



## The Influence of Just Culture and Organizational Culture on Awareness of Incident Reporting Behavior

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### Abstract

*This study aims to determine the influence of Just Culture and organizational culture on the awareness of incident reporting behavior by healthcare workers at Siloam Hospital Banjarmasin. The study used a quantitative approach with a survey method through questionnaires and documentation, and involved 88 respondents. Data were analyzed using descriptive analysis, classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, and hypothesis testing (t-test and F-test) and the coefficient of determination. The results showed that Just Culture and organizational culture have a significant influence on incident reporting behavior by healthcare workers at Siloam Hospital Banjarmasin. The regression coefficient value for Just Culture is 0.830 with a significance of 0.000, while organizational culture has a coefficient of 0.241 with a significance of 0.025, both of which are smaller than 0.05. This indicates that increasing Just Culture and organizational culture will positively increase incident reporting behavior. Multiple linear regression analysis produces the equation  $Y = 3.283 + 0.830 X_1 + 0.241 X_2$ , and the coefficient of determination (R Square) value is 0.506, which means that more than half of the variation in incident reporting behavior can be explained by both variables simultaneously. The F test also shows a significance of 0.000, confirming the joint influence of Just Culture and organizational culture on incident reporting behavior. This finding emphasizes the importance of strengthening both cultures in increasing awareness and actions of incident reporting in the hospital environment.*

## Introduction

Patient safety is a fundamental aspect of healthcare that continues to receive attention in various service facilities. Patient safety incidents can occur due to various factors, including human error, work systems, and the complexity of medical procedures (Jenita et al., 2019; Carayon et al., 2014; Carayon & Wood, 2009). One of the main reasons for choosing Just Culture as a focus is because it emphasizes learning from mistakes, rather than punishment or blaming the individuals involved. In a Just Culture, mistakes are reported without fear of punishment, creating an environment that supports openness and continuous system improvement. This contrasts with a Blame Culture, which tends to focus on identifying and blaming individuals for mistakes, which can actually hinder incident reporting and reduce the opportunity for learning from each incident.

*Incident reporting* Reporting incidents is a key strategy in efforts to improve the quality of healthcare services, as the information obtained through these reports can be used to analyze causes and develop effective preventive measures. However, the behavior of healthcare

workers in reporting incidents still faces various challenges related to organizational culture and support provided by management (Habibah & Dhamanti, 2021; Hamed & Konstantinidis, 2022; Wu et al., 2021). Just Culture presents a solution to overcome these obstacles by creating an environment where healthcare workers feel safe reporting incidents without fear of repercussions, allowing the organization to learn from mistakes and improve the quality of care. Implementing this culture requires commitment from the entire organization, from top management to employees at all levels, to create a fair system that supports collective learning.

Incident reporting is now a mandatory requirement reinforced in various national regulations. Law No. 17 of 2023 concerning Health and Government Regulation No. 28 of 2024 concerning Quality and Patient Safety emphasize the importance of implementing an incident reporting system across all healthcare facilities. Furthermore, according to Minister of Health Regulation (PMK) No. 24 of 2022 concerning Medical Records, every healthcare facility, including hospitals, is required to use Electronic Medical Records (ER) by December 31, 2023, making it mandatory and no longer optional. The use of Electronic Medical Records (EMR) promotes the effectiveness of incident recording and reporting through the electronic integration of medical data (Lakhmudien et al., 2023), so that the incident documentation process becomes more systematic and accurate. The implementation of Minimum Service Standards (SPM) and Hospital Patient Safety Standards (STARKES) also serves as an indicator for evaluating service quality, one component of which assesses the effectiveness of the hospital's incident reporting system.

The Just Culture approach was developed to create a fair environment for handling patient safety incidents. This approach emphasizes the importance of distinguishing between unintentional errors and intentional violations, so that healthcare workers do not fear retribution when reporting incidents (Suryanti & Rahayu, 2024; Hamed & Konstantinidis, 2022; Katoue et al., 2022). The main reason for choosing a Just Culture is because this organizational culture focuses on learning from mistakes, rather than on punishment or blaming the individuals involved. In this culture, mistakes can be reported without fear of punishment, so the organization's primary focus shifts to improving systems and processes to prevent similar mistakes from happening in the future. This is very different from a blame culture, which tends to emphasize finding and blaming individuals for mistakes that occur, which can hinder incident reporting and reduce the opportunity for learning from each incident (Wiśniewska, 2023; McMillan & Pang, 2024).

