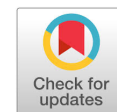


# Optimizing Nursing Supervision to Improve the Quality of Nursing Services in Makassar



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Journal of Nursing Management and Practice

Volume 1(1), 01-10, ©The Authors (2025)

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## Article Info

## ABSTRACT

**Manuscript Received:** 10 Feb, 2025

**Revised:** 10 Mar, 2025

**Accepted:** 25 Mar, 2025

**Date of Publication:** 30 Mar, 2025

**Volume:** 1

**Issue:** 2

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**Introduction:** Nursing services are a crucial component of hospital service quality because they directly relate to patient safety, comfort, and satisfaction. However, a study conducted in the Class 1 Aster Ward, Pelamonia Hospital, Makassar, showed that nursing supervision was not optimal due to the lack of a routine schedule, the lack of standardized instruments, and the lack of formal supervision training for nurses.

**Objective:** This study aims to describe the optimization of nursing supervision to improve the quality of nursing services in the Class 1 Aster Ward, Pelamonia Hospital, Makassar.

**Method:** This study used a descriptive approach with a nursing management case study design. The study subjects consisted of ward heads, team leaders, and 12 nurses, with 11 nurses involved in the implementation phase. Data collection was conducted through observation, interviews, documentation review, and pre- and post-test questionnaires.

**Result:** showed that supervision implementation was still situational, not systematically documented, did not use standardized instruments, and was not supported by specific training. The evaluation showed an increase in nurses' knowledge, with the good category increasing from 0% to 36.4%, and the knowledge category of "poor" was no longer found after the intervention.

**Conclusion:** Summarize the dissemination of nursing supervision is effective as an initial step in improving nurses' managerial understanding and supporting improvements in the quality of nursing services. Follow-up actions, such as the implementation of SOPs, standardized supervision instruments, and ongoing training, are needed to optimize supervision implementation.

**Keywords:** Nursing supervision, nursing service quality, nursing management, hospital, supervision SOP,

## INTRODUCTION

Nursing services are a crucial part of the hospital service system because they directly relate to patient safety, comfort, and satisfaction (1). Good quality nursing care is an indicator of successful healthcare services and a reflection of the quality of hospital management (2). Therefore, hospitals are required to ensure that every nursing procedure is provided professionally, safely, effectively, and according to standards (3)(4). However, in practice, the quality of nursing services remains a challenge that requires serious attention because it directly impacts the patient's experience during treatment (5)(6).

Several studies indicate that the quality of nursing services in Indonesia is still suboptimal. In Central Java, good quality nursing services reached 95% with a patient satisfaction rate of 63.2%; in Manado City, it was 75% with a patient satisfaction rate of 73%; while in West Sumatra, good quality

nursing services were only 55.8% with a patient satisfaction rate of 53%. (7) In general, good quality nursing services in Indonesia reached 70.1% with a patient satisfaction rate of 64.3% (8)(9). This condition shows that the quality of nursing services has not fully met patient expectations, which can have an impact on patient safety, the incidence of nosocomial infections, and decreased trust in hospital services (10)(11).

The low quality of nursing services is influenced by various factors, one of which is the suboptimal competence of nurses in providing nursing care (12) (3). According to SNARS 2017, hospitals must ensure that nurses have adequate competence and conduct regular performance evaluations. One effort that can be made to maintain and improve the quality of these services is through nursing supervision. Previous research has shown that effective supervision can improve nurses' motivation, performance, and the quality of care provided to patients (13).

Although supervision plays a crucial role, its implementation in the field is still not optimal. Interviews and observations in the Class 1 Aster Ward of Pelamonia Hospital Class II Makassar indicate that nursing supervision is not conducted routinely, does not have a fixed schedule, and lacks assessment instruments, guidelines, or documentation of supervision results. This situation aligns with several studies that found that supervision is often conducted situationally, without clear evaluation and feedback (14). This gap highlights the need for an assessment of supervision implementation as part of efforts to improve the quality of nursing services.

