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## The Effect of Motivation, Supervision, and Patient Safety Training on the Implementation of Patient Safety Culture in Hospitals

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### ABSTRAK

**Latar Belakang:** Penerapan budaya keselamatan pasien oleh perawat mencerminkan perilaku kinerja perawat dan dipengaruhi oleh motivasi perawat, dengan motivasi yang baik diharapkan perawat dapat menerapkan budaya keselamatan pasien yang baik. Kegiatan supervisi keperawatan dilakukan sesuai dengan pedoman penyelenggaraan keperawatan rumah sakit. **Tujuan:** Penelitian ini bertujuan Untuk mengetahui Pengaruh Motivasi, Supervisi dan Pelatihan terhadap Penerapan Budaya Keselamatan Pasien di Rumah Sakit. **Metode:** Penelitian ini mengacu pada pendekatan penelitian kuantitatif. Pendekatan yang digunakan dalam penelitian ini ialah menggunakan pendekatan cross sectional, Populasi dalam penelitian ini adalah seluruh perawat di ruang rawat inap di RSUD Dr. R. Soedjono Selong sebanyak 415 orang, jumlah sampel dalam penelitian ini adalah sebesar 204 orang. Pengujian dalam penelitian ini dilakukan dengan cara analisis jalur (*path analysis*) atas model yang telah dibuat. Hasil korelasi antar konstruk diukur dengan melihat koefisien jalur (*path coefficients*). **Hasil:** Motivasi (nilai p-value  $0,003 < 0,005$ ), supervisi (nilai p-value  $0,000 < 0,005$ ) dan pelatihan perawat nilai p-value ( $0,001 < 0,005$ ) berpengaruh positif terhadap penerapan budaya keselamatan di rumah sakit. **Kesimpulan:** Motivasi, supervisi dan pelatihan perawat nilai p-value berpengaruh positif terhadap penerapan budaya keselamatan di rumah sakit.

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### ABSTRACT

**Background:** The implementation of patient safety culture by nurses reflects their performance behavior and is influenced by nurses' motivation. With good motivation, nurses are expected to effectively apply patient safety culture. Nursing supervision activities are carried out in accordance with hospital nursing management guidelines. **Objective:** This study aimed to determine the effect of motivation, supervision, and training on the implementation of patient safety culture in hospitals. **Methods:** This study adopted a quantitative research approach with a cross-sectional design. The population consisted of all nurses working in inpatient units at Dr. R.

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Soedjono Selong Regional General Hospital, totaling 415 nurses. A sample of 204 nurses was selected for the study. Data analysis was conducted using path analysis to examine the proposed model, and the relationships among constructs were assessed by evaluating the path coefficients. **Results:** Motivation ( $p$ -value = 0.003 < 0.005), supervision ( $p$ -value = 0.000 < 0.005), and nurse training ( $p$ -value = 0.001 < 0.005) had a positive and significant effect on the implementation of patient safety culture in hospitals. **Conclusion:** Nurses' motivation, supervision, and training have a positive and significant effect on the implementation of patient safety culture in hospitals.

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## INTRODUCTION

Patient safety is a key indicator of healthcare service quality and a mandatory standard in hospital management. The implementation of patient safety aims to minimize the risk of adverse events through a safe service system, including risk assessment, incident reporting and analysis, learning from errors, and the implementation of preventive solutions, as regulated in the Indonesian Ministry of Health Regulation No. 11 of 2017. Globally, the World Health Organization (WHO) emphasizes that patient safety remains a major challenge, particularly in low- and middle-income countries, where high rates of injury and mortality are caused by unsafe healthcare services. (Manalu & Anindita, 2024)

Efforts to improve patient safety cannot be separated from the implementation of a patient safety culture. Patient safety culture is the product of values, attitudes, competencies, and behavioral patterns of individuals and organizations that prioritize safety at all levels. An effective safety culture is characterized by open incident reporting, effective communication, cross-unit collaboration, and strong managerial support for patient safety. (Alhidayah et al., 2020)

Nurses play a strategic role in implementing patient safety culture, as they provide continuous nursing care for 24 hours. The implementation of patient safety culture by nurses reflects their performance and is influenced by several factors, particularly motivation, supervision, and training. High motivation encourages nurses to comply with safety standards, effective supervision ensures adherence to procedures, and continuous training enhances nurses' competence and professionalism. (Delima et al., 2024)

According to the findings of Wulandari (2019), efforts to enhance patient safety culture include improving nurses' motivation and optimizing the role of head nurses. In addition, a study by Nivalinda et al. (2013) reported that the implementation of patient safety culture by nurses reflects their performance behavior and is influenced by nurses' motivation; with good motivation, nurses are expected to effectively implement a strong patient safety culture. In addition to motivation, a study conducted by Oktavia (2015) at Ibnu Sina Islamic Hospital, Padang, found that supervision is one of the factors that can enhance the implementation of patient safety culture in hospitals. The results indicated a significant relationship between head nurse supervision and patient identification in the application of patient safety practices by staff nurses. In addition to providing motivation and conducting supervision, nurses also need to receive training. The quality of healthcare services is closely related to the quality of nursing personnel, as nurses constitute the majority of healthcare workers in Indonesia. According to Leddy and Pepper (1993) as cited in Lestari, T.R. (2014), nursing as a profession possesses a distinct body of knowledge that differentiates it from other professions, is altruistic in nature, has professional organizations, established standards and ethical

codes, accountability, autonomy, and a strong sense of professional collegiality.(Suryani et al., 2021)

