



PERSONAL FACTORS, MOTIVATION, AND THEIR IMPACT ON PATIENT SAFETY CULTURE AMONG NURSES

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ABSTRACT

This study examined the role of personal factors and motivation in shaping patient safety culture. It employed a cross-sectional design with path analysis to assess the relationship between personal factors, motivation, and patient safety culture. Data were collected from 89 nurses from different hospital units using validated and reliable questionnaires. The measured variables included personal factors (knowledge, attitude, competence, and personality), motivation, and patient safety culture. The path analysis indicated that personal factors significantly affect motivation ($p = 0.004$, $\beta = 0.897$) and patient safety culture ($p = 0.008$, $\beta = 0.940$). Besides, motivation affects patient safety culture ($p = 0.007$, $\beta = 0.315$). Further, motivation mediates the relationship between personal factors and patient safety culture (indirect effect = 0.282, total effect = 1.222). Therefore, personal factors play a significant role in shaping the culture of patient safety, either directly or indirectly. High motivation could increase adherence to patient safety protocols. Hospitals need to evaluate the personal factors of healthcare workers, such as their competence, training, experience, and understanding of patient safety, to build a culture of patient safety. Furthermore, strategies to increase motivation are needed.

Keywords: hospital; motivation; patient safety; patient safety culture; personal factors

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INTRODUCTION

Patient safety is fundamental in health services within hospitals. Its management is not only related to medical factors, but it also involves personal issues, job satisfaction, organizational support, leadership, teamwork, and patient safety culture. Patient services in hospitals are mainly intended to achieve patient safety. Therefore, these aspects should be properly and carefully managed. Personal factors refer to how each person is involved in patient care. Everyone working in a hospital, working in either the medical or non-medical division, should be equipped with the knowledge, skills, and attitudes that support patient safety. They should be committed to following standard procedures, understand potential risks, and always be alert to possible errors. Those working in the medical field are responsible for giving ongoing training and education to ensure that everyone is aware of what is new in the medical field and patient safety. Research in Swedish hospitals found 22 factors affecting patient safety, including patients, staff, teams, tasks, technology, work environment, organizations, and institutions. Further research is required to understand patient safety problems and solutions (Ridelberg, M., Roback, K., & Nilsen, 2014). Besides personal factors, job factors are also influential. Job factors include workload, working hours, and fatigue. Hospitals must ensure that medical personnel have a rational work schedule and an appropriate workload. Wise work arrangements and effective time management could maintain patient safety because fatigue can lead to dangerous errors. To maintain patient safety, hospitals should provide adequate organizational support. Having an open incident reporting system, methods to identify and mitigate risks, and a culture that supports open communication are all examples. The most perceived factor influencing patient safety is job satisfaction, followed by management perceptions (Alser et al., 2020). Organizations should also ensure that healthcare workers have access to

necessary resources, such as adequate medical equipment. By improving a culture of patient safety, stress related to second casualties can be reduced, and organizational support can increase (Zang, Xin; Qiuyang, Li; Guo, Yushuoi; Lee, 2019). In patient safety management, effective leadership is essential. Hospital leaders must set an example for patients and encourage a strong teamwork culture. To quickly and effectively identify and solve patient safety issues, healthcare workers such as doctors, nurses, and pharmacists must work together. Previous studies in China on teamwork elements have largely focused on the input-process relationship. This study advances the evidence that teamwork, especially in primary care and rural hospitals, is necessary and can inform policy and management on the implementation of health reform (Wang et al., 2021).

Organizational culture could significantly shape a patient safety culture within health care settings. Research shows that organizational culture, including leadership style, teamwork, and communication, influences health care providers' attitudes toward patient safety (Sinurat, Simanullang, Latumaerissa, Sihombing, & Zega, 2023; Permanajati & Hastuti, 2023). Another research demonstrated that a positive organizational culture, characterized by teamwork within the unit and organizational learning, is associated with better patient safety outcomes and lower rates of reported sentinel events (Alnawajha & ALBaqami, 2023). Besides, the presence of caring and safety-oriented leadership within a hospital can contribute to developing a safety culture that prioritizes patient and worker safety (Binkheder et al., 2023). Therefore, building a supportive organizational culture with strong leadership can improve patient safety practices and outcomes in health care settings.

