

The Effect Of Motivation And Coaching On The Implementation Of Patient Safety In Nurses With Responsive Culture As An Intervening Variable At Hospital X, Bekasi City**Indrawati Seska Kading¹**¹Student of Master of Administration at Esa Unggul University Hospital, Jakarta: Email:kadingindrawatiseska@gmail.com**Tjipto Rini²**²Lecturer Master of Administration at Esa Unggul University Hospital, Jakarta**MF Arrozie³**³Lecturer Master of Administration at Esa Unggul University Hospital, Jakarta

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ABSTRACT

Patient safety is the right of every patient who receives health services in hospitals and is an indicator of improving the quality of services throughout the world. Patient safety includes all efforts made to prevent or minimize risks that could harm patients during the care, diagnosis or treatment process. The aim of this research is to analyze the direct and indirect influence of Motivation and Coaching on the Implementation of Patient Safety mediated by Responsive Culture. This research was conducted at the Hospital X. The research period is March 2024 – February 2025. This research approach uses a quantitative approach, with descriptive analysis methods that explain the relationship between variables. Using the Three Box Method, while analytics uses SEMPLS. The sampling technique used is Total Sampling. With a total of 162 nurses. Based on the results of the analysis, it shows that all Motivation dimensions are in the high category with an average index above 280. The Coaching variable for all dimensions is in the medium category with an average index ranging from 273 to 286. The Responsive Culture variable is in the medium category with an average index ranging from 273.46 to 284.57. The patient safety implementation variable for all dimensions is in the medium category with an index ranging from 277.16 to 284.57. The results of this research have implications for hospitals because implementing patient safety can improve the quality of service in hospitals. Responsive Culture is a culture that encourages nurses and other medical staff to be more sensitive to patient needs and responsive to safety issues. Good coaching will help nurses have better skills and knowledge regarding patient safety procedures.

Keywords: Motivation, Coaching, Responsive Culture, Patient and Nurse Safety.**Introduction**

Patient safety is a right for every patient who receives health services in a hospital and is an indicator of improving the quality of services worldwide (Al-Mugheed & Bayraktar, 2020). Hospital patient safety is a system where hospitals make patient care safer. The system includes risk assessment, identification and management of matters related to patient risk, incident reporting and analysis, the ability to learn from incidents and their follow-up, and implementation of solutions to minimize risks so that it is expected to prevent injuries caused by errors due to carrying out an action or not taking actions that should be taken (Ministry of Health of the Republic of Indonesia, 2015).

Hospitals must have a responsive organizational culture to ensure adaptive, effective, and appropriate health services for patients. A responsive organizational culture reflects the hospital's ability to respond quickly and appropriately to changes in the environment, patient needs, and operational challenges. This involves open communication, flexibility in dealing with dynamics, and a commitment to continuous learning. With a responsive culture, hospitals are not only able to improve patient safety but also create a work environment that supports collaboration and innovation, so that they can provide high-quality and sustainable services.

Research results conducted by Chegini, Z. (2020). Shows that there is a significant relationship between a nurse's intention to report

and patient safety. Where a nurse's intention to report is related to the leader's coaching behavior ($B = 0.2$, 95% CI: 0.1 to 0.3, $P < 0.01$).

According to the theory developed by (International Coaching Federation, 2019) Coaching is a professional partnership between a coach and a coachee (the person receiving the coaching) that aims to achieve agreed goals. This process involves creative thinking, non-judgmental observation, situation mapping, and exploration of ideas. Coaching focuses on developing self-potential with the intention of maximizing the knowledge, skills, and strengths that have been possessed. Hospital X does not yet have a structured coaching program for staff development. Medical and non-medical staff often feel that they do not receive adequate guidance in improving their skills and completing complex tasks. This has an impact on the quality of service and staff satisfaction (Goldsmith, M and Carter, L 2010). In this hospital, some of the existing coaches or mentors may not have sufficient skills or experience to provide effective guidance. This can lead to a lack of credibility and effectiveness in the coaching process (Ibarra, H and Scoular, A 2019).

the standard safety practices that are regulated to prevent infection and ensure patient safety in hospital care, in addition to the use of masks, gloves and implementing standard operating procedures (SOPs).

