

A REVIEW ON COMMUNICATION, CORRECTION AND CONFIRMATION AS PRESSURE FOR NURSE COMPLIANCE

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ABSTRACT

Various rules and regulations applied by the hospital have not been able to guarantee nurse obedience in performing the standard operating procedure. It is implied that different approach as compliance pressure is needed to emphasize it in order to increase nurse obedience. The objective of this research is to develop compliance pressure as the determinant of nurse compliance by integrating compliance theory into the culture of compliance (The Three C's of Compliance). Two basic theories for the integrations are compliance model based on institutional theory with three main aspects: coercive, mimetic and normative pressure with The Three C's of Compliance as culture of compliance, i.e. communication, correcting, and confirming. Both are compliance pressure for nurse compliance. Culture of compliance (The Three C's of Compliance) is the prediction needed to respond various forms of rules and regulations. Besides, the development of compliance model also describes the role of commitments and intrinsic motivations as the medium for nurse compliance.

Key words: Communication, Correction, Confirmation, Pressure, Nurse Compliance

1. INTRODUCTION

Compliance is not a mere obeying rules and regulations but it has more complicated meaning. It is a function of critical management in the organization¹. Compliance can not be understood only from the reflections of rules and regulations but also through a combination of various aspects, organizational, institutional, and social theories². Institution defined as the harmony of the elements of regulation, normative, and cultural-cognitive along with resources and activities leading to stability and meaning for social life^{3,4}.

Hospital is an organization employing principled compliance based on the trends of rules and regulations. It demands absolute compliance of the employees⁵. This is in line with institutional theory developed by Powell & DiMaggio [2] elaborating that organization influences its employees through compliance pressure process. Three forms of compliance pressure are coercive, mimetic, and normative pressure. Three of them are important pillars in managing compliance for enhancing organization's effectiveness⁶.

Rules and regulations aren't enough, it's important that behavioral change and good habits be endorsed by stimulating the growth of inner values of individual, comfortable feeling, autonomous experience, and acknowledgment from the organization^{7,8}. Compliance harvested from self awareness and internalization will be much stringer. The strengthening can be gained through the roles of leaders. Next, those values are to be taught to the employees in order to increase their performance^{9,10}.

Charles' culture of compliance theory, known as The Three C's of Culture of Compliance defines that the foundations of culture of compliance are communication, confirmation, and correction¹¹. These three foundations are parts of leadership roles capable of increasing the internalizing process to the employees. The objectives of this research is to develop compliance pressure as the determinant of nurse compliance by integrating compliance theory and culture of compliance. What is meant by development is that the culture of compliance be a part of the aspects of compliance theory which is afterward combined into compliance pressure for nurse compliance in performing standard operating procedure of patient safety^{11,12}.

Values of the aspects of The Three C's of Culture of Compliance are expected to be experienced as support autonomy and verbal reward and to give positive responses to the employees¹³. Besides, the development of compliance model also describes the role of commitments and intrinsic motivations as the medium for nurse compliance^{14,15}.

2. MODEL OF COMPLIANCE

Development of compliance pressure within this research will be described on the basis of compliance model of Lisa Interligi. Compliance is an interaction of two main factors. First, interaction between organization and the environment, of which stakeholders' expectations will affect organizational behavior. Second, interaction between organization and the employees, with which organization aims to influence and form employees' behaviors¹⁶.

This model describes: external expectations from stakeholders through management pressure e.g. rules, regulations, sanctions, related to the compliance, normative pressure e.g. community obligation or values and norms considered as true by stakeholders, and cognitive pressure, regarding the depiction of facts within the organization¹⁷. Compliance model can also identify two key processes correlated with interaction between the environment and organization, i.e. assessment and adoption. Assessment involves the evaluation of users' expectation regarding organization's objectives, values, and norms to develop compliance response^{18,19}. Adoption has two keywords: implementation and internalization. Implementation is the reflection or response of necessary behavior and action in fulfilling

users' expectation. Internalization is the reflection of level of concern or belief regarding values as the result of organization's practices.

When internalization process takes place, should the organization studies external requests and the necessary practices are valid and valuable, commitment to comply will show up and contribute to general behavior to behave more consistently and stably²⁰. Values will be integrated within every practices if they are consistent with the objectives, norms, and values of the organization. Similar process occurs within the interaction between organization and the employees, of which people assess and adopt organization's expectations as moral context and personal values, as well as other factors including normative behavior²¹.

