

## Evaluating the Impact of Supervisory Support on Nurses' Job Performance and Satisfaction in a Selected Private Hospital in Pasig City.

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### ABSTRACT

*This study evaluated the impact of supervisory support on nurses' job performance and job satisfaction in a selected private hospital in Pasig City. It aimed to determine how nurses' perceptions of supervisory support were associated with their work performance and level of satisfaction in the hospital setting. A quantitative descriptive-correlational research design was employed, involving 91 registered nurses selected through simple random sampling. Data were collected using a structured survey questionnaire measuring perceived supervisory support, job performance, and job satisfaction. The instrument demonstrated good to excellent internal consistency, with Cronbach's alpha coefficients of 0.802 for supervisory support, 0.875 for job performance, and 0.926 for job satisfaction. Findings showed that supportive supervision, particularly through effective communication, fair treatment, constructive feedback, recognition, guidance, and responsiveness to staff concerns, was associated with improved job performance and higher job satisfaction among nurses. The study was limited to nurses at one selected private hospital; therefore, the findings may not generalize to all healthcare institutions. Future studies may include larger samples, multiple hospitals, and additional variables such as workload, burnout, organizational commitment, and nurse retention. The findings have practical implications for hospital administrators and nurse leaders, as strengthening leadership development, mentoring, staff recognition, and feedback mechanisms may enhance nurse motivation, performance, satisfaction, and retention. The study contributes local evidence on the value of supervisory support as a leadership strategy for promoting a productive, satisfied, and professionally engaged nursing workforce.*

**Keywords:** Supervisory support, job performance, job satisfaction, nurses, nursing leadership, private hospital, Pasig City.

### INTRODUCTION

Nurses are essential to safe, compassionate, and high-quality healthcare delivery, yet their job performance and satisfaction are heavily influenced by the leadership and support they receive from nurse supervisors. This supervisory support—encompassing effective communication, fair treatment, constructive feedback, mentoring, recognition, and responsiveness—strengthens nurses' confidence, motivation, teamwork, and commitment to patient-centered care. Within the Philippine healthcare setting, nurses consistently encounter demanding workloads, staffing limitations, and increasing expectations for quality patient care. Supportive nursing leadership directly helps address these clinical challenges by promoting a healthy work environment and improving nurses' overall professional experiences. Consequently, this study evaluated the impact of supervisory support on nurses' job

performance and job satisfaction in a selected private hospital in Pasig City. The resulting findings aim to guide hospital administrators and nurse leaders in developing targeted mentoring, feedback, recognition, and staff development initiatives that effectively enhance nurse performance, satisfaction, and retention.

### **Statement of the Problem**

This study aimed to evaluate the impact of supervisory support on nurses' job performance and job satisfaction in a selected private hospital in Pasig City.

Specifically, this study sought to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
2. What is the level of supervisory support as perceived by the nurses?
3. What is the level of nurses' job performance in the selected private hospital?
4. What is the level of nurses' job satisfaction in the selected private hospital?
5. Is there a significant relationship between supervisory support and nurses' job performance?
6. Is there a significant relationship between supervisory support and nurses' job satisfaction?
7. Does supervisory support significantly influence nurses' job performance and job satisfaction when grouped according to their demographic profile?
8. Based on the results, what supervisory support enhancement program may be proposed?

### **Scope and Delimitations**

This study evaluated the impact of supervisory support on nurses' job performance and satisfaction at a selected private hospital in Pasig City. It included 91 registered nurses employed at the institution during the data collection period who voluntarily participated in the study. The study examined nurses' perceptions of supervisory support in terms of communication, guidance, fairness, recognition, responsiveness, and professional assistance, as well as their self-reported job performance and job satisfaction.

The study was limited to a single private hospital; therefore, its findings may not generalize to nurses working in public hospitals, specialty centers, community-based facilities, or other healthcare institutions. The study used a quantitative descriptive-correlational design and relied on self-administered survey responses, which may have been influenced by participants' personal perceptions, recall, and willingness to provide candid responses. Variables such as workload, compensation, burnout, staffing ratios, organizational culture, and personal circumstances were not examined, although these factors may also influence nurses' job performance and job satisfaction.

