

## The Relationship Between Ward Head Supervision and Nurse Performance in Nursing Care Documentation: a Cross-Sectional Study

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### ARTICLE INFO

*Keywords:* Nurse Care, Ward Head, Nurse Performance, Documentation, Supervision

*Received :* 14, October

*Revised :* 26, October

*Accepted:* 25, November

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### ABSTRACT

This study aims to analyze the relationship between head nurse supervision and nurse performance in documenting nursing care. Using a cross-sectional design, the research involved 120 nurses selected through total sampling. Data analysis included univariate and bivariate methods, yielding a p-value of 0.000 and an OR of 5.538, indicating a significant relationship between supervision and nurse performance. The findings highlight the importance of effective supervision in improving nursing care documentation at Gunung Maria Tomohon General Hospital. This study recommends utilizing the results as educational material for nursing students to enhance their knowledge of nursing care practices.

## **INTRODUCTION**

The head of the inpatient ward is very important for hospital services because they are responsible for managing services according to the existing conditions (Maryani et al., 2024). One of the functions of the head of the department is to act as a leader who performs the controlling function for their subordinates. One of the control functions is to supervise subordinates' performance over the period of time targeted by the management (Herawati et al., 2021). Supervision by the head of the ward is not meant to find faults with nurses, but rather to reward performing nurses by giving praise or gifts to enhance their motivation when they carry out their duties well (Nawangwulan et al., 2021).

The implementation of good supervision by the head of the ward will impact the performance of the executing nurses. Therefore, hospitals must strive to improve the performance of their nurses, including enhancing performance and increasing nurse motivation through supervision training such as policy-making and training (Prima, (2020); Oxyandi et al., (2019)). Supervision activities that are not carried out properly can affect the performance of implementing nurses and lead to decreased or suboptimal healthcare services. This can result in unexpected incidents that are contrary to patient safety. Good guidance from a supervisor can result in effective and efficient cooperation among staff because it serves to enhance staff abilities and skills, foster a sense of ownership and job satisfaction, and create a work environment that can boost motivation and work performance (Sembiring, 2020).

World Health Organization (WHO) shows that Indonesia is among the five countries with the worst nurse performance. A minimum service standard established by the Ministry of Health of the Republic of Indonesia in 2008 stipulates that the satisfaction of healthcare service recipients should be at least 90% (Rahmadhani et al., 2024). Nurse productivity data in terms of performance has proven to decline due to the lack of work motivation among nurses (Nisa et al., 2019). One of the factors most often experienced by every worker is the workload, which increases along with the company's progress (Afiqah et al., 2021). Based on the data obtained, the number of nurses at Gunung Maria Hospital Tomohon is 130 nurses. Nurses with a D3 education amount to 117 people and those with a Ners education amount to 13 people, with a total of 183 beds for all rooms. BOR data reached 86%, AVLOS reached 6 days, and TOI reached 3 days (Rekam Medis RS Gunung Maria Tomohon, 2024).

Supervision is one of the factors related to nurse performance that aims to directly assist subordinates so that they have sufficient resources to complete tasks or work well (Maulani & Dasuke, 2016). The head of the ward who performs their management duties well has the ability to improve the quality of nurses in the inpatient ward (Hayati et al., 2022). The study of Sidabutar et al., (2024) shows that the management function of the head of the ward affects the quality of nursing services at RS Jiwa Prof. DR. Muhammad Idrem Medan. The head of the ward who performs their duties in implementing the nursing

management process to achieve satisfactory results from patients improves the quality and standard of health services.

The study by Nurhidayati et al., (2023), stating that in the Inpatient Ward of Jati Padang Regional General Hospital, there is a correlation between the performance of implementing nurses and the supervision of the head of the ward. Similarly, with the research from Fauziah & Budi, (2023) shows that there is a correlation between the performance of implementing nurses and the supervisory function of the head of the ward in the Inpatient Room of Cut Meutia Hospital, North Aceh. This indicates that the performance of implementing nurses in terms of nursing care is better when the head of the ward provides better supervision.

The purpose of this research is to analyze the relationship between head nurse supervision and nurse performance in documenting nursing care in the Inpatient Room of Gunung Maria General Hospital Tomohon.

## **THEORITICAL REVIEW**

### ***Supervision in Nursing***

Supervision plays a critical role in nursing management, ensuring the quality and efficiency of healthcare services. Effective supervision involves guiding, supporting, and evaluating nurses to optimize their performance. Supervisory practices include clear communication, providing resources, regular feedback, and addressing challenges faced by nurses. According to Herzberg's Two-Factor Theory, supervision is a hygiene factor that prevents job dissatisfaction and indirectly influences motivation, which is essential for performance improvement.

### ***Ward Head Supervision***

The ward head, or head nurse, acts as a direct supervisor responsible for ensuring that nursing care meets professional standards. Key functions include:

- a) Administrative Supervision: Monitoring compliance with hospital policies and procedures.
- b) Educational Supervision: Providing training and fostering skill development.
- c) Supportive Supervision: Encouraging teamwork, resolving conflicts, and addressing workload issues.