Both study and adoption process utilize values and norms of the organization as the key to distinguish how compliance shapes employees behaviors. Outside of how compliance model is built through various interactions, it is also essential to discuss organization culture as it has primary contribution in compliance process²².

The basic of compliance model is the culture. It has interdependent role in the process of complying i.e. contextual and instrumental roles. In contextual action, culture becomes the basis of different values and explicit norms needed in assessment and adoption. In the level of implementation, culture is also an instrument or control mechanism in employees compliance^{23, 24}.

This model accommodates pluralistic approach of compliance culture, which can be distinguished within three core dimensions: i.e. legitimation, permeability and control style. Legitimation describes how organization interprets and responds the expectations of external stakeholders; permeability defines how far organization acknowledges the influence of stakeholders; and control style describes how the expectations of stakeholders are translated into organization's expectations of which employees are encouraged to comply¹⁶.

3. COMPLIANCE THEORY

Institutional theory from Powell & DiMaggio [2] is the basis of compliance theory used in this research. This theory describes that organization will influence its employees through compliance pressure. There are three types of compliance pressure, i.e. coercive pressure, mimetic pressure, and normative pressure^{2,3,6}. Coercive pressure is an external pressure through governance system, formal rules and regulations, or other agencies to adopt the system and structure. Mimetic pressure, or is often called as cultural cognitive, is addressed to regulations in managing sub-ordinates with compliance pressure i.e. mimicking or imitation the results of trends and issues within organization. The last is normative pressure, the pressure coming from the professionalization within the same professional environment^{4,2}. Normative pressure describes professional standard effects through management control system within the organization. How control system is conducted by managers in line with existing professionalism which will be properly developed. Profession forms normative control through rules, norms within work field and external regulation control by giving influence to public legislations²⁵.

4. CULTURE OF COMPLIANCE (THE THREE C'S OF COMPLIANCE)

The approach of compliance culture as the basis of developing employees compliance has been described in previous section of this paper. Whereas culture of compliance also serves as an instrument to influence the employees in order to fulfill the expectations of organization through the process of socializing. It means culture is a tool in reaching compliance and preventing disobedience of law and regulations²⁶. Culture is also a force operating within the organization²⁷ and a social method which is built upon the stability of the organization and control toward direct behavior and motivate the employees^{7,9}.

The concept of compliance from Charles, known as "The Three C's of Compliance", emphasizes more on the responses of mechanism used to influence the employees. Those three compliance cultural aspects are related with internal objects and external responses. How individual or employees will comply. Compliance culture has three basic essentials i.e. communication, confirmation, and correction.

Communication aspect, in leadership level of the organization, implies that all aspects, values, rules, policies, and procedures must be clearly communicated to all personnels, and every employees must accept every policies and regulations. Besides, communication conducted by leaders is the mechanism to maintain compliance, give positive rewards, and increase the autonomy of the employees^{26,27}.

Confirmation is the way how organization convinces its progress on the basis of existing facts. Confirming each implemented measures and documents is a method in enhancing employees' compliance. Besides, confirming will provide true evidence whether certain progress of an implementation is true or false. It means, the way how leaders are practicing confirmation will be perceived differently by the employees. On to of that, it must be made into culture appropriately in order to build compliance²⁸. Along with confirmation, correction also involves recording changes on, regulations and compliance which marks the importance of corrective measures in the level of strategic, tactical and operational. Being consistent with effective communication and confirmation will let the leaders to know about process, activities, results, and conditions. Those all are inter-related cycles in the culture of compliance²⁹.

5. THE DEVELOPMENT OF COMPLIANCE PRESSURE

Compliance model of Lisa Interligi [16] is a combination of compliance theory and compliance culture¹⁶. Organizational expectations within compliance model, actually depicts compliance pressure from institutional theory developed by Powell & DiMaggio. There are 3 aspects of compliance pressure i.e. coercive, mimetic and normative². The manifestation of those 3 aspects i.e. rules, policies, procedures etc. is defined by Lisa Interligi as Organizational expectations.