The implementation of a Just Culture encourages transparency in the reporting system, increases healthcare workers' trust in organizational policies, and strengthens learning mechanisms from each incident. A Just Culture provides a space for healthcare workers to report incidents without fear of sanctions, allowing the organization to obtain accurate and comprehensive data as a basis for system improvements. However, the success of this culture depends heavily on the organization's commitment to building a work environment that supports transparent communication and continuous system improvement (Wanda et al., 2020; Imaniyati et al., 2025; Kareem et al., 2024). Implementing Just Culture requires active involvement from all levels of the organization, from top management to employees at all levels, to create a system that is fair, effective, and oriented towards collective learning.

Management support is a crucial element in shaping healthcare workers' behavior regarding incident reporting (Alsahli et al., 2024; Yalew & Yitayew, 2021; Oleksa-Marewska & Tokar, 2022). Responsive leadership focused on patient safety, providing an easily accessible reporting system, and non-punitive policies are some forms of support that can increase healthcare workers' engagement in the reporting process. When management demonstrates a commitment to constructively following up on each incident report, healthcare workers feel safer and are encouraged to actively participate in the reporting system. A positive attitude from management not only increases compliance with patient safety procedures but also

strengthens an organizational culture focused on service improvement (Patmawati & Djano, 2020; Mistri et al., 2023; Calacday, 2024).

The success of incident reporting in the healthcare sector is inextricably linked to the interaction between a Just Culture and management support. The combination of these two factors creates a conducive work environment for healthcare workers to report incidents without fear or hesitation. An effective reporting system generates data that can be used as a basis for decision-making and strategy development to minimize the risk of patient safety incidents (Ekawardani et al., 2023; World Health Organization, 2021; Choudhury, 2022).

Siloam Hospital Banjarmasin has adopted several elements of Just Culture in an effort to improve patient safety. The implemented policy aims to create a fair work environment and support healthcare workers in reporting incidents without fear of adverse sanctions. This system is designed to objectively analyze errors, so that solutions are oriented more toward system improvement than punishing individuals. However, the effectiveness of Just Culture implementation at this hospital remains questionable, particularly regarding the extent to which the policy has increased awareness of incident reporting behavior among healthcare workers.

Data shows that reporting of near misses (NMS) at Siloam Hospital Banjarmasin has not significantly increased in the past two years. In 2023, there were 85 NMS reports, while in 2024, the number increased slightly to 87. This figure indicates that some healthcare workers remain reluctant or hesitant to report incidents they experience or witness. The minimal increase in the number of reports may reflect barriers within the reporting system, both in organizational culture and in the support provided by hospital management.

Several factors may influence the low participation of healthcare workers in incident reporting. One possible contributing factor is the perception of the consequences of reporting an incident. Even though hospitals have adopted Just Culture principles, healthcare workers may still feel uncertain that their reports will be used for improvement without negative consequences. Uncertainty about protections for whistleblowers may be one reason why they are reluctant to open up to the incident reporting system.

Management support plays a significant role in improving healthcare workers' compliance with the incident reporting system. Transparent policies, an easily accessible reporting system, and leadership commitment to constructively following up on incident reports can strengthen the reporting culture within the hospital. Siloam Hospital Banjarmasin needs to ensure that every report received is thoroughly analyzed and systematically followed up so that healthcare workers feel that their efforts in reporting incidents have a positive impact on improving patient safety. The barriers to incident reporting at this hospital indicate that further research is needed to understand the factors influencing healthcare workers' awareness of incident reporting behavior.

Previous research has shown that organizational culture and the transformational leadership style of unit heads directly influence the self-efficacy of healthcare workers, ultimately strengthening the culture of reporting patient safety incidents (Artha, 2023; Tangatarova & Gao, 2021; Linnik et al., 2023). The solution proposed in this study is to strengthen organizational culture and develop transformational leadership to increase healthcare workers' confidence in reporting incidents. Meanwhile, Fitriyah et al. (2022) demonstrated that a blaming culture significantly reduces the rate of reporting patient safety incidents and recommends organizational culture interventions to reduce the tendency to blame individuals for each incident, thereby creating an atmosphere that is more supportive of open reporting.

