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Clinical Supervision with Nurses' Work Motivation in Hospital: A Survey Study

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ABSTRACT

Nursing care is a key component of quality healthcare services, ensuring patient satisfaction and meeting hospital needs. However, patient dissatisfaction could reduce the quality of nursing care, caused by low nurses' work motivation. Clinical supervision was a form of coaching that increased nurses' work motivation through formative, restorative, and normative functions. Therefore, this study aimed to identify clinical supervision and work motivation of nurses providing care in Regional General Hospital. A descriptive correlation design was adopted with a cross-sectional method. Data were collected through a survey of 98 impatient nurses selected using simple random sampling. The survey used questionnaires that measured clinical supervision and work motivation, and then bivariate test analysis was carried out with the Spearman rho test. The results showed a significant relationship between clinical supervision and nurses' work motivation ($p < 0.05$), with a strong relationship strength ($r = 0.637$). Furthermore, the highest clinical supervision and work motivation were formative and intrinsic, respectively. In conclusion, effective clinical supervision can increase nurses' work motivation during work and contribute to the quality of nursing care in the hospital. This study recommended the continuous implementation of clinical supervision by room managers on an ongoing basis. Strategies for developing clinical supervision for nurses are important to increase nurses' work motivation to have an effective impact on performance in hospital.

Keyword: Health Services, Inpatient, Mentoring, Motivation, Standard of Care

1. Introduction

Nursing care is among the essential services offered in hospitals, delivered by nurses to meet patients' healthcare needs (Purwasih, 2021) (Kementerian Kesehatan, 2023). According to a previous study, service quality can be improved by conducting early detection of service problems that occur (Rochmah & Ansyah, 2023). Problems in services can be determined through patient satisfaction assessments (Febres-Ramos & Mercado-Rey, 2020). However, previous results show that patient dissatisfaction is primarily attributed to low work motivation among nurses in providing care (Zaleha et al., 2022). Motivation is a psychological process that arises due to factors from both inside and outside a person (Bantam et al., 2024).

A previous study found that 45%, 32.9%, and 67.6% of nurses experienced low motivation (Vanchapo, 2021), poor motivation, and demoralization (Melissa et al., 2020) (Rizzo et al., 2023), respectively. Nurses' work motivation can increase or decrease due to extrinsic and intrinsic factors (Baljoon et al., 2018). The results of Oktopia et al. (2021) found that 77.3% of nurses' work motivation was low (Silitonga et al., 2020).

Jeo et al. (2023) reported that 35% of nurses attributed low work motivation to inadequate support from superiors and colleagues, 47.64% cited an unsupportive work environment as a contributing factor, and 60.7% expressed dissatisfaction with working conditions (Jeo et al., 2023). Data shows that intrinsic and extrinsic work motivation among nurses remains a challenge in completing work in hospitals. This challenge can be addressed by motivating head nurses to complete work through clinical supervision (Pusari, 2023). According to a previous study, nurses are continuously monitored and receive feedback, which leads to the development of professional skills (Hamilton et al., 2023). Meanwhile, clinical supervision provides opportunities for effective communication and reassuring colleagues, receiving feedback, and facilitating care issues (Pratama et al., 2020). The study data showed that 60.7% of nurses had poor supervision, contributing to job dissatisfaction. The results of the study conducted by Bugis (2022) showed that 54.3% of clinical supervision by the head nurses was categorized as good. However, 48% of nurses perceived the supervision as not optimal during task execution (Rusmianingsih et al., 2023).

An effective method of clinical supervision is through formative, restorative, and normative functions in clinical supervision (Mc Carthy et al., 2021). The results of Maulana & Halawa (2023) showed that formative clinical supervision presented communication problems among nurses, normative supervision showed insufficient oversight from room management. This resulted in 60% of patients complaining and restorative supervision problems found nurses lacking attention and empathy for patients. Ayuningtyas & Sulistyawati (2020) reported that clinical supervision of the head nurses had a significant effect on work motivation. Therefore, this study aims to identify clinical supervision and nurses' work motivation in hospitals.

2. Methods

2.1 Type of Study

A descriptive correlational design was used, with a cross-sectional method based on a survey study. The survey sampled a population using a questionnaire as the primary data collection tool.

2.2 Location and Time of Study

The location was the inpatient ward of a regional public hospital in Medan. This study was conducted from August 2024 to January 2025 to determine clinical supervision and work motivation of the caregiving nurses in hospital.

2.3 Population and Sample

The population of this study was 115 executive nurses who provided nursing care in inpatient rooms in hospital. The sample size used was a power analysis of 0.80 and $\alpha=0.05$ (Kim & Cho, 2022). Since no effect size value was found in the previous article, 0.30 was used based on the sample table by Polit & Beck (2018), resulting in 88 nurses. An additional 10% was added to account for potential dropout, resulting in a total sample of 98 nurses. The inclusion criteria were nurses providing care in inpatient care, permanent employee status, nurses who were willing to become respondents by signing informed consent, and had a minimum education of Diploma in Nursing. The exclusion criteria used were executive nurses who were on leave, those who had structural positions, and nurses who were not willing to participate in the study stages. The sampling method applied was simple random sampling, conducted through a straightforward random selection procedure.