In an initial survey conducted by the hospital, the phenomenon found showed that the culture of responsiveness to patient safety was still not optimal. Although patient safety SOPs have been in place, their implementation is often hampered by the organization's inability to respond quickly to reports and complaints from health workers. Based on the results of a preliminary study conducted by researchers at the Hospital X, in February 2024, out of 30 nurses surveyed, 26% were found to have carried out actions that were not in accordance with the SOP. Therefore, further research is needed on patient safety which is associated with motivation variables, coaching, with responsive culture variables as intervening variables.

Theoretical Framework

In this study, the researcher adopted Abraham Maslow's theory (1994) because this theory uses a holistic approach, where this approach helps in understanding individuals as a whole, both from physical, psychological and emotional aspects. Low motivation in medical and non-medical staff in hospitals has an impact on high absenteeism, lateness, and lack of enthusiasm in completing tasks and participating in training. This is due to the lack of recognition and constructive feedback (Buchbinder, SB and Shanks, NH, 2012).

Several hospitals still face challenges related to low nurse motivation. Several nurses admitted to being less motivated in carrying out their duties due to various factors, such as excessive workload, lack of incentives, and minimal appreciation for their performance. This causes a decrease in work enthusiasm and has the potential to affect the quality of services, including compliance with Standard Operating Procedures (SOPs) which have an impact on patient safety.

According to the Regulation of the Minister of Health of the Republic of Indonesia No. 11 of (2017), regarding the Determination of Minimum Hospital Service Standards, one of the most important nurse behaviors in implementing patient safety is the Implementation of Correct Handwashing Procedures. This behavior is part of

Figure 2.1. Theoretical Framework

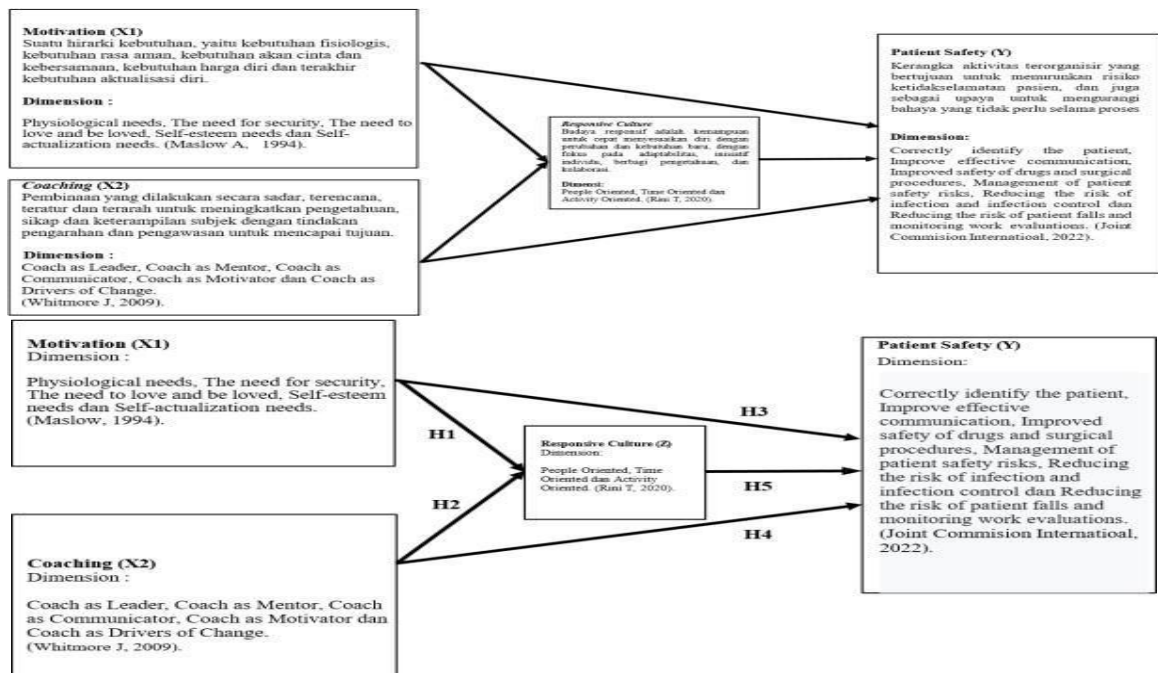


Figure 2.1. Researcher's Conceptual Framework

Research Hypothesis

H1: Motivation has a significant influence on Responsive Culture.

H2: Coaching has a significant influence on Responsive Culture.

H3: Motivation has a significant influence on the implementation of Patient Safety.

H4: Coaching has a significant influence on the implementation of Patient Safety.