This study offers novelty by directly examining the influence of Just Culture and organizational culture on healthcare workers' incident reporting behavior without involving mediator variables, unlike previous studies that focused on the role of self-efficacy. Furthermore, this study broadens its scope by incorporating aspects of the latest national regulations such as Law

No. 17 of 2023, Government Regulation No. 28 of 2024, the use of Electronic Medical Records (EMR), compliance with Minimum Service Standards (SPM), and Hospital Patient Safety Standards (STARKES), thus providing a more integrative approach in promoting a culture of incident reporting at Siloam Hospital Banjarmasin.

Based on the background description above, the author is interested in conducting further research regarding "The Influence of Justice Culture (Just Culture) and Organizational Culture on Awareness of Incident Reporting Behavior by Health Workers (Study at Siloam Hospital Banjarmasin)."

## Methods

The study employed a quantitative design as the main approach methodology to investigate the effect of just culture and organizational culture on incident reporting behaviour of healthcare workers. Quantitative method was considered as the best method since it would allow one to measure relationships between delineated variables in a systematic way and employ standardized measures and statistical tests. Based on the numerical data, the analysis will go beyond the subjective interpretation and provide evidence-based knowledge of how the cultural aspects of the healthcare organisations affect the desire of the employees to report incidents. As a result, the quantitative approach worked simultaneously as a measurement tool as well as a channel through which cultural dynamics can be captured in a manner that can be tested and validated empirically

All healthcare workers working at Siloam Hospital Banjarmasin made up the population of the study. This involved professionals of a range of professions such as nurses, physicians, pharmacists, laboratory staff, and allied health practitioners among others who have direct or indirect roles of ensuring patient safety. Overall, 88 healthcare workers were found, and due to the rather small sample size, the research utilized a census sampling method. This selection was significant in two aspects; it ensured that all the voices were represented in the institution and this also reduced the chances of sampling bias that would have occurred should only a small section of the population had been surveyed. The study had a more comprehensive view on the functioning of just culture and organizational culture in their application among professional positions in the hospital setting by involving the whole workforce.

The data were collected using a structured questionnaire of which the electronic mode was used with the help of Google Forms. The online modality has been chosen not only because of its efficiency but also because of its ability to fit the various schedules of the healthcare professionals who usually grapple with the high work schedules and unforeseeable workloads. The questionnaire is carefully constructed in a manner that it presents the three focal variables of the research namely just culture, organizational culture, and incident reporting behaviour in statements expressed on a Likert scale between Strongly Disagree and Strongly Agree. All the statements were designed to represent real world scenario faced by healthcare workers hence making the instrument more relevant and encouraging respondents to give considered answers. To strengthen the validity of the results, the questionnaire results were supplemented with the documentation that was retrieved through the hospital record and reporting systems and that served as the background and helped to triangulate the information.

To maintain methodological rigor and reliability of the results, data analytical process was defined in several consecutive steps. First, the descriptive statistics was used to outline the demographic picture of the respondents and provide a general picture of their responses. These descriptive results gave relevant details of the workforce structure as well as general perceptual patterns. This was followed by classical assumption tests like tests of normality, multicollinearity and heteroscedasticity to ensure that the regression model met the basic conditions of statistical validity. These checks were important, as they ensured that the analysis was not distorted by any means that may affect the accuracy of the results.

After the verification of these assumptions, the study went ahead to use multiple linear regression to determine how much justice culture and organizational culture played a role in the incident reporting behavior. The method of analysis has been chosen due to the fact that it allows the assessment of several independent variables at the same time, thus offering a detailed assessment of their effect on individuals and the groups. In an effort to triangulate the hypotheses, t -tests and F -tests were conducted. The t -tests assessed the independent effect of each predictor, but the F -test assessed the cumulative effect of the predictors on reporting behaviour. At last, the coefficient of determination ( $R^2$ ) was computed, which shows a percentage of the variation of incident reporting that could be attributed to the two variables of culture that are being examined. When combined, these statistical methods form a strong data analysis system which produces results that are both empirical and practical.