Supervision from the ward head is critical in creating a supportive work environment, which directly affects nurses' ability to perform their duties effectively, particularly in documenting nursing care.

### ***Nurse Performance in Nursing Care Documentation***

Nursing care documentation is an integral part of healthcare, ensuring continuity, safety, and quality of patient care. Accurate and timely documentation reflects the quality of nursing care provided and is essential for legal, professional, and ethical accountability. Factors affecting performance in documentation include:

- a) Knowledge and skills.
- b) Workload and time constraints.
- c) Availability of resources and tools.
- d) Supervisory support and guidance.

## **METHODOLOGY**

### ***Type of Research***

The type of this research is a quantitative study that is observationally analytical using a cross-sectional study design.

### ***Place and Time of Research***

This research was conducted in the Inpatient Ward of Gunung Maria Tomohon General Hospital. The research was conducted in September 2024.

### ***Subject of Research***

As the subjects in this study, all nurses in the Inpatient Ward of Gunung Maria Tomohon General Hospital, totaling 120 nurses spread across all Inpatient Wards. The sampling technique used was NPS, and the sample used was total sampling, which amounts to 120 implementing nurses. The head of the room was not included in this study and is part of the exclusion criteria.

### ***Instrument***

The implementation of supervision in the form of a questionnaire with a total of 23 questions, with answer choices using a Likert scale, where "Strongly Agree" is given a score of 4, "Agree" is given a score of 3, "Disagree" is given a score of 2, and "Strongly Disagree" is given a score of 1. The highest score is 92 and the lowest is 23. To assess the performance of nurses, an observation sheet is used that includes components of nursing care such as assessment, diagnosis, intervention, implementation, and evaluation, with a total of 30 assessment items in the form of a checklist with Likert scale answer choices: "No" scored 1, "Rarely" scored 2, "Sometimes" scored 3, "Often" scored 4, "Always" scored 5. The highest score is 150 and the lowest score is 30.

### ***Data Analysis***

The data for this research uses univariate and bivariate data. Univariate data includes respondent characteristics (age, education, length of service) as well as research variables (ward head supervision and nurse performance), while bivariate data is used to examine the relationship between independent and dependent variables using the Chi Square test. The data for this research is analyzed using the SPSS 27 program. OR (Odds Ratio) is used to assess the likelihood of the relationship between different variables. Meanwhile, the CI (Confidence Interval) serves as a population parameter estimated from a sample with a fixed probability that has been predetermined (known as the confidence level) that the range of values is accurate.

***Etical Clearence***

This research has passed the hospital ethics committee, and before being conducted, the proposal documents were checked for completeness and feasibility, and thereafter declared eligible to proceed to the research stage with the number: 464/KEPK/RSGM/IX/2024.

**RESULTS AND DISCUSSION**

Based on the research results, the following data were obtained:

***Respondent Characteristics***

Table 1. Characteristics of Respondents and Research Variables (n=120)

<b>Characteristics</b>	<b>n</b>	<b>%</b>
Age		
20-30 Years Old	54	45
31-40 Years Old	39	32,5
>40 Years Old	27	22,5
Education		
Diploma Three	69	57,5
Ners	51	42,5
Length of working		
< 5 Year	54	45
> 5 Year	66	55

Table 1 shows that the age category of 20-30 years has 54 respondents (45%), the age category of 31-40 years has 39 respondents (32.5%), and the age category above 40 years has 27 respondents (22.5%). The highest education level among respondents is Diploma Three with 69 respondents (57.5%) and the Professional Nurse education level with 51 respondents (42.5%). The majority of respondents have more than 5 years of work experience with 66 respondents (55%) and less than 5 years with 54 respondents (45%).

***Univariate Analisis***

Table 2. Frequency Distribution of Independent and Dependent Variables

<b>Variable Independent</b>	<b>n</b>	<b>%</b>
Ward Head Supervision		
Effective	67	55,8
Less Effective	53	44,2
<b>Variable Dependent</b>	<b>n</b>	<b>%</b>
Nurse Performance		
Good	79	65,8
Not Good Enaough	41	34,2

Based on Table 2, it can be explained that for the variable of head nurse supervision, in general, it is effective for 67 respondents (55.8%), and less effective for 53 respondents (44.2%). Meanwhile, for the variable of nurse performance, the majority have good performance, with 79 respondents (65.8%) and less good performance with 41 respondents (34.2%).

**Bivariate Analisis**

Table 3. Cross Tabulation of Independent and Dependent Variables

Variable	Nurse Performance				Total		p	OR	95% CI	
	Good		Not Good Enough		n	%				
Supervision	n	%	n	%	n	%	0,00	5,53	2,424	-
Effective	55	45,8	12	10	67	55,8				
Less effective	24	20	29	24,2	53	44,2				
Total	79	65,8	41	34,2	120	100				

The explanation of Table 3 is that out of 67 respondents with an assessment of effective supervision, there are 55 respondents who performed well (45.8%) and 12 respondents who performed poorly (10%). Meanwhile, out of 53 respondents who assessed supervision as less effective, there are 24 respondents who performed well (20%), and 29 respondents who performed poorly (24.2%).

