



Linking Patient Safety Culture, Job Satisfaction, And Nursing Care Quality: Evidence From Private Hospitals

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Abstract. *Patient safety and nursing care quality are two crucial aspects of healthcare delivery. Today, ensuring a robust patient safety culture is fundamental to achieving high standards in nursing care. This present study aims to investigate the relationship between patient safety culture and nursing care quality. In addition, job satisfaction assessed as mediating variable. Using convenience sampling technique, a total of 236 nurse participated in the survey during February until April 2024. The respondents are nurses who work in private hospital, located in Tangerang. SPSS 26 is employed as a statistical tool to assess path analysis. The result showed that patient safety culture has a positive influence on nursing care quality. Patient safety culture also shares positive effect on nurse's job satisfaction. In addition, based on the Sobel test result, job satisfaction significantly mediates the connection between patient safety culture and nursing care quality. These findings suggest that enhancing patient safety culture not only improves the quality of nursing care but also boosts nurses' job satisfaction. Therefore, interventions aimed at strengthening patient safety culture can provide dual benefits in improving healthcare outcomes.*

Keywords: *Patient Safety Culture, Job Satisfaction, Nursing Care Quality, Private Hospital.*

BACKGROUND

Private hospitals operate in a competitive environment where maintaining high standards of care and achieving high patient satisfaction are critical. Ensuring a robust patient safety culture not only reduces medical errors but also builds trust and confidence among patients. By promoting a culture that prioritizes patient safety, private hospitals can improve overall patient outcomes and enhance their reputation. This exploration will delve into how job satisfaction among healthcare professionals can influence patient safety culture and, consequently, nursing care quality (Antonio et al., 2023).

Patient safety culture is pivotal because it directly affects the safety and quality of patient care. It involves creating an environment where healthcare professionals feel empowered to report errors and near misses without fear of retribution. This culture encourages continuous learning and improvement, ultimately leading to safer patient care. In private hospitals, where financial incentives are often tied to patient satisfaction scores, investing in a strong patient safety culture can lead to better patient outcomes and a more favorable reputation. A robust patient safety culture is characterized by open communication, mutual

trust, and shared responsibility for patient safety among all staff members (Agbar et al., 2023). When healthcare professionals work in an environment that prioritizes safety, they are more likely to adhere to best practices and protocols. This not only reduces the incidence of medical errors but also enhances the overall quality of care. Private hospitals that emphasize patient safety culture can differentiate themselves from competitors by offering superior care that meets or exceeds patient expectations (Irviana, 2019)

Job satisfaction among healthcare professionals plays a crucial role in shaping the patient safety culture within a hospital. Satisfied employees are more likely to be engaged, motivated, and committed to their work, which positively influences their performance and interactions with patients. High job satisfaction is associated with reduced turnover rates, lower levels of burnout, and better overall mental health among staff, all of which contribute to a safer and more effective healthcare environment. Research consistently shows a positive correlation between patient safety culture and job satisfaction among healthcare professionals. When staff feel their work environment is safe and supportive, their job satisfaction increases, leading to better patient care. A strong patient safety culture fosters a sense of teamwork and collective responsibility, encouraging healthcare professionals to work together to prevent errors and improve patient outcomes. This collaborative environment is particularly important in nursing, where quality of care directly impacts patient safety and satisfaction (Abugre et al., 2023)

This research contributes to the existing body of knowledge by specifically examining the interplay between patient safety culture, job satisfaction, and nursing care quality within the context of private hospitals. While previous studies have explored these elements individually, this research uniquely integrates them, providing a comprehensive understanding of how these factors interact to influence healthcare outcomes (Belasen, 2024). Moreover, this research addresses the gap in literature regarding the specific challenges and dynamics in private hospitals, which often operate under different pressures and incentives compared to public hospitals. By focusing on private healthcare settings, this study offers targeted insights and practical recommendations that are directly applicable to private hospital management. This approach not only adds depth to the academic discourse but also provides actionable strategies for improving patient safety, job satisfaction, and care quality in private healthcare institutions..