## Result and Discussion

### Respondent Characteristics

#### Age

Table 1. Respondent Characteristics Based on Age

Age Range	Number of Respondents	Percentage (%)
20–30 years	59	67.05%
31–40 years	14	15.91%
41–50 years	7	7.95%
51–60 years	7	7.95%
61–70 years	1	1.14%
Total	88	100%

Source: Results of Data Processing by Researchers, 2025

Based on the table above, The majority of respondents in this study were in the 20–30 age range, amounting to 59 people (67.05%). The 31–40 age group consisted of 14 people (15.91%), followed by the 41–50 and 51–60 age groups, each with 7 people (7.95%). Meanwhile, the oldest age group, 61–70 years old, consisted of only 1 person (1.14%). These data indicate that the majority of healthcare workers at Siloam Hospital Banjarmasin who participated in this study were from the younger age group.

#### Gender

Table 2. Respondent Characteristics Based on Gender

Gender	Number of Respondents	Percentage (%)
Man	30	34.09%
Woman	58	65.91%
Total	88	100%

Source: Results of Data Processing by Researchers, 2025

Based on the table above, The majority of respondents in this study were female, 58 people (65.91%), while 30 respondents (34.09%) were male. These results indicate that the healthcare workforce at Siloam Hospital Banjarmasin is predominantly female.

#### Work

Table 3. Respondent Characteristics Based on Occupation

Work	Number of Respondents	Percentage (%)
Nurse	40	45.45%
General practitioners	6	6.82%

Dentist	3	3.41%
Medical specialist	20	22.73%
Pharmacy	7	7.95%
Laboratory Technician	7	7.95%
Radiographer	3	3.41%
Nutrition	1	1.14%
Physiotherapist	1	1.14%
Total	88	100%

Source: Results of Data Processing by Researchers, 2025

Based on the table above, The largest number of respondents came from the nursing profession, with 40 respondents (45.45%), followed by specialist doctors with 20 respondents (22.73%). Other professions included pharmacists and laboratory technicians with 7 respondents (7.95%), general practitioners with 6 respondents (6.82%), dentists and radiographers with 3 respondents (3.41%), and nutritionists and physiotherapists with 1 respondent each (1.14%). These data demonstrate the representation of various healthcare professions in the study, with nursing predominating.

### ***Frequency***

To understand respondents' perceptions of the variables, researchers used descriptive analysis in the form of frequency distribution tables and percentages. This data was calculated based on the number of respondents who selected a specific answer category on the Likert scale used in the questionnaire (Strongly Disagree to Strongly Agree).

### ***Just Culture Culture***

Table 4. Frequency of Just Culture

Statement	STS	%	TS	%	S	%	SS	%	Total	%
I feel that the hospital has a fair system in handling medical incidents.	0	0.0	25	28.4	36	40.9	27	30.7	88	100.0
Hospital management openly conveys the results of medical incident evaluations to health workers.	0	0.0	14	15.9	40	45.5	24	38.6	88	100.0
The hospital continues to make improvements based on incident reports that have occurred.	4	4.5	22	25.0	43	48.9	19	21.6	88	100.0
Unintentional mistakes in work do not immediately result in punishment, but are more directed towards learning.	0	0.0	19	21.6	43	48.9	26	29.5	88	100.0
<b>Total</b>	<b>4</b>		<b>80</b>		<b>162</b>		<b>96</b>			

Source: Researcher Data Processing Results, 2025

Based on the table, it can be seen that the majority of respondents gave answers in the "Agree" category at 60% to the statement that "human errors are treated as part of the system, not to be blamed individually." This shows that the majority of employees have understood the basic principles of Just Culture, namely creating a work safety culture that does not directly punish

individual errors. This high percentage also indicates that the implemented safety management system has begun to support transparency and honesty in reporting incidents. However, there are still 15% of respondents who answered "Neutral", which could be a signal that there are some workers who have not fully understood or felt the application of this principle consistently.