2.4 Study Instruments

Clinical supervision and work motivation questionnaires were self-made based on various studies by Mc Carthy et al. (2021), Baljoon et al. (2018). Demographic data included name, age, gender, latest education, and length of service. Clinical supervision questionnaire for the independent variable contains three components, namely the formative, restorative, and normative aspects, each consisting of nine statement items. The number of questionnaires was 27 statement items, consisting of positive statements. A 5-point Likert Scale was used with answer choices of 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree. The measuring results were categorized as low, medium, and high, with ranges of 27-62, 63-98, and 99-135, respectively. Work motivation questionnaire was based on intrinsic and extrinsic motivation, each consisting of 15 statement items. The number of questionnaires was 30 statement items consisting of positive statements. A 5-point Likert Scale was used with answer choices of 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree. The measuring results were categorized as low, medium, and high with ranges of 30-69, 70-109, and 110-150, respectively.

2.5 Data Collection

A list of the names of the ward nurses was collected from the head of inpatient ward. Data were collected by coding each nurse who had been received from the hospital. The next step was to conduct randomization using a spin number generator based on each serial number. The serial number listed on the spin is a prospective respondent who was selected as a respondent in this study. An explanation of the purpose and process of collecting data was given to the prospective respondents. Nurses who agreed to participate in this study filled out a request form for willingness as a respondent. Subsequently, demographic data questionnaires, clinical supervision, and work motivation were presented in the questionnaire, and the data were analyzed with a computerised system.

2.6 Measurement

This study used a questionnaire containing purpose and benefits, an informed consent sheet, demographic data, clinical supervision questionnaire, and work motivation questionnaire. Validity was an important criterion for evaluating methods for measuring variables, used to measure whether a questionnaire was valid or not (Polit & Beck, 2018). Construct validity for the independent and dependent variable questionnaires, which measured clinical supervision and work motivation of caregiving nurses in hospitals, was assessed using the content validity test by comparing the r table value of 0.361 with the calculated r value. The degrees of freedom, determined by the formula n minus 2, resulted in 28 based on a sample of 30 nurses using a 5% level of significance. The results obtained for clinical supervision questionnaire and work motivation were 1. Therefore, the questionnaire used was declared valid, reflecting precision and consistency in evaluating nurses. The reliability test served as a tool to assess the consistency of the questionnaire's variable indicators. A questionnaire was reliable when a respondent's answer to a question was consistent over time (Polit & Beck, 2018). The results of the reliability test on 30 nurses for clinical supervision questionnaire obtained Cronbach alpha = 0.962, while nurses' work motivation was 0.956.

2.7 Analysis Methods

The analysis conducted in this study used descriptive methods, where age and length of service were assessed using mean values, while gender and education level were analyzed based on categorical data. The Spearman Rho test was used for vicariate analysis because the data was not normally distributed.

2.8 Ethical Clearance

Data collection proceeded after obtaining permission from prospective respondents through an informed consent sheet. When prospective respondents expressed willingness, a questionnaire was directly provided, containing explanations, objectives, benefits of the study, and relevant question items. This study passed the ethical test from the University of North Sumatra with number 1385/KEPK/USU/2024.

3. Results

The results of the study showed that the average age of nurses was 43 years, and the majority were female, accounting for 94.9%. The education level of most nurses was diploma (63.3%), with an average length of work of 15 years in the hospital at this time (Table 1).

Table 1 Distribution of nurses' demographic data (n=98)

Characteristics	f	%
Age	Mean 43.37	
Gender	5	5.1
Male	93	94.9
Female		
Level of Education	62	63.3
Diploma	36	36.7
Professional nurses		
Length of service	Mean 15.74	

The distribution of clinical supervision in this study was mostly in the high category at 82.7%. The data showed that clinical supervision carried out by the head of the room was very good. Furthermore, the highest

clinical supervision was formative at 85.7%, followed by normative and restorative, at 78.6% and 67.3%, respectively (Table 2).

Table 2 Distribution clinical supervision (n=98)

Clinical Supervision	f	%
Medium	17	17.3
High	81	82.7
Formative		
Medium	14	14.3
High	84	85.7
Restorative		
Medium	32	32.7
High	66	67.3
Normative		
Medium	21	21.4
High	77	78.6

The distribution of nurses' work motivation had the highest value at 79.6%. The highest work motivation was intrinsic, at 95.9%, compared to extrinsic, which was 92.9%, as shown in Table 3.

Table 3 Distribution of nurses' work motivation (n=98)

Work Motivation	f	%
Medium	20	20,4
High	78	79,6
Intrinsic		
Medium	4	4.1
High	94	95.9
Extrinsic		
Medium	7	7.1
High	91	92.9

The result showed a significant relationship between clinical supervision and nurses' work motivation in hospitals with a p-value of 0.000. Clinical supervision had a high relationship strength of 0.637 with work motivation, as shown in Table 4. The data showed that clinical supervision conducted by the head of the ward could increase nurses' work motivation in the hospital.