Dr. R. Soedjono Selong Regional General Hospital, a Type B hospital, has made continuous efforts to improve service quality through motivation enhancement, regular nursing supervision, and human resource training. However, the results of the patient safety culture survey indicate that several dimensions still require improvement, particularly the frequency of incident reporting, despite strong organizational and managerial support for patient safety. This condition highlights the need for further evaluation of factors influencing the implementation of patient safety culture. Therefore, a more in-depth analysis of the effects of motivation, supervision, and training on the implementation of patient safety culture at Dr. R. Soedjono Selong Regional General Hospital is necessary as a basis for developing strategies to improve the quality and safety of nursing services.

## **RESEARCH METHOD**

This study employed a quantitative approach with a cross-sectional design. The research was conducted at Dr. R. Soedjono Selong Regional General Hospital, a Type B public hospital providing inpatient healthcare services. The study population consisted of all nurses working in inpatient units at the hospital, totaling 415 nurses. A sample of 204 nurses was selected as respondents, with inpatient nurses serving as the unit of analysis. The independent variables were nurses' motivation, nursing supervision, and patient safety training, while the dependent variable was the implementation of patient safety culture. Data were collected using structured self-administered questionnaires. Patient safety culture was measured based on indicators adapted from the Agency for Healthcare Research and Quality (AHRQ) framework. Motivation, supervision, and training variables were measured using indicators derived from established nursing management and organizational behavior theories.

Data collection was carried out by distributing questionnaires to eligible respondents after obtaining informed consent. Respondents were informed about the purpose of the study, confidentiality of their responses, and their right to withdraw from the study at any time without consequences. Data analysis was performed using path analysis to examine the direct effects of motivation, supervision, and training on the implementation of patient safety culture. The relationships among constructs were assessed using path coefficients and p-values, with a significance level set at  $p < 0.05$ .

This study was conducted in accordance with ethical principles for research involving human participants. Ethical approval was obtained from the appropriate institutional authority, and permission to conduct the study was granted by the management of Dr. R. Soedjono Selong Regional General Hospital. All participants provided informed consent prior to data collection. Confidentiality and anonymity of respondents were strictly maintained, and all collected data were used solely for research purposes.

The validity and reliability of the research instruments were evaluated prior to hypothesis testing. Construct validity was assessed through factor loading analysis, ensuring that all indicator loadings met acceptable thresholds. Reliability was tested using Cronbach's alpha and composite reliability values, with all constructs demonstrating reliability coefficients above the recommended cut-off values, indicating adequate internal consistency. These results confirmed that the instruments were valid and reliable for measuring motivation, supervision, training, and patient safety culture.

## RESULTS

**Table 1. Three Box Method Analysis of the Motivation Variable**

Item	Likert Scale				Total	Indeks	Category
	1	2	3	4			
1	0	110	88	6	204	127	Moderate
	0	220	264	24	508		
2	0	16	166	22	204	154,5	High
	0	32	498	88	618		
3	0	9	150	45	204	162	High
	0	18	450	180	648		
4	0	34	132	38	204	154	High
	0	68	396	152	616		
5	0	13	162	29	204	157	High
	0	26	486	116	628		
6	0	10	145	49	204	162,75	High
	0	20	435	196	651		
7	0	30	156	18	204	150	Moderate
	0	60	468	72	600		
8	0	25	162	17	204	151	Moderate
	0	50	486	68	604		
9	0	42	125	37	204	151,75	Moderate
	0	84	375	148	607		
10	0	13	151	40	204	159,75	High
	0	26	453	160	639		
Average Index of the Motivation Dimension						153,0	High

**Table 2. Three Box Method Analysis of the Supervision Variable**

Item	Likert Scale				Total	Indeks	Category
	1	2	3	4			
1	0	0	170	34	204	161,5	High
	0	0	510	136	646		
2	0	11	167	26	204	156,75	High
	0	22	501	104	627		
3	0	10	174	20	204	155,5	High
	0	20	522	80	622		
4	0	2	167	35	204	161,25	High
	0	4	501	140	645		
5	0	19	168	17	204	152,5	Moderate
	0	38	504	68	610		
6	0	6	167	31	204	159,25	High
	0	12	501	124	637		
7	0	2	173	29	204	159,75	High
	0	4	519	116	639		
8	0	25	146	33	204	155	High
	0	50	438	132	620		
9	0	9	160	35	204	159,5	High
	0	18	480	140	638		
10	0	41	126	37	204	152	Moderate
	0	82	378	148	608		
Average Index of the Supervision Dimension						157,3	High