Based on these conditions, this study was conducted to assess the implementation of supervision in improving the quality of nursing services in the Class 1 Aster Ward of Pelamonia Class II Hospital, Makassar. This study is expected to provide a concrete picture of the implementation of supervision in the ward, as well as provide input for hospital management in developing more structured policies, guidelines, and supervision evaluation systems. Therefore, the results of this study are expected to contribute to improving the quality of nursing services and patient satisfaction on an ongoing basis.

## **METHOD**

This study used a descriptive approach with a nursing management case study design. This approach was chosen to provide an in-depth overview of the implementation of nursing supervision in an effort to improve the quality of nursing services in the Class 1 Aster Ward, Pelamonia Class II Hospital, Makassar. This case study focused on identifying nursing managerial issues, analyzing needs, prioritizing problems, developing an action plan, implementing it, and evaluating the results of activities carried out in the ward.

The study was conducted in the Class 1 Aster Ward, Pelamonia Class II Hospital, Makassar in December 2025. The subjects were the nursing staff working in the Aster Ward, consisting of the ward head, team leader, and nurses. There were 12 nursing staff in the ward, while 11 nurses participated in the implementation activities. In addition, supporting data on service quality was obtained from the assessment of nine patients treated in the ward. Subjects were selected purposively, based on the nurses' direct involvement in the supervision and nursing services in the ward.

Data collection was conducted through interviews, observations, documentation reviews, and questionnaires. Interviews were conducted with ward heads, team leaders, and nurses to obtain information regarding the understanding, implementation, obstacles, and follow-up of nursing supervision. Observations were conducted to assess the condition of facilities and infrastructure, the completeness of ward facilities, supervision documentation, and the implementation of nursing services to patients. Documentation reviews included data on staffing, education level, length of service, training

history, patient visit data, and ward service quality documents. Furthermore, nurses' knowledge of supervision was measured using pre-test and post-test questionnaires before and after the outreach activities.

Data analysis was conducted descriptively through the stages of ward situation assessment, nursing staff needs analysis using the Gillies formula, SWOT analysis, problem identification, and problem prioritization using a scoring method. Based on the analysis, it was found that the implementation of nursing supervision in the Aster Ward was suboptimal due to the lack of a fixed schedule, the lack of available supervision instruments, and the nurses' lack of training related to supervision. The intervention included disseminating nursing supervision assessments to improve the quality of nursing services using the nursing supervision SOP.

The activity was implemented offline for two days, namely on December 22–23, 2025, involving 3 presenters and 8 facilitators. The activity was carried out at each shift change so that all nurses could participate in the socialization. Evaluation was carried out in two stages, namely process evaluation and outcome evaluation. Process evaluation assessed the implementation of activities according to plan, while outcome evaluation was carried out by comparing the level of nurses' knowledge before and after the socialization. The evaluation results showed an increase in nurses' knowledge regarding nursing supervision after the intervention was carried out, so this activity can be one of the efforts to support the improvement of the quality of nursing services in the Class 1 Aster Ward of Pelamonia Class II Hospital, Makassar.

## **RESULTS**

Based on the results of the nursing management assessment in the Class 1 Aster Ward at Pelamonia Hospital Class II Makassar, it was found that this ward is an inpatient unit with a capacity of 16 treatment rooms and 21 beds. Data on inpatient visits during the September–November 2025 period showed a total of 243 patients, indicating that the Aster Ward has a relatively high service load. In terms of staffing, the ward has 12 nursing staff, consisting of one ward head, two team leaders, and nine nurses. Based on educational level, the majority of the nursing staff have a Diploma III (58.3%), while in terms of length of service, the majority of nurses have more than five years of work experience (58.3%). All nurses also reported having received additional education or training.

The results of the nursing staff needs analysis using the Gillies formula indicate that the number of nurses needed in the Aster Ward is 13, while the current number of available staff is only 12. This indicates a shortage of one nurse, potentially impacting the workload and the effectiveness of nursing service supervision. Observations of the facilities and infrastructure revealed that the general environmental conditions of the wards were quite good, with bright lighting, adequate ventilation, clean floors, clean water, and a functioning waste disposal system. However, several deficiencies were identified, such as an incomplete organizational structure, a lack of antiseptic bottles, patient registration boards, and medical equipment such as mercury blood pressure monitors.