H5: Responsive Culture has a significant influence on the implementation of Patient Safety.

H6: Motivation, Coaching, Responsive Culture have an influence on the implementation of Patient Safety

Research methods

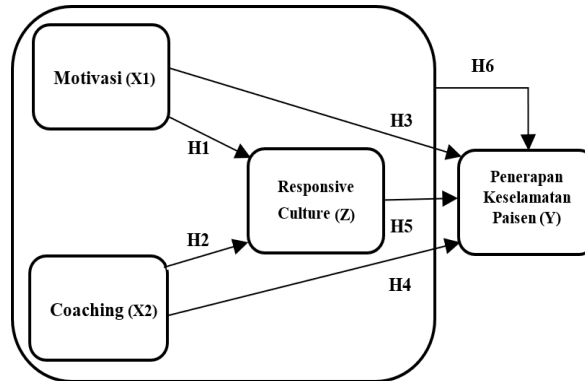


Figure 3.1 Research Constellation

Description:

H1: There is an influence of motivation on responsive culture.

H2: There is an influence of coaching on responsive culture.

H3: There is an influence of motivation on the implementation of patient safety.

H4: There is an influence of coaching on the implementation of patient safety.

H5: There is an influence of intervening on the implementation of patient safety.

H6: There is an influence of motivation, coaching, responsive culture on the implementation of patient safety.

Population and Sample

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are applied by researchers to be studied and then conclusions are drawn. The population in this study were nurses at the Bekasi City Hospital. The sample in this study used the HAIR formula, which is 5-10 X the number of dimensions. Since the researcher wanted to capture the situation and conditions in the hospital, this study used a sample of 162 respondents where the sample was a saturated sample or total sample. In this case, the number is in accordance with the HAIR formula.

Results and Discussion Results

Instrument Reliability Test

Table 4.3 Results of Reliability Test

Variabel	Jumlah Item Valid	Cronbachs Alpha	Cut Value	Reliabilitas
Motivasi Perawat (X1)	27	0,989	0,7	Reliabel
Coaching (X2)	8	0,973	0,7	Reliabel
Responsive Culture (Z)	10	0,972	0,7	Reliabel
Penerapan Keselamatan Pasien (Y)	17	0,985	0,7	Reliabel

Source: processed data (2025).

The results of the reliability test of the research instrument show that all variables tested have a very high Cronbach's Alpha value, greater than the cut-off value of 0.7, which indicates that the instrument is reliable. For the Nurse Motivation variable, with 27 valid items, a Cronbach's Alpha value of 0.989 was obtained, indicating a very good level of internal consistency. The Coaching variable, with 8 valid items, has a Cronbach's Alpha value of 0.973, also indicating very high reliability. Likewise, the Responsive Culture variable consisting of 10 valid items, has a Cronbach's Alpha value of 0.972, indicating good instrument reliability. In addition, the Patient Safety Implementation variable consisting of 17 valid items, obtained a Cronbach's Alpha value of 0.985, which also meets the required reliability standards. Thus, all variables in this study show a very good level of reliability, so that the instruments used can be trusted to produce consistent and accurate data. This high reliability provides confidence that the research instrument is able to measure the intended construct well. This result supports the validity and quality of the research conducted.

Table 4.4. Three Box Method Results

Nilai Indeks	Keterangan
31.50 – 62.00	Rendah
62.01 – 94.49	Sedang
94.50 - 126.00	Tinggi