The results of the cross-tabulation obtained a significance value of 0.000 ( $\alpha=0.05$ ), indicating that there is a relationship between the supervision of the head of the ward and the performance of nurses in the Inpatient Room of Gunung Maria General Hospital Tomohon. The research results also obtained an OR (Odds Ratio) value of 5.538, which means that if the head nurse's supervision is effective, there will be a 5-6 times higher chance of nurses performing well, and vice versa. The results of this study also have a 95% CI (Confidence Interval) value of (2,424-12,652).

Based on the research results, it shows that there is a relationship between the head nurse's supervision and the nurses' performance in documenting nursing care in the Inpatient Room of Gunung Maria General Hospital Tomohon. This is evidenced by the data collection results which state that the majority (55.8%) of head nurse supervision is effective and the nurses' performance is generally good (65.8%), thus it can be said that there is a positive relationship between the head nurse's supervision and the nurses' performance.

The results of this study are in line with Kusumawati, (2022) where the research results concluded that in IRNA I RSUD dr. Saiful Anwar Malang, there is a significant relationship between nurse supervision and the completeness of nursing assessment documentation in accordance with nursing care standards. Improving nurses' skills in documenting patient nursing care does not depend on the supervisor's ability, in this case, the head of the room, to carry out supervision properly, as well as the improvement of the nurses' self-ability.

According to the theory from (Nursalam, 2017), Supervision is a type of nursing management activity aimed at implementing and improving the services provided to patients and families. Supervision activities focus on the needs, skills, and abilities of nurses to perform their tasks. Supervision is not about finding faults but about the personal development of nurses. The theory presented by (Silalahi, 2021), supervision is the evaluation of a manager's work

on their subordinates to improve the quality and quantity of work, thereby enhancing motivation and job satisfaction. Supervision is conducted to understand how the work process is progressing, identify emerging problems, and improve job satisfaction.

Likewise with the research results Supriyati, (2023) which states that nursing supervision and the performance of inpatient nurses are closely related. Good supervision improves nurse performance because nurses receive oversight and guidance to maintain and enhance the quality and productivity of their work. According to Soliha et al., (2023), there is a relationship between the supervision of the head nurse and the performance of nurses in providing nursing care. To improve the performance of nurses in providing nursing care, the researcher should subsequently provide an intervention in the form of training..

Another method used by Wanti et al., (2023) which uses the 4S model with CPPT at RSU Universitas Riau, concluded that there is a relationship between the preparation, implementation, and evaluation phases of clinical supervision and nurse performance. Prima, (2020) stating that there is a significant correlation between the performance of implementing nurses and the supervision variable. It is important to understand that good supervision from the head of the ward will impact the performance of the implementing nurses. Therefore, hospitals must strive to improve the performance of their nurses, including enhancing their performance and increasing their motivation through supervisory training such as policy-making and training.

Supervision is related to the performance of nurses (Hayulita & Hidayati, (2022); Prima, (2020); Ginting & Manurung, (2017)). Besides supervision, work experience as well as knowledge or skills about how to perform the job also determine the performance of nurses (Maimun & Yelina, 2016). In addition, the application of therapeutic communication also reflects the performance of nurses (Farida, 2017). As a manager, the head of the ward must ensure that the staff nurses provide safe services and prioritize patient comfort. The head of the ward must possess management skills to successfully oversee the nursing services and care provided by the staff nurses (Asnawati & Simbala, 2021).

## **CONCLUSION AND RECOMMENDATION**

The conclusion of this research is as follows:

1. The implementation of supervision by the head of the ward in the Inpatient Room of Gunung Maria Tomohon General Hospital is dominant good.
2. The performance of implementing nurses in documenting nursing care in the Inpatient Room of Gunung Maria Tomohon General Hospital is predominantly in the good category.
3. There is a relationship between the head nurse's supervision and the nurses' performance in documenting nursing care in the Inpatient Room Gunung Maria Tomohon General Hospital.

Some recommendations that the researchers can provide are:

1. For Academic.  
Academics should use the results of this study as learning material for nursing students to enhance their knowledge about nursing care.
2. For Nurse: As a new finding that generates nurse work motivation through the supervision of the head nurse on how to implement nursing care as part of the nurses' performance in the inpatient ward.
3. For Researcher: The research results serve as material for researchers in providing nursing care and help nurses better understand the performance of nurses in terms of documenting nursing care.

Based on this recommendation, it is expected that all nurses will further improve healthcare services, especially nursing, in developing research in the health field.

### **FURTHER STUDY**

The limitations of this study are that some research subjects (respondents) were still busy attending to patients during the research, some did not have a pen when given the questionnaire, and some did not have time to fill out the questionnaire because their shifts ended and they were in a hurry to return home.

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