**Table 3. Three Box Method Analysis of the Training Variable**

Item	Likert Scale				Total	Indeks	Category
	1	2	3	4			
1	0	39	151	14	204	146,75	Moderate
	0	78	453	56	587		
2	0	16	167	21	204	154,25	High
	0	32	501	84	617		
3	0	44	148	12	204	145	Moderate
	0	88	444	48	580		
4	0	13	169	22	204	155,25	High
	0	26	507	88	621		
Average Index of the Training Dimension						150,3	Moderate

## DISCUSSION

### Effect of Nurses' Motivation on the Implementation of Patient Safety Culture

The findings of this study indicate that nurses' motivation has a positive and significant effect on the implementation of patient safety culture. This result supports classical and contemporary motivation theories, particularly Maslow's hierarchy of needs, which posits that individuals are driven to perform optimally when their physiological, safety, social, esteem, and self-actualization needs are met. In the hospital context, motivated nurses are more likely to comply with patient safety standards, report incidents, and actively participate in safety improvement initiatives. (Objectives & Case, 2018)

These findings are consistent with previous studies by Wulandari (2019) and Nivalinda et al. (2013), which demonstrated that motivated nurses exhibit better safety-related performance and are more committed to implementing patient safety culture. Motivation acts as an internal driving force that shapes nurses' attitudes and behaviors toward safe care practices. (Lambrou et al., 2010) When nurses perceive recognition, support, and opportunities for professional growth, their engagement in patient safety activities increases, ultimately contributing to a stronger safety culture. From an organizational perspective, this finding highlights the importance of managerial strategies that enhance intrinsic and extrinsic motivation, such as recognition systems, career development opportunities, and a supportive work environment. Without adequate motivation, even well-designed patient safety programs may fail to be effectively implemented. (Disik et al., 2025; Vol, 2017)

### Effect of Supervision on the Implementation of Patient Safety Culture

This study also found that nursing supervision has a positive and significant effect on the implementation of patient safety culture. Effective supervision, particularly by head nurses, plays a critical role in ensuring that patient safety procedures are consistently applied in daily nursing practice. This finding aligns with supervisory theories that emphasize the roles of supervisors as planners, directors, coaches, and evaluators, as proposed by Kron (1987). (Tomlinson, 2015) Supervision serves not only as a control mechanism but also as a supportive and educational process. According to Suyanto (2008) and Sitorus & Panjaitan (2011), supervision provides guidance, feedback, and professional support that enable nurses to perform safely and confidently. (Zendrato, 2019) The significant influence of supervision in this study suggests that regular, structured, and constructive supervisory practices can strengthen nurses' adherence to patient safety standards and encourage open

communication regarding safety issues. However, the findings of the patient safety culture survey in this hospital revealed a discrepancy between strong managerial support and low incident reporting frequency. This suggests that supervision may not yet be optimally structured or consistently implemented.(Escher et al., 2017) Supervision that focuses solely on observation without feedback, reflection, or follow-up may limit its effectiveness in fostering a non-punitive safety culture. Therefore, strengthening supervisory competencies and standardizing supervision processes are essential for enhancing patient safety culture.(Bailey et al., 2016; Wingo et al., 2015)

### **Effect of Training on the Implementation of Patient Safety Culture**

The results further demonstrate that patient safety training has a positive and significant effect on the implementation of patient safety culture. Training equips nurses with the knowledge, skills, and attitudes required to deliver safe and high-quality care. This finding is consistent with the perspectives of Marquis and Huston (2006) and Bernardin (2003), who emphasized that structured training programs are fundamental to improving staff performance and professional competence. In the context of patient safety, continuous and well-planned training programs enhance nurses' understanding of safety protocols, incident reporting systems, and risk prevention strategies. This study confirms that training is not merely a formal requirement but a strategic investment in human resources that directly influences safety outcomes. However, the effectiveness of training depends on its relevance, continuity, and follow-up. Training that is not aligned with actual clinical needs or lacks evaluation may not lead to sustained behavioral change.(Baljoon et al., 2018)

The findings underscore the importance of conducting systematic training needs assessments and implementing follow-up evaluations to ensure that training outcomes are translated into daily practice. Continuous professional development, combined with motivation and supervision, creates a synergistic effect that strengthens patient safety culture within the hospital.(Gunawan et al., 2019)

## **CONCLUSION AND RECOMMENDATION**

Overall, this study demonstrates that motivation, supervision, and training are interrelated factors that significantly influence the implementation of patient safety culture. A comprehensive approach that integrates these three components is essential for fostering a sustainable safety culture. Hospital management should prioritize motivational strategies, strengthen supervisory systems, and design continuous, needs-based training programs to enhance nurses' performance in patient safety practices. These findings provide empirical evidence for hospital leaders to develop targeted interventions aimed at improving patient safety culture, particularly in inpatient care settings. Strengthening these organizational and human resource factors is expected to contribute to improved quality of care, reduced adverse events, and increased patient trust in healthcare services.

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