LITERATUR REVIEW

Nursing Care Quality

Nursing care quality refers to the level of excellence and effectiveness in the care provided by nurses to patients. It encompasses various aspects, including the accuracy and timeliness of interventions, adherence to best practices and clinical guidelines, patient safety, and the overall patient experience. High-quality nursing care involves not only the technical proficiency of nurses but also their ability to communicate effectively, show empathy, and engage in patient-centered care. It is a critical component of healthcare delivery, significantly influencing patient outcomes, satisfaction, and overall health system performance. Effective nursing care quality ensures that patients receive the appropriate care at the right time, which reduces complications, hospital readmissions, and mortality rates (Baker, 2024).

Previous studies have identified factors that affect nursing care quality, including nurse staffing levels, work environment, and continuing education. Adequate staffing levels are crucial, as highlighted by Groen et al. (2003), who found that higher nurse-to-patient ratios are associated with better patient outcomes. A positive work environment, characterized by supportive management, collaboration, and access to resources, also enhances nursing care quality. For example, a study by Kannappan et al. (2008) emphasized that magnet hospitals, known for their excellent nursing environments, consistently deliver higher quality care. Continuous professional development and training ensure that nurses remain updated with the latest clinical practices and technologies, thereby maintaining high care standards. Studies also indicate that better nursing care quality leads to improved patient outcomes, such as lower mortality rates, fewer complications, and higher patient satisfaction.

Patient Safety Culture and Nursing Care Quality

Patient safety culture refers to the shared values, beliefs, and norms about the importance of patient safety within a healthcare organization. It encompasses the attitudes, perceptions, and behaviors of healthcare professionals that influence their actions regarding patient safety. Key components of a strong patient safety culture include leadership commitment, open communication, teamwork, a learning culture, effective error reporting systems, patient involvement, and a supportive work environment (Minton et al., 2023). These elements collectively ensure that safety is prioritized, errors are reported and addressed without fear of blame, and continuous learning and improvement are embedded in daily operations.

Nursing Care Quality is directly influenced by the presence of a robust patient safety culture. In environments where safety culture is prioritized, nurses are more likely to engage

in practices that prevent errors, enhance patient outcomes, and ensure patient safety. Studies have shown that a positive patient safety culture leads to better nurse performance, higher job satisfaction, and reduced incidences of adverse events (Katz, 2023). For example, hospitals with strong safety cultures often have lower rates of hospital-acquired infections, medication errors, and patient injuries. This correlation is because nurses in such settings are encouraged to report and address potential safety issues proactively, leading to continuous improvements in care quality. Consequently, the interplay between patient safety culture and nursing care quality underscores the importance of fostering a safety-oriented environment to achieve optimal patient outcomes and elevate the standard of care provided by nurses (Labrague, 2024).. Thus, this research proposes hypothesis:

H1: Patient safety culture has a positive influence on nursing care quality

Patient Safety Culture and Job Satisfaction

Job satisfaction refers to the extent to which employees feel contented and fulfilled with their job roles and work environment. It encompasses factors such as job responsibilities, work conditions, compensation, career opportunities, and relationships with colleagues and supervisors. High job satisfaction indicates a positive emotional state resulting from the appraisal of one's job experiences, while low job satisfaction can lead to negative feelings, disengagement, and turnover (Nono, 2022). Specifically, nurse job satisfaction pertains to how nurses feel about their roles within the healthcare system, including the level of support from management, adequacy of staffing, opportunities for professional development, work-life balance, and the quality of patient care they can provide. High job satisfaction among nurses is crucial as it affects their performance, the quality of patient care, and overall healthcare outcomes.

