



A Motivation Theory to Explain the Organizational Culture among Nurses in the Operating Room

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Abstract. Organizational culture, as outlined in hospital policies regarding the culture of patient safety, should shape the caring behavior of health workers, especially nurses. Changes in the behavior of operating room nurses in the prevention of Surgical Site Infections (SSI) developed through organizational culture are unknown. The study aimed to explain the characteristics of organizational culture among in operating room. This study used a Cross-sectional descriptive to obtain the data of the characteristics of organizational culture in operating room nurses. We recruited 115 nurses in operating by using purposive sampling. The results showed the characteristic of organization culture-based, including 45.22% of the innovation and risk-taking was categorized as insufficient. Only 32.17% of participants have detail attention compared to the other two categories, and the orientation of the organization culture-based was 49.96%. Organizational culture of innovation and risk-taking, attention, and results orientation can improve the performance of nurses in the operating room and improve health services.

Keyword: organizational culture, operating room nurse

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INTRODUCTION

Organizational culture, as outlined in hospital policies regarding the culture of patient safety, should shape the caring behavior of health workers, especially nurses (1). The Surgical Site Infections (SSI) events are still common in postoperative patients. Changes in the behavior of operating room nurses in the prevention of Surgical site infections developed through a culture-based model of a motivational organization are unknown.

SSI is a common problem and has an impact on expensive financing, extending hospitalization, and increasing return visits. Badia *et al.* (2017) state that the incidence of surgical site infections can result in costly, so strict procedures is needed to minimize surgical site infections (2).

Infection prevention procedures rely heavily on the willingness of the hospital leadership to prioritize the development of patient safety culture (3). The work culture in the operating room has an impact on the results of surgical actions that require security, a teamwork culture, and the involvement of hospital management to produce high-quality surgery (4). A work culture related to patient safety needs to be built to improve adherence to undergoing infection prevention procedures (5).

World Health Organization (2011) states the incidence tolerance limit of Surgical site infections for clean surgery is 1.5-2% of all surgical procedures. Surgical site infections are the most common infections, which are around 29.1% of other infections in the hospital (6). Based on epidemiological studies by Baker, Dicks, & Durkin (2016), SSI occurs in 0.7 per 100 surgical procedures with *Staphylococcus aureus* as the most common pathogen. Substantial surgical site infections are more common in low to middle-income countries (7). Surgical site infections in Brazilian hospitals are 3.4% of all surgical procedures (8). Mortality rates that are directly related to SSI range from 3% to 75% in hospitals worldwide (9).

Predisposing factors from the incidence of surgical site infections can occur due to individual factors or health workers. SSI is related to age, gender, type of surgery. Factors of health workers are associated with operating procedures, compliance with preventive measures, including teamwork, in carrying out tasks. This teamwork is formed from the work culture that exists in the work environment (10). Positive and productive culture, within the workplace and throughout the broader organization, is believed to be an essential factor in determining the quality of organizational output and clinical outcomes (11).

Organizational culture is a factor that affects performance. Also, many factors influence employee performance, such as working conditions, employee and supervisor relationships, training opportunities, job security, and employee reward policies. The organizational culture that is formed at this time is based on the standard operating procedures in the relevant unit units, so development is needed so that the behavior of health workers can improve performance. Among the factors that influence employee performance, the motivation that comes into each person plays a vital role in promoting behavior change. Motivation is the accumulation of different processes that control and direct our behavior to achieve specific goals (12). Employees who have the right motivation and expertise are essential for the success of health care provided (13). SSI is a common problem and has an impact on expensive financing, extending hospitalization, and increasing return visits. SSI events can result in costly, so strict procedures are needed to minimize SSI [2]. Changes in the behavior of operating room nurses in the prevention of SSI developed through a motivational-based organization culture model are unknown. Therefore, the importance of exploring the characteristics of organizational culture in operating room nurses

OBJECTIVE

The study aimed to explain the characteristics of organizational culture in operating room nurses.

METHOD

This study used a Cross-sectional descriptive to obtain the data of characteristics of organizational culture in operating room nurses. We recruited 115 operating nurses and selected by using purposive sampling. The inclusion criteria in this study were; Nurses who have the status of permanent staff and non-permanent staff and have work experience in operating rooms > 3 years. The exclusion criteria in this study were Nurses who are still trainees and unable to attend research (leave or sick).

