a patient safety culture quite effectively. However, there is a possibility to continue to improve the implementation of safety by nurses who only provide non-operative patient services, which is still slightly lower in percentage.

Alsabri's research (2022) stated that teamwork and communication training own positive impact which is significant to safety culture And patient safety in emergency department . Improved teamwork, better communication, and higher safety awareness among medical staff play a major role in reduce medical errors and improve quality of patient care . Consistent and systematic training is essential to achieve optimal results in improving patient safety in the ER. Vaismoradi's research (2020) that Nurses' compliance with patient safety principles highly dependent on a variety of factors, including adequate training, organizational support, workload, and leadership. Training enhancement , better support from hospital management, as well as stress and workload reduction can improve nurses' compliance with patient safety principles .

CONCLUSIONS AND IMPLICATIONS

The results of the study showed that Leadership has a significant influence on the Implementation of SKP, leaders who are supportive, communicative, and provide clear direction can increase nurses' compliance with safety protocols. Communication has a positive and significant influence on the Implementation of SKP, Nurses who feel supported through clear communication tend to be more compliant with patient safety protocols and Teamwork has a positive and significant influence on the Implementation of SKP. Good teamwork allows for faster problem solving, consistent implementation of patient safety procedures and minimizes the risk of errors that affect patient safety. The most dominant variable influencing the Implementation of Patient Safety Targets is Teamwork (70.89%). It is recommended to **Management needs to hold interdisciplinary discussions and training to improve coordination between professionals in the hospital. Open discussions also allow for the formulation of clear policies regarding the division of tasks within the team** to avoid overlapping or

conflicting responsibilities .

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CONFLICT OF INTEREST

The authors declare no conflict of interest in the conduct and publication of this research.

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