SEM PLS Analysis

Outer Model Testing

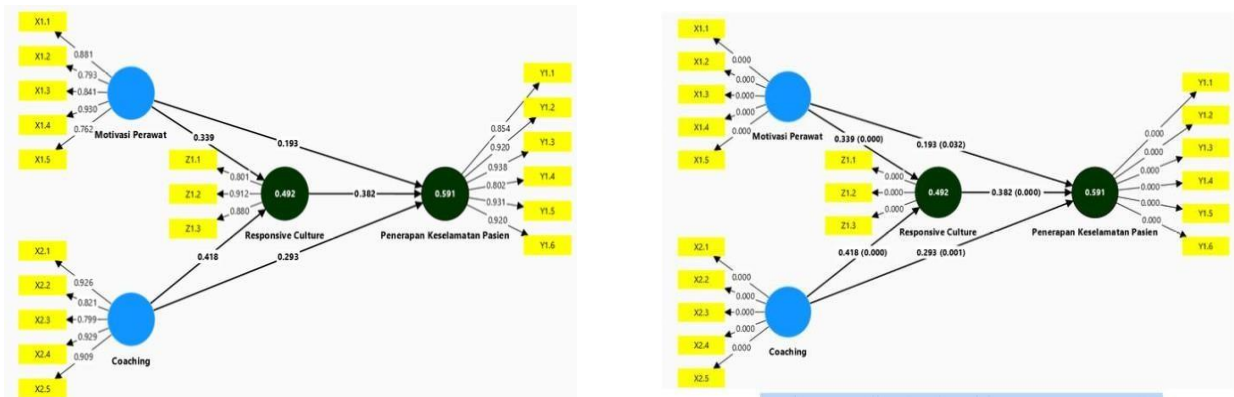


Figure 4.3 PLS SEM Model Estimation Results – algorithm

Table 4.9 Fornell Larcker Test Results

	Coaching	Motivasi Perawat	Penerapan Keselamatan Pasien	Responsive Culture
Coaching	0.878			
Motivasi Perawat	0.713	0.844		
Penerapan Keselamatan Pasien	0.682	0.645	0.895	
Responsive Culture	0.660	0.637	0.698	0.866

Source: processed data (2025)

Based on the results of the Fornell- Larcker Criterion, the discriminant validity between constructs in this research model can be said to be good, because the square root of the AVE (Average Variance Extracted) of each construct is greater than the correlation between constructs. The square root of AVE for Coaching (0.937) is greater than the correlation with other variables, such as Nurse Motivation (0.713), Patient Safety Implementation (0.682), and Responsive Culture (0.660). Likewise, for Nurse Motivation, the square root of AVE (0.920) is greater than the correlation with Coaching (0.713), Patient Safety Implementation (0.645), and Responsive Culture (0.637). For Patient Safety Implementation, the square root of AVE (0.947) is also greater than the correlation with Coaching (0.682), Nurse Motivation (0.645), and Responsive Culture (0.698). Finally, Responsive Culture has a square root of AVE (0.931) which is greater than the correlation with Coaching (0.660), Nurse Motivation (0.637), and Patient Safety Implementation (0.698). Thus, all constructs show good discriminant validity, ensuring that each construct can be clearly distinguished from the other constructs.

Figure 4.4 SEM PLS Bootstrapping Model Estimation Results

Goodness of Fit Model Testing

Table 4.13 Goodness of Fit Model

	R-square	Q Square	SRMR
Penerapan Keselamatan Pasien	0.591	0.467	0.075
Responsive Culture	0.492	0.362	

Based on the results of the inner model test, the R-square value for Patient Safety Implementation is 0.591, indicating that the model can explain 59.1% of the variability in the variable, a value that is good enough to show the strength of the model in explaining the dependent variable. Meanwhile, Responsive Culture has an R-square value of 0.492, indicating that the model explains 49.2% of the variability in the variable, which is also acceptable although slightly lower. In addition, the Q-Square for these two variables is 0.467 and 0.362, respectively, indicating that the model has good predictive relevance, because a Q2 value greater than zero indicates that the model can predict the data accurately. Furthermore, the SRMR (Standardized Root Mean Square Residual) value for Patient Safety Implementation is 0.075, which is lower than the threshold value of 0.08, indicating that the model has a good fit with the data. These results indicate that the inner model in this study has good quality and is reliable.

Research Hypothesis Testing

Table 4.19 Results of Hypothesis Testing

Hipotesis	Koef. Jalur	T Statistik	P Value	Kesimpulan
H1: Motivasi memiliki pengaruh signifikan terhadap Responsive Culture	0.339	5.418	0.000	diterima
H2: Coaching memiliki pengaruh signifikan terhadap Responsive Culture.	0.418	6.975	0.000	diterima
H3: Motivasi memiliki pengaruh signifikan terhadap penerapan Keselamatan Pasien.	0.193	2.145	0.032	diterima
H4: Coaching memiliki pengaruh signifikan terhadap penerapan Keselamatan Pasien.	0.293	3.403	0.001	diterima
H5: Responsive Culture memiliki pengaruh signifikan terhadap penerapan Keselamatan Pasien.	0.160	4.423	0.000	diterima
Hipotesis	R-square	R-square	F Tabel	Kesimpulan
		adjusted		
H6: Motivasi, Coaching, Responsive Culture memiliki pengaruh terhadap penerapan Keselamatan Pasien	0.591	0.583	76.103	diterima

Sumber : data diolah (2025).

