



Research Article

The Role of Supervision and Nurses' Job Satisfaction in Implementing Patient Safety Goals

Selvia Rahayu^{1*}, Dedi Kurnia²¹Faculty of Health, Universitas Singaperbangsa Karawang, Indonesia²Universitas Bale Bandung, Indonesia**Article Information**

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Correspondence*

E-mail:

selvia.rahayu@fikes.unsika.ac.id**Website**

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ABSTRACT

The implementation of patient safety goals is essential to ensure safe nursing care and to prevent patient safety incidents. This study aimed to examine the relationship between nurses' perceptions of supervision and job satisfaction and the implementation of patient safety goals at Hospital X in Bandung. A correlational analytic study with a cross-sectional design was conducted. Total sampling was applied, involving 89 staff nurses from all eligible units. Data were collected using questionnaires on supervision, job satisfaction, and patient safety goal implementation and were analyzed using frequency distribution for univariate analysis and Kendall's tau test for bivariate analysis. The results showed that 44.9% of respondents perceived supervision as good, 79.8% reported moderate job satisfaction, and 61.8% demonstrated good implementation of patient safety goals. There was a significant positive correlation of moderate strength between nurses' perceptions of supervision and the implementation of patient safety goals ($p = 0.001$; $r = 0.385$). In contrast, job satisfaction showed a significant but weak negative relationship with the implementation of patient safety goals ($p = 0.037$; $r = -0.218$). These findings indicate that supervision and nurses' job satisfaction are associated with the implementation of patient safety goals. Therefore, hospital management should conduct regular evaluations of supervision, job satisfaction, and patient safety goal implementation and strengthen continuous engagement through safety talks or safety briefings.

INTRODUCTION

Patient safety is one of the key dimensions of healthcare quality that has gained significant attention from healthcare practitioners at both national and international levels

(Saputra & Rizky, 2023). This is because patient safety serves as an important indicator of hospital quality, where a high level of safety reflects high-quality healthcare services (Margarita et al., 2025) ; (Khairani et al., 2025).

High-quality healthcare services with strong patient safety assurance can enhance hospital reputation and patient satisfaction, while effective attention to patient safety is expected to prevent the occurrence of Patient Safety Incidents (PSIs) (Nadapdap & Fitriani, 2023); (Rochyani, 2024); (Simanullang & Suryani, 2024). Existing data indicate that PSIs continue to occur across various countries. The World Health Organization (WHO) reported in 2021 that one in ten patients in high-income countries experiences an adverse event, while in low- and middle-income countries approximately 134 million adverse events occur annually, resulting in an estimated 2.6 million deaths each year (WHO, 2021). In Indonesia, reports documented 145 patient safety incidents across several regions, including Jakarta (37.9%), Central Java (15.9%), and West Java (2.8%) (Haritsa & Haskas, 2021, cited in Hartati et al., (2023). These conditions highlight the need for hospitals to implement targeted improvement efforts through the implementation of Patient Safety Goals (PSGs) (KARS, 2019).

However, several studies have shown that the achievement of PSGs has not yet reached 100%, indicating that their implementation remains suboptimal. Studies conducted at Hospital X in Karawang and at Karanganyar District General Hospital reported that PSG targets had not been fully achieved (Suryani et al., 2021); (Saputra & Rizky, 2023). Various factors influence PSG implementation, including age, attitudes, knowledge, motivation, workload, supervision, job satisfaction, organizational culture, leadership, communication, collaboration, and access to resources (Nisa et al., 2021); (Salsabila & Dhamanti, 2023); (Setiawati et al., 2024); (Adhi et al., 2025).

Additional data on PSG achievement published on the official website of Hospital X in Bandung City indicate that PSG performance remains variable and has not consistently reached the 100% target. These findings suggest that PSG implementation at the hospital is still not optimal. Furthermore, a preliminary survey conducted by the

researchers revealed a relatively high number of patient safety incidents, with 258 incidents reported in 2018 and 235 incidents in 2019.

To further explore this issue, the researchers conducted a preliminary follow-up survey through open-ended online interviews using the WhatsApp application with six nurses. The interview results indicated that all respondents had adequate knowledge of PSGs and were aware of the existence of Standard Operating Procedures (SOPs) governing PSG implementation. Nevertheless, several respondents reported that PSG achievement had not fully met the target, despite routine monthly supervision conducted by the Person in Charge (PIC). Respondents further revealed that the supervision carried out was unstructured and largely limited to observation and documentation, with minimal corrective feedback or guidance. Supervision reports were submitted monthly to the SUB Working Group (SUB POKJA) or coordinators of each PSG working group. These reports were then forwarded to the head of the Working Group (POKJA) and subsequently submitted to the Quality Improvement and Patient Safety (QIPS/PMKP) team on the fifth day of the following month to monitor PSG achievement. When problems arose, they were typically reported directly to the head nurse for reprimand. Conceptually, however, supervision should encompass planning, organizing, monitoring, and evaluation processes (Afriyadi et al., 2025). Interview findings also revealed that although training related to PSGs had been provided to PICs and all nurses, there was no specific training designed to prepare nurses for supervisory roles. Furthermore, respondents reported that supervisory activities, which have been conducted for more than five years, had never been evaluated or assessed based on staff nurses' perceptions. Such evaluations are essential to determine whether the supervision implemented has been effective or requires improvement.