### **Organizational Culture**

Table 5. Frequency of Organizational Culture

<b>Statement</b>	<b>STS</b>	<b>%</b>	<b>TS</b>	<b>%</b>	<b>S</b>	<b>%</b>	<b>SS</b>	<b>%</b>	<b>Total</b>	<b>%</b>
Hospitals encourage healthcare workers to innovate by considering existing risks.	2	2.3	29	33.0	39	44.3	18	20.5	88	100.0
I always try to complete tasks carefully according to applicable standard procedures.	1	1.1	15	17.0	41	46.0	31	35.2	88	100.0
The hospital emphasizes the importance of achieving targets in providing services to patients.	2	2.3	25	28.4	41	46.6	20	22.7	88	100.0
Hospital management pays attention to the welfare of health workers in carrying out their duties.	7	8.0	19	21.6	42	47.7	20	22.7	88	100.0
I actively seek solutions when I encounter obstacles in my daily work.	2	2.3	19	21.6	42	47.7	20	22.7	88	100.0
The hospital strives to create a stable and conducive working environment for healthcare workers.	0	0.0	0	0.0	39	44.3	49	55.7	88	100.0
<b>Total</b>	<b>14</b>		<b>107</b>		<b>244</b>		<b>158</b>			

Source: Researcher Data Processing Results, 2025

Based on Table 5, it can be seen that the majority of respondents gave answers in the "Agree" and "Strongly Agree" categories for all statements in the Organizational Culture variable, with the highest percentage reaching 55.7% for the statement that the hospital creates a stable and conducive work environment. This reflects that in general, the organizational culture at Siloam Hospital Banjarmasin has been well-formed, marked by encouragement of innovation, adherence to standard procedures, and management's attention to the welfare of healthcare workers. Most respondents also demonstrated an active attitude in solving problems and working according to service targets. The high percentage of positive responses indicates that organizational values have been internalized in the daily behavior of healthcare workers, which will indirectly support employee retention by creating a sense of belonging, job satisfaction, and a healthy work climate.

## Incident Reporting Behavior

Table 6. Incident Reporting Frequency

Statement	STS	%	TS	%	S	%	SS	%	Total	%
I recognize that reporting medical incidents can improve patient safety.	0	0.0	12	13.6	49	55.7	27	30.7	88	100.0
I always follow official procedures in reporting medical incidents that I experience or witness.	1	1.1	17	19.3	49	55.7	21	23.9	88	100.0
I try to report medical incidents as soon as they occur.	1	1.1	31	35.2	41	46.6	15	17.0	88	100.0
I confirm that the incident report I have prepared is complete and accurate.	0	0.0	23	26.1	43	48.9	22	25.0	88	100.0
I am not afraid to report medical incidents even if they involve coworkers or superiors.	1	1.1	17	19.3	49	55.7	21	23.9	88	100.0
I always pay attention to how the hospital follows up on the incident reports I have made.	1	1.1	31	35.2	41	46.6	15	17.0	88	100.0
Total	4		131		272		121			

Source: Researcher Data Processing Results, 2025

Based on Table 6, it is known that the majority of respondents gave answers in the "Agree" and "Strongly Agree" categories to the items in the Incident Reporting Behavior variable, with the highest percentage distribution in the statement "I realize that reporting medical incidents can improve patient safety" at 55.7% Agree and 30.7% Strongly Agree, reflecting a high level of awareness of the importance of incident reporting. However, there is still a fairly large percentage in the "Disagree" category, especially in statements such as "I try to immediately report medical incidents after the incident occurs" and "I always pay attention to how the hospital follows up on incident reports" which each have 35.2% of respondents answering Disagree. This indicates the existence of obstacles in reporting practices, both in terms of discipline and trust in hospital follow-up. Although in general reporting behavior shows a positive trend, these results also indicate that the incident reporting system and culture at Siloam Hospital Banjarmasin need to be strengthened, especially in terms of timeliness of reporting and transparency of follow-up so that incident reporting truly becomes part of the patient safety culture.

## Research result

### Descriptive Analysis

Table 7. Descriptive Test Results

Statistics			
	Incident Reporting Behavior	Just Culture Culture	Organizational culture



N	Valid	88	88	88
	Missing	0	0	0
Mean		17.80	12.20	18.18
Standard Error of Mean		,357	,251	,300
Standard Deviation		3,346	2,355	3,818
Variance		11,199	5,544	7,944
Minimum		10	7	12
Maximum		24	16	24

Source: Researcher Data Processing Results, 2025

Based on Table 7, the mean value of incident reporting behavior is 17.80, standard deviation is 3.346, the minimum value of incident reporting behavior is 10 and the maximum is 24. The mean value of just culture is 12.20, standard deviation is 2.355, the minimum value of just culture is 7 and the maximum is 16. The mean value of organizational culture is 18.18, standard deviation is 2.818, the minimum value of organizational culture is 12 and the maximum is 24.