This study was conducted with patients filled out questionnaires to an organizational culture based on motivation theory. The instrument was using Instrument of Kopelan (1986) there were 21 questions based on organizational culture. The ethical approval from Ethics Commission of the Faculty of Nursing, Universitas Airlangga number 1351-KEPK had been received before conducting this study

RESULTS

Characteristics of respondents

Table 1 showed that most of the patients were male (62.61%), with an average age was 31-40 years (45.22%). The majority of patients graduated from diploma 3 (63.48%). The respondent's marital status also showed that most of the respondents who were married were 85 people (73.91%). Also, most employees have more than five years of service as many as 78 people (67.83%). This shows that the majority of respondents have a working period of more than three years. Status as a contract/employee is more than civil servants / permanent employees as many as 61 people (53.04%), with the income received by employees on average more in the range of 3.1-5 million, amounting to 62 people (53.61 %).

Table 1 Characteristics of respondents (n=115)

Variable	Individual Characteristics	Frequency	Percentage (%)
Gender	Man	72	62.61
	Women	43	37.39
Age	120-30	30	26.09
	31-40	52	45.22
	41-50	29	25.22
Education	D3	73	63.48
	S1	42	36.52
Marital status	Married	85	73.91
	Unmarried	24	27.6
	Widower/widow	6	6.90
Length of work	3-5 year	35	30.43
	More than five year	78	67.83
	More than 51 year	2	2.30
Employe status	PNS	54	46.96
	Contract/BULD	61	53.04
Income	1-3 million	41	35.65
	3,1-5 million	62	53.91
	More than five million	12	10.43

Organizational culture in operating room nurses

Table 2 showed most of the respondents assessed innovation and more risk-taking in the adequate category, namely as many as 52 people (45.22%). Attention to detail is included in the sufficient category of 37 people (32.17%) compared to the other two categories. And more respondents rated the results orientation included in the category as much as 54 people (49.96%).

Table 2 Organizational culture in operating room nurses

Organizational Culture-Based	Characteristics of organizational culture	Frequency	Percentage (%)
Innovation and risk-taking	Well	27	23.48
	Enough	52	45.22
	Less	36	31.3
<i>Attention to Detail</i>	Well	37	32.17
	Enough	42	36.52
	Less	36	31.3
<i>Outcome Orientation</i>	Well	34	29.57
	Enough	54	49.96
	Less	27	23.48

DISCUSSION

Organizational culture of innovation and risk-taking, attention, and results orientation Based on motivation can improve the performance of nurses. The perceptions of organizational members on organizational culture differ from one another. Robbins (2012), argues that seven characteristics of organizational culture consist of: Innovation and risk-taking (Innovation and risk-taking) is a condition where employees are encouraged to innovate and take risks at work. Attention to detail (Attention to detail) is that the employee is expected to be able to make predictions, be able to do analysis and attention to detailed matters; Result in orientation (Outcome orientation), the level at which the leader is more oriented to the work results of the work process (14).

According to Robbins (2012), culture is the core of what is essential in the organization, such as the activity of giving orders and prohibitions and describing something that is done and not done that regulates the behavior of members (14). Robbins (2012) suggests that culture is a variety of interactions of habitual characteristics that affect groups of people in their environment. So culture contains what may or may not be done so that it can be said as a guideline used to carry out organizational activities (14).

Triguno (1999) explains that organizational culture can reduce Work Culture, which is a philosophy based on worldview. This reflects the values that are characteristic, habits, and driving forces entrenched in the life of groups or community organizations. In addition, this culture is reflected in attitudes towards our behavior, beliefs, ideas, opinions, and actions that manifest as "working" or "working" (15). From the explanation above, it can be concluded that the nurse's work culture can be understood simply as a nurse's behavior based on the moral principles and values he believes in, and inspires always to work better and satisfy all parties. The formation of work culture occurs when the work environment or organization learn to deal with problems, both involving external and internal changes that involve the unity and integrity of the organization (16). Implementing work culture has a profound meaning because it will change the attitudes and behavior of human resources to achieve higher work productivity in facing future challenges (15).

Conducive work culture is not only crucial for organizational development but also plays a role in giving satisfaction to its personnel (17). In a company, the purpose is reflected in the nuances of achieving high profits. While from the individual side, it aims to achieve maximum performance to achieve optimal job satisfaction (18).

The high work motivation of each employee is essential to increase the productivity of the company. Highly motivated people will be encouraged to work harder and more passionately because they see work as not just a source of income but to develop themselves and serve others. Therefore, important motivation as someone's encouragement in producing work both for themselves and for the company. Thus motivation refers to the impulse that is good from within or from outside oneself, which encourages the desire of individuals to carry out activities to achieve goals (19).

CONCLUSION

The results showed the characteristic of organization culture-based, including innovation and risk-taking, attention, and the orientation of the organization culture-based. The limitation of this study showed that some of the nurses in the operating room did not fully participate in operating room training. Therefore, it needs a long period of filling questionnaires

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