In addition, respondents indicated that no evaluation or assessment of nurses' job satisfaction based on staff nurses' perceptions had ever been conducted. The only routine evaluation performed monthly was the Community Satisfaction Index (CSI). Regarding job satisfaction, interview results showed that three respondents (50.0%) were satisfied with their work, including PSG implementation, one respondent (16.7%) reported moderate satisfaction, and two respondents (33.3%) reported low satisfaction. Nurses who reported moderate or low satisfaction cited issues such as inadequate compensation and lack of rewards.

Despite the importance of supervision and job satisfaction, empirical evidence examining their relationship with Patient Safety Goal implementation in Indonesian hospital settings remains limited and inconsistent. Previous studies have reported that supervision and nurses' job satisfaction are associated with the implementation of PSG (Adhi et al., 2025; Nisa et al., 2021). However, other studies have reported no significant relationships among these variables (Aeni et al., 2023); (Darmika & Darmawan, 2019). These findings indicate the need for further investigation into supervision and nurses' job satisfaction in relation to Patient Safety Goal implementation at Hospital X in Bandung, as understanding these relationships is essential for strengthening hospital management strategies, patient safety practices, and nurses' professional development.

METHODS

The study employed a correlational analytic design with a cross-sectional approach to examine the relationships between nurses' perceptions of supervision, job satisfaction, and the implementation of Patient Safety Goals (PSGs). Total sampling was applied, involving 89 staff nurses from all hospital units at Hospital X in Bandung City who met the inclusion criteria. Eligible participants

included nurses who had participated in PSG training, had more than one year of work experience, and held a minimum educational qualification of a Diploma III in Nursing.

Data were collected using structured questionnaires on supervision, job satisfaction, and PSG implementation, administered via Google Forms.

The instruments for supervision and PSG implementation were previously tested for validity and reliability by Surahmat et al., (2018), while the job satisfaction instrument was validated and tested for reliability by (Arini, 2018). Additionally, face validity was assessed by the researchers to ensure the questionnaires were clear and easily comprehensible.

Data collection was conducted after obtaining research approval. Univariate analysis was performed using frequency distributions, while bivariate analysis was conducted using Kendall's tau correlation test, as all variables were measured on an ordinal scale. A p-value of < 0.05 was considered statistically significant.

RESULTS

1. Frequency Distribution of Staff Nurses' Perceptions of Supervision, Job Satisfaction, and the Implementation of Patient Safety Goals

Table 1. Frequency Distribution of Staff Nurses' Perceptions of Supervision, Job Satisfaction, and the Implementation of Patient Safety Goals (n = 89)

Variable	Category	Frequency (n)	Persentase (%)
Supervision	Poor	49	55.1
	Good	40	44.9
Nurses' Job Satisfaction	Good	12	13.5
	Moderate	71	79.8
	Poor	6	6.7
Implementation of Patient Safety Goals	Poor	34	38.2
	Good	55	61.8

Based on Table 2, univariate analysis, fewer than half of the respondents (44.9%) perceived supervision as good, while the majority (79.8%) reported

moderate job satisfaction. More than half (61.8%) perceived the implementation of patient safety goals as good, indicating generally adequate adherence to patient safety goals but highlighting the need to strengthen supervisory support and enhance nurses' overall job satisfaction.

2. The Relationship between Staff Nurses' Perceptions of Supervision and Job Satisfaction and the Implementation of Patient Safety Goals

Table 2. The Relationship between Staff Nurses' Perceptions of Supervision and Job Satisfaction and the Implementation of Patient Safety Goals

Variable	Implementation of Patient Safety Goals	
	<i>p-value</i>	Correlation Coefficient (<i>r</i>)
Supervision	0,000	,385**
Nurses' Job Satisfaction	0,037	-,218*

Note: ** $p < 0.01$; * $p < 0.05$

Based on Table 2, bivariate analysis showed a significant relationship between staff nurses' perceptions of supervision and the implementation of Patient Safety Goals (PSGs) ($p < 0.001$), with a Kendall's tau correlation coefficient of 0.385, indicating a moderate positive association. In addition, a significant relationship was identified between nurses' job satisfaction and the implementation of PSGs ($p = 0.037$), with a Kendall's tau correlation coefficient of -0.218 , indicating a weak negative association.