### **Multiple Linear Regression Analysis**

Table 8. Results of Multiple Linear Regression Analysis Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,283	1,753		1,873	,065
	Just Culture Culture	,830	,127	,584	6,532	,000
	Organizational culture	,241	,106	,203	2,275	,025
a. Dependent Variable: Incident Reporting Behavior						

Source: Researcher Data Processing Results, 2025

$$Y = 3.283 + 0.830 X_1 + 0.241 X_2 + 0.05$$

Based on the table of results of the multiple linear regression analysis test above, it is known that: 1) The constant value is 3.283, this means that if the cultural values of just culture and organizational culture are constant, then the value of the incident reporting behavior variable is 3.283; 2) The coefficient value is 0.830, this means that a 1% increase in the just culture variable will increase incident reporting behavior by 83.0% assuming other variables remain constant; 3) The coefficient value is 0.241, this means that a 1% increase in the organizational culture variable will increase incident reporting behavior by 24.1% assuming other variables remain constant.

### **Hypothesis Testing**

#### ***t-test***

Table 9. t-Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,283	1,753		1,873	,065
	Just Culture Culture	,830	,127	,584	6,532	,000
	Organizational culture	,241	,106	,203	2,275	,025
a. Dependent Variable: Incident Reporting Behavior						

Source: Researcher Data Processing Results, 2025

Based on the results of the hypothesis test (t-test), it is known that the significance value (Sig. 2-tailed) for the Just Culture variable is 0.000 and for Organizational Culture is 0.025, both are smaller than 0.05. Thus, H<sub>0</sub> is rejected and H<sub>a</sub> is accepted for both variables, which means there is a significant influence between Just Culture and Organizational Culture on Incident Reporting Behavior. This shows that the stronger the just culture and organizational culture implemented, the higher the incident reporting behavior carried out by individuals in the organization.

### ***F test***

Table 10. F Test Results

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	492,578	2	246,289	43,456	,000b
	Residual	481,740	85	5,668		
	Total	974,318	87			
a. Dependent Variable: Incident Reporting Behavior						
b. Predictors: (Constant), Organizational Culture, Just Culture						

Source: Researcher Data Processing Results, 2025

Based on the results of the simultaneous hypothesis test (F test) shown in the ANOVA table, the significance value is  $0.000 < 0.05$ , so H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, so there is a simultaneous influence of just culture and organizational culture on incident reporting behavior.

### ***Coefficient of Determination***

Table 11. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,711a	,506	,494	2,381
a. Predictors: (Constant), Organizational Culture, Just Culture				
b. Dependent Variable: Incident Reporting Behavior				

Source: Researcher Data Processing Results, 2025

Based on the results of the determination coefficient test in the Model Summary table, the R Square value obtained was 0.506, meaning that 50.6% of the incident reporting behavior variable can be explained by just culture and organizational culture, the remaining 49.4% is explained by other variables outside the research variables.

## **Discussion**

### **The Influence of Just Culture on Incident Reporting Behavior**

A Just Culture is a crucial element in creating a transparent, fair, and safe work environment, particularly in the public service and healthcare sectors. This culture emphasizes the importance of learning from mistakes without fear of excessive punishment, as long as the mistakes are not the result of intentional violations. Organizations that successfully implement a Just Culture consistently encourage employees to be more open in reporting incidents and potential errors, ultimately strengthening the overall risk management system.

The results showed that Just Culture had a regression coefficient of 0.830 with a significance value of 0.000. This indicates a very strong and significant influence on incident reporting

behavior. The standardized beta value of 0.584 strengthens Just Culture's position as the dominant variable in driving this reporting behavior.

Specifically, one of the most dominant indicators of the Just Culture variable is the statement in point 3, namely: "Unintentional errors in work do not immediately result in punishment, but are directed towards learning." This statement reflects how the organization builds the perception that human error is a natural part of the work process and is worthy of being a source of learning, not a trigger for punishment. When this is truly felt by employees, it creates a sense of psychological safety in contributing to system improvement.

This indicator directly correlates with one of the most dominant items in the incident reporting behavior variable, namely point 5: "I am not afraid to report a medical incident even if it involves a coworker or superior." This statement indicates that trust in a fair organizational system can overcome reporting barriers that stem from hierarchical relationships or social pressures in the workplace. Employees feel confident that their reporting will not result in negative personal or relational consequences.