Motivation effectively creates a patient safety culture in healthcare settings. Some studies showed that work motivation positively influences patient safety by mediating the effects of interprofessional collaboration and transformational leadership (Rizkia et al., 2022). Furthermore, nurse motivation and the role of the head nurse can enhance motivation levels and optimize nursing leadership efforts to improve patient safety practices (Wulandari, Yulia, & Triwijayanti, 2019). Building an organizational climate that focuses on patient safety can improve nurses' safety behaviors, as it can develop safety knowledge and motivation (Purwanto, Nursalam, & Sukartini, 2020). Patient safety culture consists of attitudes, norms, and values shared by all hospital staff. Hospitals are supposed to be aware of risks, work to minimize errors, and prioritize patient safety. Hospital leaders could provide support in building this culture from the top down and reinforce it through continuous training and education. Patient safety is the responsibility of the entire organization, not individuals. Hospitals should ensure that patients receive safe, high-quality care through a holistic approach. With the above background, it is necessary to examine the relationship between personal factors consisting of knowledge, attitudes, training and personality in relation to patient safety motivation and culture. This study aims to analyze the relationship between personal factors and the work motivation of health workers, as well as the relationship between personal factors and motivation and patient safety culture in hospitals.

METHOD

The current cross-sectional study measured independent and dependent variables at the same time with correlational analysis to identify the strength and direction of the relationship among the variables studied. It adopted a path analysis. The primary data were collected from the questionnaire completed by 89 respondents working as nurses. The research instrument consisted of a Personal Factor questionnaire (11 items: Knowledge, 4 items: Attitude, 5 items: Competence, 5 items: Personality), a 10-item Motivation Questionnaire, and a 15-item Patient Safety Culture questionnaire. The validity test was conducted using item-total correlation, and all items had a calculated r value greater than the table r (table $r = 0.361$), so the questionnaire was declared valid. The reliability test produced a Cronbach's Alpha of 0.735 (>0.70), so this research instrument can be declared reliable. Data was analyzed using a path analysis approach with AMOS software version 26. This method was selected because it could test complex causal relationships, including direct and indirect influences through intervening variables. This study had received an ethical

smaller numbers. In terms of education level, most respondents had a bachelor's degree or profession (80.9%), while the rest gained associate degrees (10.1%) and high schools (9.0%). It indicates that most of the health workers involved in this study had a higher education that enabled them to better understand and apply patient safety principles in their work environment.

Table 2.

Coefficients and Their Relations to the Direct-Effect Hypotheses

Variable	Direct Effect		
	Estimate	P value	Conclusion
Personal Factor → Motivation	0.897	.004	Significant
Motivation → Culture	0.315	.007	Significant
Personal Factor → Culture	0.940	.008	Significant

Table 2 shows the path analysis results of direct-effect hypotheses among the variables. The results demonstrated that personal factors significantly affect the motivation of health workers with a coefficient value of 0.897 and a p-value of 0.004 (<0.05). It means that an increase of one unit in the personal factor leads to an increase in motivation by 0.897 points. Therefore, personal aspects, such as competence, experience, and perceptions of patient safety, support health workers to be more motivated within patient safety practices.

Furthermore, this study also found that motivation has a direct effect on patient safety culture with a coefficient value of 0.315 and a p-value of 0.007 (<0.05). This means that a one-unit increase in motivation will increase patient safety culture by 0.315 points. Therefore, health workers with high motivation tend to be more proactive in implementing patient safety principles, such as complying with standard operating procedures, reporting safety incidents, and working collaboratively to reduce the risk of medical errors. Besides motivation, this study also found that personal factors have a direct effect on patient safety culture with a coefficient value of 0.940 and a p-value of 0.008 (<0.05). This means that health workers who have strong personal support, such as a good understanding of patient safety, adequate work experience, and good communication skills, could better shape and develop a patient safety culture in the hospital.

Table 3.

Coefficient and Its Relation to the Indirect-Effect Hypothesis

Hypothesis (Path)	Indirect Effect	Total Effect
Personal Factor → Motivation → Culture	.282	1.222

Table 3 shows the path analysis results on the indirect-effect hypothesis of the variables. This study found that personal factors indirectly affect patient safety culture through motivation, with a value of 0.282 and a total effect of 1.222. Therefore, motivation also plays as a mediator that strengthens the relationship. From the study results, the personal factors of health workers have a dominant role in shaping a patient safety culture, either directly or indirectly through increased motivation. High motivation can be the main driver for health workers to implement patient safety practices in the workplace. Therefore, hospitals need to ensure that health workers have strong personal factors and are given adequate motivational encouragement to achieve optimal patient safety culture.

DISCUSSION

Patient safety is an important aspect of health services that aims to minimize risks and improve the quality of care. In recent years, studies identified that patient safety culture could be influenced either by the systems and policies within hospitals or by personal factors of the health workers. Personal factors include education level, work experience, competence, attitudes, and behavior of the health workers towards patient safety. Pravitasari (2024) noted that personal factors significantly affect the extent to which patient safety culture can be implemented in the hospital environment. The better a nurse's personal factors, the better their behavior in implementing a patient safety culture. Strengthening nurses' personal factors could help hospitals improve service quality. Personal factors, including knowledge, attitude, motivation, and competence, are crucial for nurses to effectively implement a patient safety culture. Personal factors have been shown to significantly contribute to a patient safety culture (Nasrija et al., 2024).