H1: Motivation has a significant influence on Responsive Culture

The first hypothesis tested is whether Nurse Motivation has a significant influence on Responsive Culture. Based on the results of the analysis, the path coefficient for this relationship is 0.339 with a T-statistic of 5.418 and a p-value of 0.000. Because the p-value is very small (less than 0.05), this hypothesis is accepted. Thus, it can be concluded that nurse motivation has a significant influence on the creation of a responsive culture in the organization.

H2: Coaching has a significant influence on Responsive Culture

The second hypothesis tests whether Coaching has a significant influence on Responsive Culture. The results of the analysis show a path coefficient of 0.418, a T-statistic of 6.975, and a p-value of 0.000. With a very small p-value (far below 0.05), this hypothesis is also accepted. This shows that coaching has a significant influence on the formation of a responsive culture in the organization, with a stronger influence compared to nurse motivation.

H3: Motivation has a significant influence on the implementation of Patient Safety

The third hypothesis tests whether Nurse Motivation affects the Implementation of Patient Safety. The path coefficient obtained is 0.193, with a T-statistic of 2.145 and a p-value of 0.032. Because the p-value is smaller than 0.05, this hypothesis is accepted. This indicates that nurse motivation has a significant influence in improving the implementation of patient safety in hospitals or health facilities.

H4: Coaching has a significant influence on the implementation of Patient Safety.

The fourth hypothesis tests whether Coaching affects the Implementation of Patient Safety. Based on the results of the analysis, the path coefficient for this relationship is 0.293 with a T-statistic of 3.403 and a p-value of 0.001. Because the p-value is smaller than 0.05, this hypothesis is accepted. This indicates that coaching has a significant influence on the implementation of patient safety, with a greater influence compared to nurse motivation.

H5: Responsive Culture has a significant influence on the implementation of Patient Safety.

Implementation of Patient Safety. The results of the analysis show a path coefficient of 0.160 with a T-statistic of 4.423 and a p-value of 0.000. Because the p-value is very small (less than 0.05), this hypothesis is accepted. This means that responsive culture plays a significant role in improving the implementation of patient safety, which underlines the importance of responsive culture in patient safety efforts.

H6: Motivation, Coaching, Responsive Culture have an influence on the implementation of Patient Safety

The last hypothesis tests whether the combination of Nurse Motivation, Coaching, and Responsive Culture has an effect on the Implementation of Patient Safety. The results of the analysis show a path coefficient of 0.130, T-statistic 3.761, and p-value 0.000. Because the p-value is smaller than 0.05, this hypothesis is accepted. This shows that together, the three variables have a significant effect on the implementation of patient safety, which shows the importance of a multifaceted approach in improving patient safety in hospitals or health facilities.

Discussion

The Influence of Nurse Motivation on Responsive Culture

The results of this study indicate that nurse motivation has a positive and significant effect on the responsive culture that is developing at Bekasi Regional Hospital. Increasing nurse motivation can encourage them to be more proactive in creating a responsive culture in the organization. A strong responsive culture will help hospitals be more responsive to patient needs and improve service quality. When nurse motivation increases, they are more encouraged to interact with patients in a more sensitive and responsive manner. This finding highlights the importance of nurse motivation as a major factor in creating an effective and caring work culture for patients. Thus, efforts to increase nurse motivation can have a direct impact on strengthening a responsive culture in hospitals. This shows that investment in developing nurse motivation is a strategy that can improve service quality at Hospital X.

The Influence of Coaching on Responsive Culture

The fifth hypothesis tests whether Responsive Culture influences the results of this study indicate a positive and significant influence of coaching on responsive culture at Hospital X. This shows that the coaching program implemented in the hospital can strengthen a responsive culture among medical personnel and nurses. Through coaching, nurses and other health workers can improve their communication, collaboration, and decision-making skills that are more responsive to patient needs and the challenges faced by the hospital. With the right coaching approach, individuals in the organization are increasingly involved in the process of cultural change, which supports the creation of a more adaptive and responsive work environment. Coaching provides an opportunity for health workers to continue to develop, feel appreciated, and have a common goal that is in line with the organization's goals. As a result, the developing responsive culture can contribute to improving the quality of service and patient safety. Therefore, strengthening the coaching program can be an effective strategy for building a more responsive organizational culture at Hospital X.