### **The Influence of Organizational Culture on Incident Reporting Behavior**

Organizational culture reflects the values, norms, and practices shared by all members of the organization. This culture shapes how individuals think and act, including when making decisions related to safety and reporting errors. In environments with an organizational culture that supports openness and accountability, individuals tend to feel safer and more responsible about reporting potentially risky incidents. The strength of an organizational culture is one of the determining factors in the effectiveness of an incident reporting system.

Based on the regression test results, organizational culture showed a coefficient value of 0.241 and a significance level of 0.025. Although its influence is not as strong as just culture, this variable still makes a significant contribution to incident reporting behavior. The standardized beta of 0.203 indicates that organizational culture has a positive, albeit more moderate, influence. A work environment that values openness and collaboration will shape individuals who dare to report incidents because they feel that their actions will be accepted and followed up professionally. Reporting also becomes a natural process as trust grows among organizational members.

### **The Influence of Just Culture and Organizational Culture on Incident Reporting Behavior**

The work culture within an organization is formed from various interrelated elements, including norms, values, belief systems, and social structures that influence the mindset and behavior of its members. Two important components often considered in the context of occupational safety and decision-making are safety culture patterns and organized collective work patterns. The culture that develops within an organization can influence how individuals respond to problems, make decisions, and carry out responsibilities, including reporting incidents that do not comply with procedures. When instilled systems and values can foster positive perceptions of reporting, the potential for incident reporting can also increase, although the effects can vary greatly depending on internal and external factors of the organization.

The analysis results show a simultaneous significance value (F test) of 0.000, which means that both variables have a joint influence on incident reporting behavior. The R square of 0.506 indicates that more than half of the variation in reporting behavior is explained by Just Culture and organizational culture. This 50.6% contribution shows that the formation of a supportive work culture not only impacts individuals but also strengthens the organization's overall safety system. Incident reporting occurs more structured because of the alignment between organizational values and the guarantee of fairness for reporters.

Based on theories such as Gittings (2019), who emphasized that Just Culture is an organizational approach that balances individual accountability and learning from mistakes. The emphasis on distinguishing between unintentional negligence, acceptable risk, and intentional violations supports research findings showing that employees feel psychologically safe to report incidents without fear of excessive punishment. This approach encourages organizations to focus on systemic improvements, rather than simply punishing individuals, thus increasing incident reporting behavior as part of continuous improvement efforts.

Mirzoeff (2023) explains that Just Culture creates an environment that encourages reporting errors without fear of unfair punishment, while balancing organizational learning and professional accountability. This is highly relevant to research findings that demonstrate the strong and significant influence of Just Culture on incident reporting behavior. The emphasis on systemic factors such as unclear procedures or excessive workload as causes of errors reinforces the understanding that incident reporting is part of an organization's effort to identify and correct system weaknesses, rather than simply blaming individuals.

The national legal framework also supports the importance of this reporting culture. Law No. 17 of 2023 concerning Health, specifically Article 79, stipulates that healthcare facilities are required to record and report all medical procedures, including adverse events. This obligation implicitly mandates a culture that supports openness and honesty, which can only be realized in an environment that upholds the values of Just Culture. Furthermore, Minister of Health Regulation No. 24 of 2022 concerning Medical Records reinforces reporting as part of valid and legally accountable documentation, including for the purpose of evaluating service quality. In this context, incident reporting becomes not only an organizational requirement but also a legal obligation with normative protection.

The characteristics of organizational culture according to Robbins & Judge (2017) also support research findings showing a positive influence of organizational culture on incident reporting behavior. An organizational culture oriented toward innovation and risk-taking, attention to detail, and a people- and team-oriented culture creates a work environment that supports openness and collaboration. These factors shape individuals who are willing to report incidents because they feel that their reports will be received and followed up professionally. A stable, results-oriented culture also ensures that incident reporting becomes part of a structured and ongoing work process.