Table 4 Clinical supervision with nurses' work motivation in hospitals

	Correlation	Sig. (2-tailed)
Supervision clinical	1.000	0,637
Work motivation	0.637	0,000

4. Discussion

This study was conducted to identify clinical supervision with nurses' work motivation in hospitals. Formative clinical supervision in the study showed the strongest relationship to the improvement of nurses' clinical competence. This improvement was a way for head nurses to increase intrinsic and extrinsic motivation to work in inpatient settings. The result remained consistent with a statement based on Proctor's theory, which underlined the importance of coaching-based clinical supervision for enhancing professional competence (Mc Carthy et al., 2021). High clinical supervision, specifically the formative and normative aspects, has been shown to help nurses improve service quality. According to Hamilton et al. (2023), clinical supervision can develop professional skills and support service standards.

In this study, the restorative aspect had the lowest value compared to others. For example, nurses felt less comfortable expressing emotions with supervisors. The result shows that clinical supervision of the head nurses requires attention. A decrease in this function has an impact on nurses' job dissatisfaction, which affects patient satisfaction. Suboptimal restorative supervision can affect morale by up to 57%. Restorative supervision aims to provide emotional support and is important in preventing burnout. Furthermore, a lack of

restorative aspects can affect nurses' psychological well-being. Restorative supervision plays a role in providing emotional and physical support to nurses, which has a direct impact on the ability to cope with work stress. The development of supervision training that focuses on restorative aspect is a strategic step to improve the quality of nursing services (Silitonga et al., 2020). This result is consistent with the result of Caron and Markusen (2020), which examined clinical supervision by nurses' managers and its effect on the quality of nursing services.

A significant relationship was found between clinical supervision and nurses' work motivation, with a strong relationship strength. Another study from Ayuningtyas & Sulistyawati (2020) showed a significant relationship between supervision of the head of the room and nurses' motivation, with a strong relationship. These results showed that the better the supervision provided, the higher the motivation of nurses to carry out care. Consistent with the report of Abdul Rachman & Dian Ellina (2024), good supervision can increase nurses' motivation, which serves as a catalyst to improve the quality of nursing care documentation. The data shows that nurses who feel supported by supervision tend to have higher motivation in carrying out care tasks. This corresponds with other statements suggesting that structured clinical supervision enhances nurses' motivation and positively influences the improvement of nursing competence. Puspitasari et al. (2020) stated that clinical supervision in hospitals had a positive impact on nurses' competence. Other studies supported that less than optimal supervision could lead to decreased work motivation (Jeo et al., 2023).

Previous studies have shown that low work motivation is often caused by a lack of rewards and poor supervision (Oyoh et al., 2022; Vanchapo, 2021). Good clinical supervision increases work motivation of nurses providing care in hospitals. Nurses' work motivation tends to be in the medium to high category. The results of this study, based on questionnaire items, showed that intrinsic motivation was present among nurses, supported by the responsibility and autonomy provided in decision-making. Extrinsic motivation refers to the sense of comfort nurses experience in the workplace and the support provided by leadership in carrying out assigned duties. The results of this study showed that work motivation among nurses was high, with intrinsic factors playing a more prominent role than extrinsic factors. Elements such as responsibility and recognition contributed to intrinsic motivation, while supervision and working conditions supported extrinsic motivation. The study data showed that nurses were motivated to work due to internal strengths.

Jariah et al. (2022) reported that nursing supervision significantly affects nurses' work motivation, which has an impact on job satisfaction. Supervision proves to be a key factor in developing work environment that motivates nurses. Kurniawati et al. (2023) stated that supervision had a significant relationship with nurses' motivation in documenting nursing care. This study found that good supervision could increase nurses' motivation to provide quality care and improve nursing documentation. Other data from Ta et al. (2024) showed that nurses with positive perceptions of supervision had high motivation in nursing care documentation. The study showed an increase in nursing care documentation from 25.7 to 71.4% after clinical supervision. Based on this result, supervision was found to improve motivation, performance, and quality of nursing care. Supervisors foster a conducive work environment to increase nurses' motivation. Ward leaders empower nurses to participate in decision-making, offer specific and relevant feedback, and provide positive emotional support, while supporting the improvement of professional nursing practice standards.

5. Conclusion

In conclusion, clinical supervision and work motivation of nurses providing care in hospitals have a significant relationship with a strong correlation. Clinical supervision for nurses is mostly in the high category, specifically in the formative aspect. However, restorative aspect still needs more attention due to the relatively low level. Nurses' work motivation was predominantly categorized as high, primarily driven by intrinsic factors. Regular clinical supervision from the head of the ward is needed to increase nurses' work motivation. Nurses who are motivated due to clinical supervision can improve and develop competence, which has an impact on job satisfaction in hospital. In general, well-cultured clinical supervision in work environment leads to good work behavior.

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Author Contribution

The authors contributed to the study, data collection, design, data analysis, and interpretation of results. The authors contributed to preparing the manuscript.

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Conflict of Interest

The authors declare no competing interests.

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