The findings of this study indicated that personal factors, such as nurses' knowledge, attitudes, competencies, and personalities, significantly affect patient safety culture. Therefore, building a safety culture in hospitals does not solely rely on systems and procedures but is also greatly supported by the quality of the individuals directly involved in the services. Nurses with adequate knowledge, a positive attitude toward safety, strong professional competence, and a responsible personality recognize risks, report incidents, and carry out nursing practices more safely. Nurses' knowledge of patient safety culture in reporting patient safety incidents cannot be underestimated, as it can improve the quality of nursing services, especially for nurses involved in providing care to patients. Good service quality is highly dependent on nurses' performance with adequate knowledge (Kustini, 2024). Previous research conducted on university students suggests that there is a positive relationship with sufficient strength; positive attitudes tend to increase compliance rates in implementing a patient safety culture (Azhari & Sureskiarti, 2025). Attitudes and motivation influence the implementation of patient safety in nurses. If nurses' attitudes and motivation are positive, the patient safety culture will also be effectively implemented (Rahmi et al., 2021). Nurses with good knowledge and understanding of patient safety provide a sense of security for patients and their families hospitalized (Anggreni and Kirana, 2024). Personality is one of the personal factors that influences how a healthcare professional interprets and carries out their role in maintaining patient safety. Certain personality characteristics, such as conscientiousness, emotional stability, openness to new experiences, and agreeableness, are related to work behaviors that support a safety culture. Furthermore, personal factors have also been shown to influence nurses' motivation levels. This indicates that nurses who excel personally in both cognitive and affective areas are more intrinsically motivated to perform their duties optimally. In other words, an individual's internal aspects can build work motivation oriented toward patient safety. This motivation, within the context of a safety culture, becomes the driving force behind consistent and proactive behavior toward error prevention and service quality improvement. These findings could bring about a holistic approach to human resource development. Education and training should not only focus on technical skills but also strengthen values, character, and safety awareness. This approach is expected to build intrinsic motivation within nurses so that safety culture becomes a part of the professional identity of every individual within the hospital.

This study also revealed that nurses' motivation has a significant influence on patient safety culture in hospitals. When nurses have high levels of motivation—both intrinsic, such as a sense of responsibility and dedication to the profession, and extrinsic, such as management support and performance recognition—they tend to exhibit proactive and patient safety-oriented work behaviors. Strong motivation is a crucial foundation for encouraging adherence to standard operating procedures, involvement in incident reporting, and a commitment to continuous improvement in nursing practice. Motivated nurses demonstrate a great concern for patient safety as a top priority in every clinical interaction. These findings align with the view that a safety culture will not grow authentically unless it is supported by the passion and awareness of the individuals who shape it. In this context, motivation functions as a driving force that embodies safety values in concrete actions. Therefore, creating a supportive work environment, providing constructive feedback, and recognizing nurses' contributions are strategic steps to strengthen motivation and, in turn, build a sustainable patient safety culture. Motivation can positively influence the quality of work life and clinical competence within a patient safety culture. With work motivation interventions, these two factors influence patient safety culture. Quality of work life and clinical competence have a positive and significant impact on work motivation and patient safety culture, while work motivation also has a positive and significant influence on patient safety culture (Janwar et al., 2024).

The implementation of a patient safety culture requires a structural approach and a psychological procedure that puts concerns for the well-being of health workers. The mental and emotional well-being of health workers can affect their motivation in carrying out safety methods. Therefore, hospitals should pay attention to the psychological well-being of health workers to increase their motivation in creating a patient safety culture (Hernawati, Zulfendri, & Saidah Nasution, 2021). In

addition, incentives and awards for health workers who demonstrate good performance in patient safety matters can be an effective strategy in increasing their motivation. Ekawardani et al. (2022) suggested that health workers given financial and non-financial incentives were more likely to follow patient safety procedures with discipline and responsibility (Ekawardani, Manampiring, & Kristanto, 2023). Besides, Suwandy et al (2023) analyzed the factors influencing patient safety culture in private hospitals in Depok, with the results showing that teamwork climate, safety climate, job satisfaction, and work environment significantly affected patient safety culture, while work stress and perceptions of management had no effect. Teamwork climate was the most dominant factor in improving patient safety culture, while some other dimensions, such as incident reporting, openness of communication, handoff, and staff management, remain in need of continuous improvement (Suwandy, Jak, & Satar, 2023).