### **Review of Related Literature**

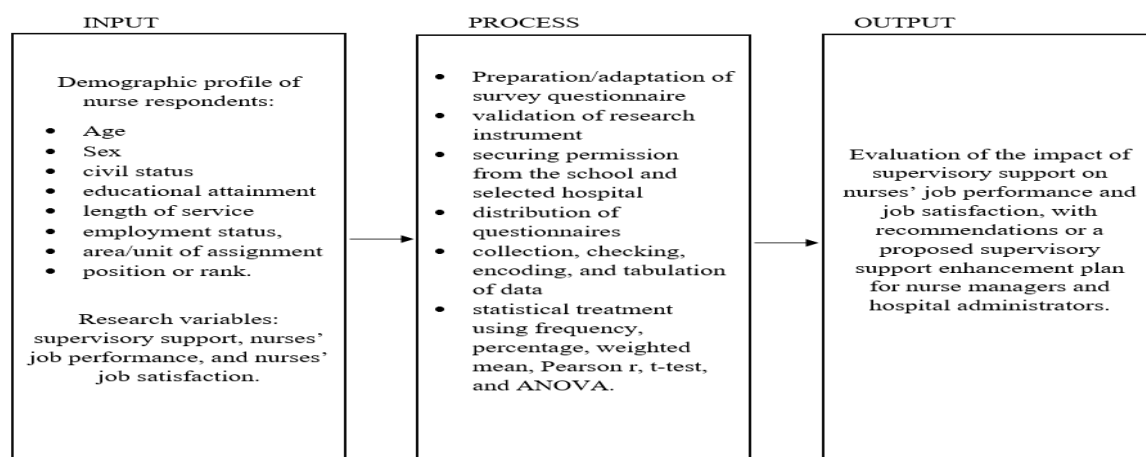
Supervisory support serves as a critical organizational resource, bridging frontline nurses and administration through direct practices like clear communication, fairness, mentoring, and responsiveness. Existing literature consistently demonstrates that positive, approachable supervision drives stronger work engagement, clinical competence, and job satisfaction while softening the impact of workplace stress. Conversely, a lack of managerial

support and poor communication lead to emotional exhaustion, low morale, and high turnover intentions. In the high-demand Philippine healthcare sector, local evidence is vital to confirm how direct supervisory support directly elevates performance standards and fosters long-term staff retention.

### Theoretical Framework

The study is grounded in three distinct nursing theories to explain its core relationships: Patricia Benner's Novice to Expert Theory explains how supervisory guidance builds clinical competence; Imogene King's Theory of Goal Attainment highlights how effective communication and shared goal-setting boost motivation; and Sister Callista Roy's Adaptation Theory frames supervisory support as an essential environmental resource that helps nurses positively adapt to workplace stressors.

### Conceptual Framework



The study's conceptual framework follows an Input-Process-Output structure, in which the "Input" comprises nurses' demographic profiles and the core research variables (supervisory support, performance, and satisfaction). The "Process" encompasses the operational steps of adapting, validating, and distributing the survey, as well as conducting statistical treatments such as Pearson  $r$  and ANOVA. The final "Output" is a comprehensive evaluation that generates a supervisory support enhancement plan for nurse managers and hospital administrators.

### METHODOLOGY

This study used a quantitative descriptive-correlational research design to examine the association between supervisory support and nurses' job performance and job satisfaction among 91 registered nurses selected through simple random sampling at a private hospital in Pasig City. The descriptive component determined the levels of these variables, while the correlational component examined their relationships without manipulating the setting.

### Research Design

This study used a quantitative descriptive-correlational research design to examine the association between supervisory support and nurses' job performance and job satisfaction in a

selected private hospital in Pasig City. The descriptive component determined the levels of perceived supervisory support, job performance, and job satisfaction among the respondents, while the correlational component examined the relationships among these variables without manipulating the study setting. This design was appropriate because it enabled the researchers to generate empirical evidence on how supportive supervisory practices were associated with nurses' work outcomes.