DISCUSSION

1. The Relationship between Staff Nurses' Perceptions of Supervision and the Implementation of Patient Safety Goals

The findings of this study are based on staff nurses' subjective perceptions of supervision and the implementation of Patient Safety Goals (PSGs). Less than half of the respondents perceived the supervisory

activities conducted by the Person in Charge (PIC) as good (44.9%), indicating that supervisory competence was not yet optimal at Hospital X in Bandung. Although PICs received guidance from the PSG Working Group (POKJA) chairperson, more than half of the nurses (55.1%) still reported unfavorable perceptions of supervision. These findings highlight the need for greater attention from hospital management to improve supervisory practices through clear policies and structured Standard Operating Procedures (SOPs), as consistent and scheduled supervision is essential to ensure patient safety compliance (Disik et al., 2025); (Sriani et al., 2024).

Regarding PSG implementation, the majority of nurses perceived its implementation as good (61.8%), which may be attributed to prior PSG training received by all respondents. Good PSG implementation is expected to reduce unsafe practices and support the achievement of SNARS Edition 1.1 targets. However, a considerable proportion of nurses (38.2%) still perceived PSG implementation as suboptimal, indicating the need for continuous SOP socialization and reinforcement.

Bivariate analysis using Kendall's tau showed a statistically significant positive relationship between supervision and PSG implementation ($p = 0.000$), indicating that better supervision is associated with improved PSG implementation. These results are consistent with previous studies that reported supervision as a key factor in enhancing nurses' performance and patient safety practices (Ismayanti et al., 2025); (Handayani et al., 2025); (Sriani et al., 2024). Overall, the findings emphasize the importance of strengthening supervisory activities as a strategic effort to improve PSG implementation and the quality of nursing services at Hospital X in Bandung.

2. The Relationship between Staff Nurses' Perceptions of Job Satisfaction and the Implementation of Patient Safety Goals

The findings of this study are based on staff nurses' subjective perceptions of job satisfaction and the implementation of Patient Safety Goals (PSGs). Most respondents perceived their job satisfaction to be at a moderate level (79.8%), indicating that Hospital X in Bandung City has made efforts to meet several dimensions of nurses' job satisfaction. This condition suggests that nurses generally perceive their work environment as adequate and are expected to support professional nursing care through proper PSG implementation.

However, a small proportion of nurses reported low job satisfaction (6.7%), indicating that certain aspects of their needs were not optimally fulfilled. These findings highlight the importance of follow-up actions by hospital management to improve nurses' job satisfaction so that all staff can achieve a higher level of satisfaction. Efforts to enhance job satisfaction should consider Abraham Maslow's hierarchy of needs, which underpins the McCloskey and Mueller job satisfaction model used in this study. Fulfillment of physiological, safety, social, esteem, and self-actualization needs is associated with increased job satisfaction and productivity (Arini, 2018); (Tumanggor et al., 2025).

Bivariate analysis using Kendall's tau showed a statistically significant relationship between nurses' job satisfaction and PSG implementation ($p = 0.037$; $p < 0.05$).

However, the relationship was weak and negatively directed, with higher nurses' job satisfaction associated with lower levels of patient safety goal implementation. This contrasts with previous studies reporting positive associations between job satisfaction and patient safety outcomes. For example, Adhi et al., (2025) reported a significant influence of nurses' job satisfaction on the implementation of patient safety practices, which was further supported by Paripih & Martiana (2024), who found a significant effect on patient safety culture. Similarly, Alharbi & Alilyyani (2023), in a study conducted in Madinah, demonstrated a

significant positive relationship between job satisfaction and patient safety culture.

Based on previous studies, theoretical frameworks, and the findings of this study, the researchers conclude that nurses' job satisfaction has a significant relationship with the implementation of patient safety goals (PSG). At Hospital X, Bandung City, this relationship was perceived by staff nurses as moderately good, with a significant but weak correlation in a negative direction. The weak and negative correlation—indicating that higher PSG implementation may be associated with lower job satisfaction—may be influenced by other factors, such as supervision, suggesting that job satisfaction plays a limited role in this context. Nevertheless, continuous evaluation and follow-up regarding nurses' job satisfaction are essential to identify staff needs. Improving job satisfaction is expected to contribute to the delivery of more professional and higher-quality nursing services.

CONCLUSION AND RECOMENDATION

This study identified significant relationships between staff nurses' perceptions of supervision and job satisfaction and the implementation of Patient Safety Goals at Hospital X, Bandung City. Based on these findings, hospital management is expected to develop programs aimed at improving PICs' (Persons in Charge) understanding of supervision through the re-socialization of PIC roles and responsibilities, as well as through periodic evaluations of supervision, nurses' job satisfaction, and Patient Safety Goal implementation, thereby enabling the hospital to obtain feedback from staff nurses. In addition, continuous engagement with staff nurses through safety talks or safety briefings is recommended. Hospital X management should also actively facilitate patient safety training for staff nurses by integrating patient safety into education and professional development programs, ensuring that nurses remain up to date with

the latest developments through both internal and external training initiatives.

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