The Influence of Motivation on the Implementation of Patient Safety

The results of this study indicate that motivation has a positive and significant effect on the implementation of patient safety at Bekasi Regional Hospital. When the motivation of nurses and other health workers is high, they tend to be actively involved in patient safety programs and comply with applicable safety procedures. Strong motivation encourages them to care more about the quality of service and patient safety, thereby reducing the risk of medical errors. In addition, motivated nurses tend to have a greater sense of responsibility for patient safety, which contributes to the implementation of better safety standards. In this context, intrinsic motivation, such as personal satisfaction in work, as well as extrinsic motivation, such as incentives or awards, also play an important role. With increased motivation, health workers are more motivated to work optimally and follow procedures that can improve patient safety. Therefore, hospital management needs to focus on increasing the motivation of health workers to ensure more effective implementation of patient safety.

The Influence of Coaching on the Implementation of Patient Safety

The results of this study indicate that coaching has a positive and significant effect on the implementation of patient safety at Hospital X. Coaching as a professional development approach helps health workers improve the technical and non-technical skills needed to better implement patient safety protocols. Through coaching, nurses and other medical personnel receive constructive feedback that can improve their understanding of the importance of patient safety. Coaching also supports the development of communication and collaboration skills between teams, which are very important in maintaining patient safety in the hospital environment. The Influence of Responsive Culture on the Implementation of Patient Safety

The results of this study indicate a positive and significant effect of responsive culture on the implementation of patient safety at Bekasi Regional Hospital. Responsive culture, which includes values, beliefs, and basic assumptions that support open communication, adaptability, and collaboration within the organization, plays an important role in creating an environment that supports patient safety. As stated by Schein (2010), a responsive culture focuses on organizational learning and provides space for the changes needed to improve patient safety. Previous research by Singer et al. (2009) also showed that units with a good responsive culture were able to increase open communication and demonstrate better safety performance.

Research Findings

The main finding of this study is that responsive culture can function as a good mediator in the influence of nurse motivation and coaching on the implementation of patient safety at Hospital X. This shows that a responsive organizational culture, which includes open communication, adaptability, and collaboration, plays a key role in improving patient safety. This study provides new insights into how factors related to motivation and coaching, which are usually seen as direct influences, actually require a responsive culture to achieve optimal results in patient safety practices.

An important contribution of this study is the emphasis on the role of responsive culture as a link between motivation and coaching in improving patient safety. Previously, research has focused more on individual or direct factors in improving patient safety, but this study adds a new dimension by showing that without a supportive responsive culture, these efforts will not produce maximum results. These results enrich the understanding of how the organizational environment in hospitals, through responsive culture, can strengthen the positive influence of nurse motivation and coaching on the implementation of patient safety.

This study not only expands the literature on the relationship between motivation, coaching, and patient safety, but also provides practical recommendations for hospitals to develop a culture that supports patient safety. In practice, hospitals that are able to build a good responsive culture will find it easier to implement effective patient safety policies. Therefore, the results of this study have a significant contribution to the development of hospital management, especially in planning training, coaching, and strengthening organizational culture to achieve better patient safety.

Research Limitations

Although this study provides an important contribution to the understanding of the relationship between nurse motivation, coaching, and responsive culture on patient safety implementation, there are several limitations that need to be considered. One of the main limitations is the use of a sample that is limited to Hospital X, which may not reflect the conditions of hospitals in other regions or countries. This limits the ability to generalize these findings to hospitals with different contexts, both in terms of size, type of service, and organizational culture. In addition, this study did not explore other external factors that may also affect patient safety, such as government policies or the socio-economic conditions of the local community.

In addition, this study is cross-sectional, meaning that data were collected at one point in time only. This hinders the ability to evaluate cause-and-effect relationships in more depth, given that changes in nurse motivation, coaching, and responsive culture may affect patient safety over a longer period of time. Longitudinal research that includes observations over a longer period of time can provide a more comprehensive picture of the dynamics that occur in patient safety implementation. Therefore, further research with more diverse designs is needed to confirm and expand these findings.

Conclusion and Suggestions Conclusion

Nurse motivation has a significant influence on the responsive culture in hospitals. Motivated nurses tend to play an active role in supporting the creation of a work environment that is responsive to patient needs and changes in the service system. High motivation encourages nurses to be more involved in two-way communication and support hospital initiatives that lead to improved service quality.

Coaching has a significant influence on the responsive culture in hospitals. When leaders actively provide direction, feedback, and support, nurses feel more confident and skilled in carrying out their duties. This encourages the creation of a responsive work culture, where nurses can adapt to change and solve challenges in the field more effectively.

