

# Influence of Employee Relationship Unit on Team Intention: A Case Study in Implementation of Patient Safety Program

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## Abstract

Incidences regarding patient safety still occur, and not all are reported to the Hospital Patient Safety Committee. The aim of the study to analyze the employee relationship influences the work unit staff's intention in implementing the patient safety program—the study was conducted by the quantitative design of observational analytics and through a cross-sectional staff approach. The research sites included Sidoarjo Regional Hospital, Anwar Medika Sidoarjo Hospital, and Ahmad Yani Surabaya Islamic Hospital. The research collects data during May–July 2019. The variables consist of employee relationship as the independent variable and intention as the dependent variable. The results show that the development stage's employee relationship was broadly establishing (46.51%), whereas, for the relationship stage, it was a majority of trusts (72.09%). The source intention stage was mostly personal intention (62.79%), and at the intention level, most of the distal intention was 84.88%. The leadership type affects the working unit staff's discretion to implement patient safety programs in hospitals, with employee relationships as a variable mediator. The study concluded that the employee relationships had a significant influence on the working unit staff's intention in hospitals to carry out patient safety programs. However, employee relationships affect the work unit staff's intention to carry out the patient safety program.

**Keywords:** *employee relationship, intention, patient safety, hospital management.*

## Introduction

Patient safety is one of the main issues in health services. Applicable systems in the health services for patient safety programs include identifying and managing things related to patient safety, reporting and analysis of incidents, learning outcome of incidents, and the follow-up and implementation of solutions to minimize the onset of patient risk<sup>1-3</sup>.

According to Law number 44/2009 concerning Hospitals, "Hospitals are defined as health care institutions that provide individual health services in a plenary way as well as inpatient, outpatient, and

emergency services." Furthermore, the Regulation of the Minister of Health, number 11/2017, states that every health care facility should maintain patient safety. In the 2012 version of the hospital accreditation standards, 80% of the standard load is patient safety, and the rest of the new charge on patient-centered, good governance, and millennium development goals<sup>4</sup>.

The definition of patient safety under the Regulation of the Minister of Health Number 11/2017 is an effort to prevent harm to patients. Patient Safety is a system that makes hospital care safer. This system prevents injuries caused by errors resulting from an action or not taking the action that should have been taken<sup>5</sup>.

The objectives of the implementation of the Patient Safety Program published in the National Guidebook of Patient Safety of the Ministry of Health<sup>6</sup> are to:

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- 1) create a culture of patient safety in hospitals;
- 2) improve hospital accountability for patients and the public;
- 3) lower the number of unexpected incidents and injuries in the hospital; and
- 4) implement a prevention program so that there is no repetition of unforeseen events.

WHO estimates the incidence of unexpected hospitalization in various countries ranges from 3%-16%. Meanwhile, in developing countries, one in ten patients experience injuries when they get health services. In New Zealand, the unexpected incidence was reported at around 12.9% hospitalization rate<sup>7</sup>. Meanwhile, in the United Kingdom, the unexpected incidence was reported to be 10.8%<sup>8</sup>. In Canada, it was reported to be 7.5%<sup>9</sup>. Moreover, Joint Commission International also reported around 10% in the United Kingdom and 16.6% in Australia<sup>10</sup>.

In Indonesia, data on unexpected incidents, near injury events, potential injuries, and sentinel incidents is still lacking. Patient safety incident data included in the Hospital Patient Safety Committee staff do not reflect what happened in the hospital<sup>11</sup>.

The patient safety incident report notes are allegedly still underreported. Several situations become obstacles. Staff barriers to reporting safety incidents may be caused by employee relationship factors such as not having the courage to report patient safety incidents. They feel they have new problems such as being punished or shunned by coworkers when reporting patient safety incidents<sup>12,13</sup>. It takes a strong commitment from all staff to maintain the quality of hospital services, including patient safety<sup>14</sup>. Therefore, the study aims to analyze the employee relationship influence of the intention of the work unit staff in the implementation of the patient safety program.

## Methods

The author conduct research using quantitative observational analytics using cross-sectional methods. The sampling technique used was random sampling, which gives equal opportunities to the population. The

sample was calculated using the sample size for a cross-sectional study, and the minimum sample was 46 units. The researchers include 87 working units from all three hospitals. The author obtained data through observations and questionnaires answered by respondents and taking measurements on variables studied without intervention on research objects. The study conducts data collection for three months (May–July 2019) at Sidoarjo Regional Hospital, Ahmad Yani Surabaya Islamic Hospital, and Anwar Medika Sidoarjo Hospital. The inclusion criteria were work units, directly and indirectly, related to health care and patient safety programs; the study excluded all other work units outside the requirements.

Researchers argued that some work units need to be included even though they are not in medical services but conduct patient safety incident reporting in their work units. It is necessary because, with a larger sample number, researchers consider this study more representative of the population. Consequently, researchers added a total of 15 samples proportionally from such working units. The selection in the survey was 86 working units. Including Anwar Medika Sidoarjo Hospital added a population sample of 4–25 working units, Sidoarjo Regional Hospital population 24 working units added 5–29 working units, and Ahmad Yani Surabaya Islamic Hospital from 26 working units added a selection of 6–32 working units.