### **Research Steps**

First, the researchers reviewed relevant literature and finalized the objectives, frameworks, and research instrument, assessing its reliability using Cronbach's alpha. Second, institutional permission and ethical approval were secured, eligible nurses were informed of the voluntary nature and confidentiality safeguards, and written informed consent was obtained.

Third, the structured questionnaire was distributed, retrieved, checked, coded, tabulated, and analyzed using descriptive and inferential statistical methods.

### **Data Collection and Sample Selection**

Participants were selected through simple random sampling. Inclusion criteria included current employment in the hospital, involvement in nursing care functions, and willingness to provide informed consent; nurses on extended leave or who submitted incomplete questionnaires were excluded. Completed questionnaires were retrieved and prepared for statistical analysis under strict confidentiality safeguards.

### **Data Analysis Methods**

Data were coded, tabulated, and analyzed using descriptive and inferential statistics. Frequency and percentage distributions were used to summarize the respondents' demographic characteristics. Mean and standard deviation were used to describe the levels of perceived supervisory support, job performance, and job satisfaction. Cronbach's alpha was used to assess the internal consistency reliability of the research instrument. Pearson product-moment correlation was used to determine the relationship between supervisory support and nurses' job performance and job satisfaction. All statistical tests were evaluated at a 0.05 level of significance.

### **Research Hypotheses and Validation**

The study tested the null hypotheses that perceived supervisory support was not significantly associated with nurses' job performance and job satisfaction. The questionnaire underwent content validation by qualified experts and pilot testing, yielding Cronbach's alpha coefficients of 0.802 for supervisory support, 0.875 for job performance, and 0.926 for job satisfaction, indicating good to excellent internal consistency.

### **Study Limitations and Ethical Considerations**

The study was limited to 91 nurses from one private hospital, relied on self-administered questionnaires that are prone to personal perceptions, and excluded variables such as workload and compensation. Ethical requirements were met by obtaining institutional

clearance, securing written informed consent, ensuring voluntary participation, protecting anonymity, and treating responses confidentially

## **RESULTS AND DISCUSSION**

Most respondents were aged 24–32 years, male, had one to three years of service, and held a Bachelor of Science in Nursing degree, indicating a predominantly young and early-career nursing workforce. Backed by strong internal consistency reliability coefficients, the findings indicated that supportive supervision, characterized by effective communication, fairness, guidance, recognition, and responsiveness, was associated with improved job performance and higher job satisfaction. Nurses who received adequate supervisory support were more likely to demonstrate confidence, teamwork, accountability, and commitment to quality patient care, establishing supervisory support as an important organizational factor in promoting positive nursing work outcomes

## **SUMMARY**

This study examined the association between supervisory support and nurses' job performance and job satisfaction at a selected private hospital in Pasig City. Using a quantitative descriptive-correlational design, data were collected from 91 registered nurses via a structured questionnaire with good-to-excellent reliability. Findings indicated that supportive supervisory practices, including effective communication, fair treatment, guidance, recognition, and responsiveness to staff concerns, were associated with better job performance and higher job satisfaction. The results underscore the importance of nurse leaders in fostering a supportive work environment that promotes professional engagement, quality patient care, and nurse retention.

## **CONCLUSIONS**

Supervisory support was an important factor associated with nurses' job performance and job satisfaction in the selected private hospital. Nurses who perceived their supervisors as fair, approachable, communicative, and responsive reported more positive work outcomes. The findings indicate that nursing supervision extends beyond administrative oversight; through constructive feedback, mentoring, recognition, and emotional support, nurse supervisors strengthen nurses' confidence, motivation, teamwork, and commitment to quality patient care.

## **RECOMMENDATIONS**

Hospitals should strengthen supportive nursing supervision through leadership development programs that focus on communication, mentoring, coaching, conflict resolution, constructive feedback, and staff recognition. Nursing administrators should establish regular feedback mechanisms and structured mentorship programs, particularly for newly hired and early-career nurses. Institutions should periodically assess nurses' perceptions of supervisory support, and future studies should include larger, more diverse samples to examine additional factors such as workload, burnout, and retention

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## AI DECLARATION STATEMENT

AI-supported tools helped with grammar and structure in creating this article. No AI tools were used to collect, analyze, or interpret data; all authors are credited for their academic contributions.

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