Nurse motivation also plays a significant role in the implementation of patient safety. Nurses who have high motivation will be more careful and responsible in implementing patient safety procedures. Good motivation encourages nurses to always improve service standards and ensure that patient safety is always a priority in every medical action taken.

Coaching provided by leaders has a significant impact on the implementation of patient safety. Effective training and clear direction regarding patient safety procedures help nurses implement best practices in every stage of care. With proper guidance, nurses can improve their competence in recognizing potential risks and reducing errors that can harm patients.

A responsive culture in the hospital has a significant impact on the implementation of patient safety. When the hospital culture supports open communication, teamwork, and rapid response to problems that arise, patient safety can be better maintained. A responsive environment allows nurses to immediately address patient safety issues and implement necessary preventive actions.

Overall, motivation, coaching, and responsive culture have a mutually supportive influence on the implementation of patient safety. High motivation encourages nurses to be responsible, effective coaching improves their competence, and a responsive culture strengthens collaboration and communication within the team. These three factors together create a conducive work environment to ensure patient safety is a top priority in health care.

Theoretical Implications

The results of this study support Abraham Maslow's Hierarchy of Needs theory to understand how nurse motivation affects the implementation of patient safety. The results of this study support this theory, where the fulfillment of physiological needs (decent wages), security needs (safe work environment), social needs (support from coworkers), esteem needs (recognition of nurses' work), and self-actualization needs (opportunities to develop) play an important role in increasing nurse compliance with patient safety procedures. Thus, this study strengthens the relevance of Maslow's theory in the context of health services, especially in encouraging better work behavior in terms of patient safety.

Coaching is not just an individual development tool, but also an important strategy in shaping professional behavior that is oriented towards safety in the hospital environment. This study refers to John Whitmore's GROW Theory, which emphasizes the importance of coaching in improving individual performance. The results of the study indicate that effective coaching, especially that which focuses on support, direction, and feedback, contributes to increasing nurse awareness of patient safety.

Organizational culture is not only an external factor that influences individual behavior, but also a key element that can be strengthened through leadership strategies and human resource management. This study supports the concept of Responsive Culture developed by Rini (2020), which consists of three main dimensions: people-oriented, time-oriented, and activity-oriented. The results of the study indicate that responsive culture acts as an intervening variable that strengthens the relationship between motivation and coaching with patient safety. This means that hospitals with a responsive culture are better able to implement patient safety policies effectively.

This study confirms that patient safety is not only the result of compliance with standard operating procedures (SOPs), but is also influenced by psychological and organizational factors, such as motivation, coaching, and work culture. This is in line with the patient safety theory of the Institute of Medicine (IOM) and WHO, which emphasizes the importance of building a safety system based on organizational culture that supports transparency, open communication, and learning from mistakes.

Motivation, Coaching, and Responsive Culture have a significant role in improving the implementation of patient safety. This study contributes to the development of theory in the field of human resource management in hospitals, especially in understanding how internal factors and organizational culture can influence compliance with patient safety standards. Thus, this study not only enriches academic studies but also provides a basis for the development of policies and practices in hospitals to improve patient safety sustainably.

Managerial

Hospital management needs to actively reward nurses who show good performance, either in the form of certificates, incentives, or job promotions. Create a constructive feedback system to increase nurses' self-confidence and recognize their contributions to the team. Provide opportunities for further training, certification, and mentoring to improve competency and increase nurses' self-esteem.

The head nurse must be equipped with coaching skills that can increase team motivation, such as solution-based coaching and providing inspirational feedback. Management can hold regular coaching sessions, such as morning briefings with motivation to build work enthusiasm. Appoint outstanding nurses as role models who can inspire other colleagues.

Implementation of Strict Standard Operating Procedures (SOPs), to ensure that every activity is carried out consistently and continuously, the implementation of strict SOPs is an important step. This SOP regulates procedures for every aspect of hospital services, from patient registration to the recovery process. Provide training to nurses on task priorities and the use of technology for time efficiency.

Implement electronic medical records (EMR) to reduce administrative time and increase patient care time. Hospitals need to update their standard operating procedures (SOPs) on fall prevention based on incident data analysis. Provide handrails in hallways, non-slip floors, and adequate lighting to minimize the risk of falls.