Besides the direct effect, it is also mediated by motivation. Within the AMOS path analysis framework, this is evident from the mediation model, where personal factors not only have a direct path to patient safety culture but also an indirect path through motivation. The significant mediation effect indicates that the majority of personal factors contribute to safety culture through increased motivation. Thus, motivation strengthens and channels the positive impact of personal factors so that they are truly realized in daily actions. This means that nurses' knowledge, attitudes, competencies, and personalities do not solely drive the formation of a safety culture, but rather through increased individual work motivation. Directly, knowledge, attitudes, competencies, and personality do form the basis of nurses' behavior in maintaining patient safety. However, the results of the structural analysis indicate that this influence becomes stronger when motivation is present as a connecting mechanism. In other words, good personal factors will increase work motivation, and this motivation will encourage nurses to be more consistent in implementing the values of a safety culture. Theoretically, this relationship can be explained using the stimulus-organism-response (SOR) framework, where personal factors (stimulus) influence the nurse's internal condition (motivation as an organism), which in the end encourages work behavior or attitudes that support a safety culture (response). For example, a nurse who has high competence and a responsible personality will feel more easily motivated to provide safe services, follow procedures carefully, and be active in reporting incidents, all of which are manifestations of a patient safety culture.

Thus, motivation acts as a psychological bridge that strengthens the influence of personal factors on safety behavior. This finding adds to the literature that suggests that efforts to build a safety culture are not simply about improving technical knowledge or skills; they must be accompanied by strategies to increase individual motivation. Motivation can transform personal capacity into concrete and consistent work behaviors that support patient safety. The motivation of health workers is a key factor that mediates the relationship between personal factors and patient safety culture. High motivation can increase health workers' compliance with safety procedures and encourage them to be more proactive in creating a safe work environment. Research found that health workers who have strong intrinsic motivation tend to be more disciplined in implementing patient safety principles and are more responsive to risks that can occur in the workplace (Mabruroh, Hasibuan, & Ramli, 2023).

Furthermore, Nasrija & Triharini (2024) revealed that work experience and training received by health workers directly contribute to increasing their motivation. Health workers with more experience tend to have a better understanding of patient safety culture, while health workers who receive regular training tend to be more aware of risks and motivated to implement good safety practices (Nasrija, Triharini, & Purwaningsih, 2024). Motivation in this context is a psychological structure that influences how nurses perceive their role in maintaining patient safety. When motivation is built through empowerment, recognition, and a supportive work environment, safety values will be internalized and become part of their daily work ethic.

The implications of these findings are relevant for hospital management. Interventions to improve safety culture should involve strategies to increase the motivation of nursing staff. Creating a work

climate that facilitates psychological growth, recognition of contributions, and active involvement in decision-making will be a long-term investment in building a strong and sustainable safety culture. One of the challenges of patient safety culture implementation is resistance to change, especially among health workers who have long worked in a system with a lack of attention to patient safety aspects. According to Nurdiana et al. (2021), an effective educational and communication approach can help overcome this resistance by increasing health workers' awareness of patient safety and providing them with a better understanding of its benefits (Nurdiana, Saputra, & Purwanta, 2021).

Given the close relationship between personal factors, motivation, and patient safety culture, hospitals are expected to implement a more holistic strategy for improving the motivation of health workers. Continuous training programs, supportive leadership, and awards to health workers who implement good patient safety practices can be effective solutions in improving patient safety cultures. Besides, hospitals should also take notice of the personal factors of health workers by increasing their motivation through training, supportive leadership, and appreciation for their contribution to maintaining patient safety. With the right strategy, patient safety culture can be realized optimally to improve the quality of health services.

CONCLUSION

The current study concludes that hospital management should evaluate the personal factors of health workers, such as their competence, experience, and understanding of patient safety, so they can foster a patient safety culture. Besides, strategies are required to increase motivation, such as providing incentives, awards, and ongoing training and competency development. This study shows that personal factors significantly affect motivation and patient safety culture. In addition, motivation mediates the relationship between personal factors and patient safety culture. Therefore, hospitals should consider the personal factors of health workers and increase their motivation to optimally realize patient safety culture. This study was conducted in a single hospital, so the results may not be generalizable to other hospitals with different characteristics. Besides, the data were collected using quantitative methods, so they did not capture the qualitative perspectives of health workers on factors affecting patient safety culture. Based on the findings of this study, some strategies can be applied to improve patient safety culture, such as training and competency development, increasing motivation through incentives, improving incident reporting systems, leadership approaches that promote patient safety, and improving effective communication among healthcare workers.

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