The study conduct data collection using self-administered questionnaires containing 150 statements that had previously undergone validity and reliability tests. The variables studied were employee relationship as the independent variable and intention as the dependent variable. Employee relationship is a psychological relationship emotionally, the closeness between work unit staff members. Team intention of a work unit is the intention of a work unit that encourages motivation to act. In the final stage, the study tests employ bivariate analysis by linear regression. The researcher uses SPSS 21 for all statistical processes.

## Results and Discussion

Table 1 shows the employment relationship according to the development stage in the Sidoarjo Regional Hospital, Ahmad Yani Surabaya Islamic

Hospital, and Anwar Medika Sidoarjo Hospital. The analysis results show that employee relationships in the three hospitals in 2019 according to the development stage are mostly dominated by established.

**Table 1. Employee Relationship According to Development Stage**

Development Stage	Establishing		Developing		Maintaining		Total	
	å	%	å	%	å	%	å	%
Sidoarjo Regional Hospital	15	17.44	12	13.95	2	2.33	29	100
Anwar Medika Sidoarjo Hospital	7	8.14	13	15.12	5	5.81	25	100
Ahmad Yani Surabaya Islamic Hospital	18	20.93	13	15.12	1	1.16	32	100
Total	40	46.51	38	44.19	8	9.3	86	100

Source: Primary data

Table 2 shows the distribution of employee relationships according to the relationship stage. At the employee relationship stage, the three hospitals studied indicated most of them in trust in 2019.

**Table 2. Employee Relationship According to Relationship Stage**

Relationship Stage	Trust		Openness		Synergi		Total	
	å	%	å	%	å	%	å	%
Sidoarjo Regional Hospital	21	24.42	1	1.16	7	8.14	29	100
Anwar Medika Sidoarjo Hospital	20	23.26	2	2.33	3	3.49	25	100
Ahmad Yani Surabaya Islamic Hospital	21	24.42	1	1.16	10	11.63	32	100
Total	62	72.09	4	4.65	20	23.26	86	100

Source: Primary data

Table 3 shows the origin (source) of intention in the Sidoarjo Regional Hospital, Ahmad Yani Surabaya Islamic Hospital, and Anwar Medika Sidoarjo Hospital. The results indicate that in 2019 most of it was dominated by personal intention.

**Table 3. Origin (Source) of Intention**

Source of Intention	Personal		Social Norm		Total	
	å	%	å	%	å	%
Sidoarjo Regional Hospital	18	20.93	11	12.79	29	100
Anwar Medika Sidoarjo Hospital	18	20.93	7	8.14	25	100
Ahmad Yani Surabaya Islamic Hospital	18	20.93	14	16.28	32	100
Total	54	62.79	32	37.21	86	100

Source: Primary data

Table 4 displays intention based on the level of intention. The analysis in this section shows that in 2019 the three hospitals' level of intention was dominated by future (distal) intention.

Table 4. Intention based on Level of Intention

Level of Intention	Present (Proximal) Intention		Future (Distal) Intention		Total	
	å	%	å	%	å	%
Sidoarjo Regional Hospital	3	3.49	26	30.23	29	100
Anwar Medika Sidoarjo Hospital	5	5.81	20	23.26	25	100
Ahmad Yani Surabaya Islamic Hospital	5	5.81	27	31.39	32	100
Total	13	15.12	73	84.88	86	100

Source: Primary data

The linear regression test results between employee relationship and intention in the three hospitals in 2019 showed a significant association ( $p = 0.01$ ) with  $B=0.45$  and  $R^2=0.20$ . This analysis indicates that the employee relationship affects the intention of the work unit staff to carry out the patient safety program.

Employee relationship affects the work unit staff's intention, and there is a relationship between the two. This study shows the influence of the work unit staff's employment relationship on the work unit staff's intention to carry out the patient safety program due to harmonious staff relationships in the work unit. The employee unit staff has the to carry out reporting on the patient safety program jointly from employee relationship<sup>15</sup>.

The stronger the work unit staff's employee relationship, the higher the intention of the work unit staff in carrying out the patient safety program. The research shows that the staff's intention in the work unit through awakening due to the relationship of staff cooperation in employee relationship has balanced attention between achieving the organization's goal to implement patient safety programs in hospitals. It shows that the intention can be realized when it arises from themselves or the working staff environment's influence because the relationship between staff and the work unit's employment relationships significantly affects staff

intentions in the work unit<sup>16,17</sup>.

This study proved a reciprocal relationship between employee relationship and intention staff in the work unit, making the employee relationship and team cooperation more compact to implement the patient safety program<sup>18</sup>. The intention is a predictor of the implementation of the patient safety program in a hospital. Hospitals whose staff has a high intention to implement the patient safety program will promote patient safety incidents in the hospital<sup>19,20</sup>. The leaders' role is needed to make this study's results the basis for cultivating patient safety in the hospital<sup>21</sup>.

Employee relationship for the development stage was a broadly establishing of 46.51%, for the relationship stage was the majority of trusts of 72.09%. The source intention stage was the most personal intention at 62.79%, and at the intention level, most of the distal intention was 84.88%. In this study, after calculating the research results, the results prove that planned behavior is used as a grand theory in this study at the group or work unit level<sup>22</sup>. Meanwhile, in previous research, the principle of expected activity was implemented at the personal level<sup>23,24</sup>.

### Conclusions

There was an insignificant influence of employee relationship on the work unit staff's intention in

hospitals to implement patient safety programs. However, employee relationship affects the intention of the work unit staff to implement the patient safety program.

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