Suggestions

Hospital Suggestions

Hospitals need to create a more systematic reward and recognition program to motivate nurses. Rewards can be in the form of financial incentives, recognition in meetings, or better career development opportunities. In addition, it is important to improve open communication between leaders and nurses so that every initiative can be carried out with high enthusiasm and support.

Hospital leaders need to actively organize coaching sessions regularly, both in the form of formal and informal training. Leaders should provide constructive feedback, identify areas for development, and provide support for nurses' professional development. Involving nurses in discussions related to changes and hospital policies will also encourage a sense of responsibility and involvement.

Hospitals should foster nurse motivation through improving work welfare, whether in the form of increased salaries, social security, or a supportive work environment. Patient safety training should be provided routinely with an approach that motivates nurses to understand the importance of their role in protecting patient safety. In addition, providing nurses with the opportunity to participate in decision-making related to patient safety policies can increase their sense of responsibility.

Hospital leaders need to consistently provide training related to patient safety, as well as provide individual or group coaching to ensure that each nurse understands and applies safety standards. Mentoring programs between senior and junior nurses can also be introduced to build practical skills in the field, so that patient safety practices become more internalized in the daily lives of nurses.

Hospitals need to strengthen a responsive culture by facilitating open communication between medical teams, including nurses, doctors, and other staff. Hospitals can implement an anonymous reporting system for incidents or patient safety issues to reduce communication barriers. In addition, support team collaboration and conduct regular patient safety simulations to improve preparedness and response to emergency situations.

To create an environment that supports patient safety, hospitals need to integrate these three factors into existing programs. Developing training programs that combine motivation, coaching, and enhancing a responsive culture can strengthen nurses' abilities to face patient safety challenges. In addition, periodic evaluation of patient safety implementation needs to be carried out to see the effectiveness of these programs and ensure that nurses feel supported in carrying out their duties.

Managerial Suggestions

Provide scholarships or further training for nurses to improve their skills. Hold discussion forums where nurses can share their ideas and solutions to improve health services.

Implement a more supportive coaching culture, not just performance evaluations, but also as inspirational sessions. Open communication channels, such as digital suggestion boxes or regular feedback sessions so that nurses can convey the obstacles they face.

Implement a task rotation system so that nurses are not overwhelmed with the same work repeatedly in one shift. Reduce excessive multitasking assignments, especially during peak hours.

Conduct regular audits of identification procedures to ensure compliance with operational standards. Reduce the risk of falls in patients through improved facilities and safety education.

Other Research Suggestions

Further research could explore specific factors that influence nurse motivation in hospitals, such as leadership style, incentives, and career development opportunities. Research could be conducted using both quantitative and qualitative approaches to identify the most effective motivational aspects in enhancing a responsive culture. In addition, studies on the relationship between long-term motivation and the sustainability of a responsive culture could also provide deeper insights.

Further research could focus on the various training and coaching models implemented by leaders, and their effectiveness in creating a responsive culture. Researchers could compare various coaching approaches such as simulation-based training, mentoring, or individual coaching and evaluate which has a greater impact on nurse

performance and the responsiveness of the hospital to emerging issues.

Further research could explore the relationship between the type of motivation (intrinsic or extrinsic) and the implementation of better patient safety procedures. In addition, studies could be conducted to see if other factors such as job satisfaction levels and the quality of the relationship between nurses and leaders also influence nurse commitment to patient safety. Research could also involve measuring patient safety performance based on nurse motivation in various hospitals

Future research could focus on the specific impact of the type of coaching implemented to improve patient safety competency. Experimental research could be conducted to test the effectiveness of a patient safety competency-based coaching program on reducing safety incidents. In addition, research could involve in-depth interviews with nurses to explore their feelings and perceptions of coaching provided by leaders.

Further research could examine in more depth the relationship between specific elements of a responsive culture, such as team communication, feedback, and adaptation to change, and the effectiveness of patient safety implementation. Cross-sectional or longitudinal studies involving hospitals with different work cultures could provide greater insight into the cultural factors that best support patient safety. Also, an analysis of how to build a responsive culture in hospitals that are not yet fully responsive would be useful.

Further research could focus on developing an integrated model that combines motivation, coaching, and a responsive culture to create an environment that is more supportive of patient safety. Researchers could develop and test an intervention model that involves all three elements simultaneously and measure its impact on nurse performance and patient safety levels. Research could also be conducted to identify challenges in implementing the intervention and ways to overcome them, involving hospitals with different characteristics.

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