The implementation process of various aspects of compliance pressure needs mechanism devised by leaderships in order that it be grasped and become habitual behavior within their performance. Not only implanting norms and values, leaderships must also modify the way to easily influence the employees' behaviors^{30, 31}. This research integrates culture of compliance as a part of compliance pressure.

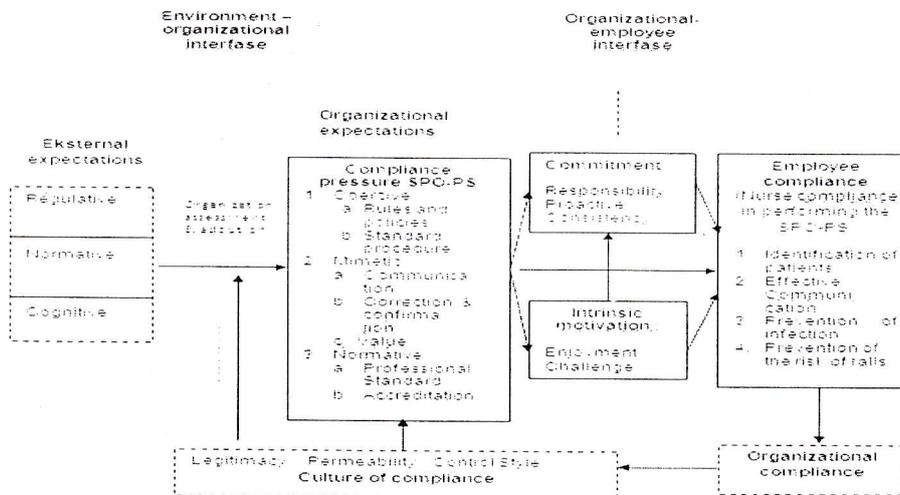
The concept of compliance from Charles, known as "The Three C's of Compliance", emphasizes more on the responses of mechanism used to influence the employees. Compliance culture has three basic essentials i.e. communication, confirmation, and correction. With those three basics as the center of compliance pressure, and through the

formation of other compliance management (policies, procedures, rules, strategies) it is expected that employees performance will increase⁵².

Those aforementioned culture of compliance, become compliance pressure and also become the manifestation in the aspect of mimetic pressure³³. They are entered to the aspect of mimetic pressure because, referring to the concepts of institutional theory, whereas mimetic pressure is addressed to the policies in managing sub-ordinates with compliance pressure on the imitation of the results of organization's trends and issues. This mechanism will be appropriate particularly when those three aspects of culture of compliance are applied. Whereas, culture is not only considered as a concept, but also control instrument affecting employees' behavior^{34,35}. Organizational-employee interface is also added with intrinsic motivation and commitment as the mediation between compliance pressure and nurse compliance³⁶.

The interaction between organization and employees also involves the process of assessment and adoption. Both of these processes will bring internalization of the values of the organization and will be attached to every practice if they are consistent with the goals, norms and values of the organization. Therefore, researchers added a variable commitment and intrinsic motivation on employee-organizational interface. Commitment means more than just a passive loyalty, but involves an active relationship and the desire of employees to make a meaningful contribution to the organization^{37,38}. Employees found the intrinsic value of a reward organizations and in line with personal values. Herscovitch and Meyer concerned the underlying commitment of the three indicators of responsibility, proactive and consistency. All three are good values in building compliance behavior of employees³⁷.

Intrinsic motivation from Deci & Ryan [39] described using a dimensional approach enjoyment (enjoy and interested in his work) and challenge (feel the challenge of working in a positive way). Individuals who have intrinsic motivation will tend to show strength in zoom include resilience, creativity, self-esteem and superiority when compared with individuals who are motivated extrinsically only act if there is a reward or external factors. Consequently the value of the motivational value will increase employee commitment and performance^{39,40}. The depiction of the development of compliance pressure is displayed below:



Pic. 1. Frame Work "The development of Compliance Pressure For Nurse Compliance"

6. CONCLUSION

Culture of compliance (The Three C's of Compliance) are three basic essential that communication, correction and confirmation, is a mechanism needs to be developed by the leadership in building employee compliance. That culture is not only as a conceptual but also as an instrument of control that influence the behavior of employees. Implementation of these three aspects of culture were going to increase the autonomy and become verbal reward for nurses. Culture of compliance (The Three C's of Compliance) integrated with institutional theory, would be the pressure that will affect nurse compliance.

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