According to Robbins & Judge (2017), the characteristics of aggressiveness and stability in organizational culture add important dimensions to the formation of an incident reporting culture. Organizations that are aggressive in achieving safety and quality targets will be more proactive in encouraging incident reporting as a tool to identify risks and prevent accidents. Meanwhile, a stable culture that emphasizes adherence to procedures and operational continuity helps ensure that incident reporting is carried out consistently and systematically. Alignment between organizational values and guarantees of fairness for reporters strengthens the overall safety system, as reflected in the significant contribution of Just Culture and organizational culture to incident reporting behavior.

This is further clarified in Government Regulation No. 28 of 2024 concerning Health Information Systems, which requires every healthcare facility to have an integrated internal reporting system, including for patient safety incidents. Articles 17 and 18 state that data and information obtained from the reporting system are used for service quality analysis and risk management improvements. Therefore, the successful implementation of Just Culture is crucial in ensuring that reported data is not manipulative or concealed due to fear of punishment, but rather reflects the real conditions on the ground.

This is in line with previous findings, such as those by Artha (2023), who found that organizational culture and the unit head's transformational leadership style simultaneously and

partially had a positive and significant effect on the culture of reporting patient safety incidents, with self-efficacy as a mediating variable that strengthened the relationship. These findings emphasize that a supportive organizational culture and transformational leadership can create a psychologically safe work environment for healthcare workers, thus encouraging them to report incidents for system improvement.

Fitriyah et al. (2022) highlighted the influence of a blaming culture on the reporting rate of patient safety incidents. Intervention results showed that the presence of a blaming culture significantly decreased incident reporting rates. This strengthens the argument that implementing a just culture, which rejects the practice of excessive blaming of individuals and emphasizes learning from mistakes, is crucial for improving incident reporting behavior in healthcare workplaces. A just culture provides employees with a sense of security to report incidents without fear of disproportionate punishment, as also argued by Sidney Dekker (2016) and Reason (1997).

Utami et al. (2023) examined the influence of patient safety culture on incident reporting attitudes and found that justice culture and learning culture significantly influenced incident reporting attitudes, while open culture and reporting culture did not. These results are consistent with research findings showing that just culture, which is part of a justice culture, is a dominant variable in encouraging incident reporting behavior. A fair environment that supports learning from mistakes builds individuals' confidence and courage to report incidents as part of their professional responsibility.

Slanga et al. (2024) also demonstrated that safety culture influences subjective norms and attitudes toward reporting safety incidents, while leadership style has no direct effect. Subjective norms mediate the influence of safety culture on attitudes toward reporting incidents. This study emphasizes the importance of an organizational culture that emphasizes safety and fairness in shaping incident reporting norms and behavior among healthcare workers. A collective and organized work culture, along with a positive perception of reporting, are key to improving structured and systematic incident reporting.

Jacobus et al. (2022) in their systematic review showed that organizational culture has a significant correlation with patient incident reporting, especially when the culture developed is a clan culture that focuses on the internal organization and a rapid response to reports. Factors such as teamwork, open communication, a culture of non-blame, and management support are crucial for increasing incident reporting motivation. These results align with the finding that organizational culture and just culture simultaneously contribute significantly to incident reporting behavior, as evidenced by the R-square value of 0.506 in the study discussed, indicating that more than half of the variation in reporting behavior is explained by these two variables.

Overall, the results of this study are consistent with and reinforce previous findings, which emphasize that a just culture and a supportive organizational culture are key factors in encouraging incident reporting behavior in the healthcare sector. A culture that emphasizes fairness, learning, openness, and collective support can create a psychologically safe work environment, so that employees feel motivated to report incidents as part of system improvement and patient safety efforts.

## Conclusion

Just Culture has a significant influence on incident reporting behavior by healthcare workers at Siloam Hospital Banjarmasin. The stronger the implementation of Just Culture, the higher the tendency of healthcare workers to report incidents as part of patient improvement and safety efforts. Organizational culture also has a positive and significant influence on incident reporting behavior by healthcare workers at Siloam Hospital Banjarmasin. An organizational environment that supports the values of openness, collaboration, and accountability encourages

healthcare workers to be more courageous and responsible in reporting potentially dangerous incidents. The influence of Just Culture and organizational culture simultaneously proved significant in increasing incident reporting behavior by healthcare workers at Siloam Hospital Banjarmasin. Both variables together explained a large portion of the variation in incident reporting behavior, indicating that the synergy between a just culture and a supportive organizational system is crucial in building an effective safety culture.

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