The relationship between patient safety culture and job satisfaction is integral to creating a supportive and effective healthcare environment. Patient safety culture encompasses the shared values, beliefs, and practices that prioritize patient safety within a healthcare organization (Riman et al., 2022). This culture promotes open communication, encourages the reporting of errors without fear of retribution, and fosters teamwork and continuous improvement. When a strong patient safety culture is present, healthcare professionals, including nurses, feel more secure and supported in their roles, which directly impacts their job satisfaction. Job satisfaction among healthcare professionals is significantly influenced by the presence of a positive patient safety culture. When nurses and other healthcare workers operate in an environment that prioritizes safety and openly addresses mistakes and near misses, they

experience lower stress levels and greater job fulfillment. Thus, this research proposes hypothesis:

H2: Patient safety culture has a positive influence on nursing care quality

Job Satisfaction and Nursing Care Quality

Higher job satisfaction among nurses is associated with improved nursing care quality in several ways. Firstly, satisfied nurses are more likely to engage in positive patient interactions, demonstrating empathy, compassion, and effective communication, which are essential for delivering patient-centered care. Additionally, job satisfaction leads to higher levels of engagement and commitment to one's work, resulting in increased attention to detail and adherence to best practices in patient care (Shaw et al., 2024). Furthermore, job satisfaction contributes to reduced burnout among nurses, which is a significant factor affecting care quality. Burnout can lead to emotional exhaustion, depersonalization, and decreased personal accomplishment, all of which negatively impact the quality of care provided. Conversely, satisfied nurses are more resilient to stress and are better equipped to handle the demands of their roles, resulting in higher levels of patient safety and satisfaction. Past studies stated that there is a strong relationship between job satisfaction and nursing care quality (Suryani et al., 2024). Investing in strategies to enhance job satisfaction among nurses, such as improving work conditions, providing adequate support and resources, and recognizing and rewarding their contributions, can lead to improved patient outcomes, safety, and overall healthcare quality. Thus, this research proposes hypothesis:

H3: Job Satisfaction has a positive influence on nursing care quality\

Mediating Role of Job Satisfaction

Job satisfaction acts as a mediator in this relationship, serving as a mechanism through which patient safety culture influences nursing care quality. A positive patient safety culture enhances job satisfaction among nurses by providing a supportive work environment, opportunities for professional growth, and recognition of their contributions to patient safety. Satisfied nurses, in turn, are more engaged, committed, and emotionally invested in their work, which positively influences their performance and the quality of care they deliver to patients. Research suggests that job satisfaction mediates the relationship between patient safety culture and nursing care quality. For example, a study by Smith et al. (2016) found that job satisfaction partially mediated the relationship between patient safety culture and nurse-reported quality of care in acute care hospitals. This indicates that the positive impact of patient safety culture on nursing care quality is, in part, explained by the level of job satisfaction experienced by nurses.

Similarly, research by Wagner et al. (2019) demonstrated that job satisfaction mediated the relationship between patient safety culture and patient satisfaction with nursing care in long-term care facilities. Understanding the mediating role of job satisfaction underscores the importance of investing in strategies to promote a positive patient safety culture and enhance job satisfaction among nurses. By creating a supportive and safety-focused work environment, healthcare organizations can not only improve nurse well-being and retention but also enhance the quality and safety of care provided to patients. Thus, this research proposes hypothesis: H4: Job Satisfaction mediates the relationship between patient safety culture and nursing care quality.