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**Table 1.** Distribution of Nursing Personnel Based on Education Level in Class 1 Aster

No	Education	Number	Percent (%)
1	Master's Degree (S2)	1	8,3
2	Nursing	2	16,7
3	Bachelor's Degree (S1)	2	16,7
4	Diploma III (DIII)	7	58,3
Total		12	100

Source: Secondary Data

The table above shows the level of education of nurses in the Aster room, namely Bachelor's Degree (8.3%), Nurse (16.7%), Bachelor's Degree (16.7%) and Diploma III (58.3%).

**Table 2.** Distribution of Nursing Personnel Based on Length of Service in Class 1 Aster Wards in 2025

No	Length of Service	Total	Percent (%)
1	> 5 years	7	58,3
2	< 5 years	5	41,7
Total		12	100

Source: Secondary Data

Based on the table above, the majority (58.3%) of nursing staff in the Aster Room have work experience of > 5 years.

**Table 3.** Distribution of Nursing Personnel Based on Training Received in the Aster Class 1 Ward 2025

No	Training	Total	Percentage (%)
1	Have received training	12	100
2	Never received training	0	0
Total		12	100

Source: Secondary Data

Based on the table above, all nursing staff in the Aster Room have received additional education or training. Based on interview data, nurses stated that they have participated in training, either directly facilitated by the hospital or independently. Nurses also stated that the hospital still allows them to continue their education or participate in training, and in this case, nurses still retain their rights.

Regarding nursing supervision, interview results indicated that the ward heads, team leaders, and nurses understood the concept of supervision as a direct and continuous monitoring and coaching activity. This indicates that cognitively, nursing staff have a fairly good basic understanding of supervision. However, in terms of implementation, supervision in the Aster Ward has not been optimal. Supervision has been conducted, but its implementation has not been routinely scheduled, is still situational, does not have a clear time target, and is not supported by standard supervision instruments or formats. Furthermore, nurses in the ward also revealed that they have never received formal training specifically regarding nursing supervision.

Other findings indicate that although previous supervision was always accompanied by feedback from supervisors, follow-up actions still depended on field conditions. These actions typically took the

form of warnings, briefings, or transfers, but these were not systematically documented. The SWOT analysis identified several supporting factors, including good collaboration between educational institutions and hospitals, opportunities for nurses to continue their education, and opportunities to develop SOPs tailored to hospital needs. The main inhibiting factors included the lack of a regular supervision schedule, the lack of a standardized supervision guide format, and the lack of specific supervision training for nurses.

In the implementation phase, the activity began with a pre-test, followed by the presentation of supervision socialization materials, and concluded with a post-test. During the activity, most participants appeared to actively participate in the process, listening to the materials, participating in discussions and sharing experiences related to supervision. However, some participants were unable to fully participate due to ongoing service demands. This situation indicates that nurses' workload is a barrier to implementing the quality improvement program in the ward.

The evaluation results showed an increase in nurses' knowledge regarding nursing supervision. Before the socialization, most participants were in the sufficient knowledge category, namely 10 people (91%), and 1 person (9%) was in the poor category, while no participants were in the good category. After the socialization, the post-test results showed an increase, namely 4 people (36.4%) were in the good category and 7 people (63.6%) were in the sufficient category, and there were no more participants in the poor category. These results indicate that the intervention provided was able to improve nurses' knowledge regarding supervision, although not all participants reached the good category. Thus, the problem of nursing supervision in the Aster Room can be said to be partially resolved.

## **DISCUSSION**

### **Commitment**

The results of the study indicate that conceptually, nursing staff in the Aster Ward understand supervision as a direct and continuous monitoring and coaching activity. This finding aligns with the theory that supervision is part of the nursing management function, particularly at the actuating and controlling stages, which aims to direct staff to work effectively, efficiently, and according to standards (15). Furthermore, supervision is a process of evaluating an individual's ability to carry out their duties and responsibilities (16). Therefore, from a cognitive perspective, there is a congruence between the case situation and theory, as nursing staff already have a basic understanding of the purpose of supervision.

However, when viewed from an implementation perspective, conditions in the Aster Room still demonstrate inconsistencies with hospital accreditation theory and standards. Theoretically, supervision should be carefully planned, have a structured schedule, use standardized assessment instruments, and be implemented objectively and documented. In this case, supervision is still conducted situationally, lacks a fixed schedule, does not use a standardized assessment format, and is not systematically documented. This situation indicates that the direction and supervision functions are not functioning optimally. This inconsistency is also not in line with the SNARS KKS 13 and KKS 15 standards, which emphasize the importance of nursing staff competency and routine performance evaluation based on clinical guidelines. The main problem identified in this case is the suboptimal implementation of nursing supervision. Theoretically, this problem falls within the domain of nursing management, specifically the direction and supervision functions.

The evaluation results showed an increase in nurses' knowledge after the socialization. Before the intervention, most nurses had sufficient knowledge, while some participants still had insufficient

knowledge. After the intervention, no participants were in the insufficient category, and some had improved to the good category. This change indicates that the supervision socialization had a positive impact on nurses' cognitive domain. However, because most participants remained in the sufficient category, the problem was deemed partially resolved. This means that the intervention has yielded good initial results, but further follow-up is needed to enable changes in knowledge to develop into tangible changes in attitudes and supervisory practices in the ward.

From an Evidence-Based Practice Nursing (EBPN) approach, this intervention supports the principle that dissemination of knowledge, development of work guidelines, and regular supervision can improve the quality of nursing care. The use of SOPs in the socialization is one of the intervention's strengths, as nurses not only receive information verbally but also have a written reference for use in practice. Scientifically, structured clinical supervision has been shown to improve the quality of documentation, adherence to standard operating procedures, and the competence of nurses. Therefore, the results of this intervention provide a strong enough basis for hospital management to continue the program in the form of regular training, supervision workshops, the preparation of official regulations, and the implementation of a regular supervision schedule.

The nursing implications of this case encompass three aspects. Practically, nurses need to consistently implement supervision to maintain quality of care. Educationally, supervision training needs to be integrated into staff competency development to enhance nurses' cognitive, affective, and psychomotor skills. Management-wise, hospitals need to provide regulations, assessment instruments, and a standardized supervision documentation system to ensure a more objective, measurable, and sustainable staff development process. Optimizing nursing supervision, therefore, not only improves nurses' knowledge but also has the potential to improve service quality, patient satisfaction, and patient safety in hospitals.

## **CONCLUSIONS**

Based on the results of the nursing management practice regarding the optimization of supervision in the Class 1 Aster Ward of Pelamonia Class II Hospital, Makassar, it can be concluded that nursing supervision in the ward is still not running optimally. The assessment results, through observation, interviews, and documentation review, indicate that the ward head, team leader, and nurses have a fairly good basic understanding of supervision as a direct and continuous process of monitoring, coaching, and directing.

However, from a managerial perspective, its implementation remains situational due to the lack of a routine supervision schedule, the lack of standard instruments or formats, and the lack of specific formal training for nursing staff. To address these issues, an intervention was implemented in the form of socialization of nursing supervision implementation guidelines through knowledge dissemination, material delivery, drafting of standard operating procedures (SOPs), and interactive discussions involving all nursing staff in the ward. The evaluation results showed an increase in nurses' knowledge after the socialization, indicated by an increase in the good knowledge category from 0% to 36.4%, and the elimination of the poor knowledge category. These findings demonstrate that supervision socialization is an effective initial step in improving staff managerial understanding. Thus, planned, scheduled supervision supported by standard instruments is very necessary to improve the quality of nursing services, nurse performance, and patient safety.

The study also identifies critical gaps and proposes areas for further investigation, underlining the need for continuous research and refinement of existing models or interventions. As such, this research

serves not only as a standalone contribution but also as a foundation for subsequent inquiries aiming to deepen our understanding of the topic.

### **AUTHOR'S CONTRIBUTION STATEMENT**

All author contribute to drafting and revision this manuscript

### **CONFLICTS OF INTEREST**

No. conflict of interest

### **FUNDING SOURCES**

No. Funding

### **ACKNOWLEDGMENTS**

The authors would like to express their sincere gratitude to Ibnu Sina Hospital for participating in this research.

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