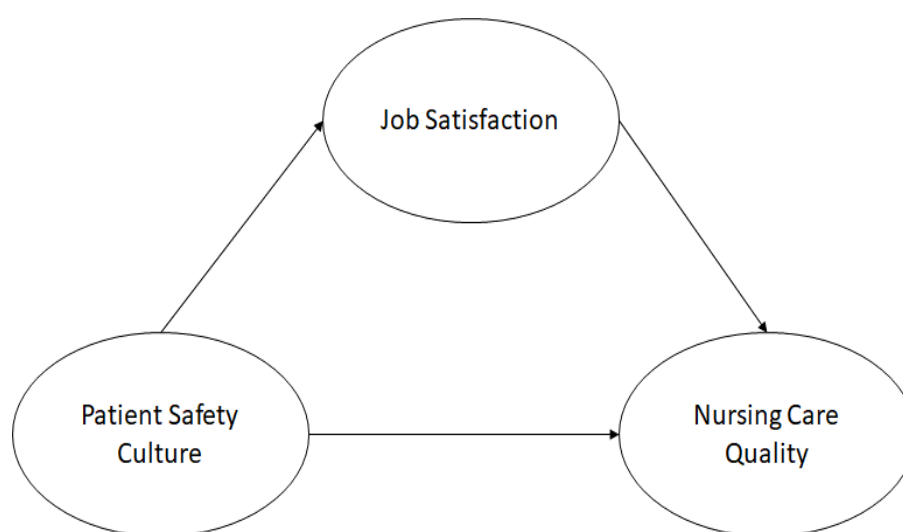


Figure 1. Empirical Model

METHODHOLOGY

This study adopts a quantitative research approach to investigate the relationship between patient safety culture, job satisfaction, and nursing care quality among nurses working in private hospitals in Tangerang. Quantitative research involves the collection and analysis of numerical data to examine relationships, patterns, and trends. The population of interest for this study comprises nurses employed in private hospitals located in Tangerang. Private hospitals are chosen as the focus due to their unique organizational structures and priorities, which may influence the dynamics of patient safety culture, job satisfaction, and nursing care quality. A convenience sampling utilized to select participants for this study. The total sample size is determined to be 232 nurses working in private hospitals in Tangerang. This sample size provides sufficient statistical power to detect meaningful relationships and effects between the variables of interest while ensuring feasibility in data collection and analysis. Data collection for this study will take place over a period of approximately two and a half months, from

February 3rd to April 14th, 2024. Path analysis with SPSS 26 will be employed as the analytical technique to examine the relationships between patient safety culture, job satisfaction, and nursing care quality. Path analysis allows for the simultaneous testing of multiple direct and indirect pathways between variables, making it suitable for investigating complex relationships within a theoretical framework. All the instrument measured using Likert scale 1-5, from “strongly agree” until “strongly disagree”. The sample characteristics of 232 nurses from private hospitals in Tangerang show a diverse range of ages from 22 to 58 years, with an average age of 35 years. Their tenure varies between 1 and 30 years, with an average tenure of 8 years. The majority of respondents are female (70%), with most holding a diploma's degree in nursing (60%) and a smaller proportion holding a bachelor degree (20%).

RESULT

The tests for normality, multicollinearity, heteroskedasticity, and autocorrelation were conducted to validate the suitability of the regression model. The Kolmogorov-Smirnov test results show a p-value greater than 0.05, confirming that the residuals are normally distributed. For multicollinearity testing, the Variance Inflation Factor (VIF) for all independent variables was found to be below 10, while the tolerance was above 0.1, indicating no high correlation among the independent variables. The heteroskedasticity test using the Glejser test showed p-values greater than 0.05 for all independent variables, indicating no heteroskedasticity. Additionally, the Durbin-Watson test results showed a value close to 2, indicating no autocorrelation among the residuals. Therefore, these tests confirm that the regression model has met the basic assumptions of linear regression.

The coefficient of determination, often denoted as R^2 , measures the proportion of variance in the dependent variable that is explained by the independent variables included in the model. In Table 1, for the first structure, the value is 0.320, indicating that approximately 32% of the variance in job satisfaction can be accounted for by the predictor variables, including the constant term and patient safety culture. The adjusted R^2 for the number of predictors in the model and is slightly lower at 0.241, suggesting that around 24% of the variance in job satisfaction is explained by the independent variables after considering the model's complexity

Table 1. Assessment of R^2 (1st Structure)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493 ^a	.320	.241	1.184
a. Predictors: (Constant), PatientSC				
b. Dependent Variable: JobSatisfaction				

Table 2. Assesment of R2 (2nd Structure)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.591 ^a	.427	.391	1.019
a. Predictors: (Constant), PatientSC, JobSatisfaction				
b. Dependent Variable: NurseQual				

Similarly, in Table 2 for the second structure, the value is 0.427, indicating that approximately 42.7% of the variance in nursing care quality can be explained by the predictors, which include the constant term, patient safety culture, and job satisfaction. The adjusted is slightly lower at 0.391, suggesting that around 39.1% of the variance in nursing care quality is explained by the independent variables after adjusting for model complexity. Overall, higher values indicate better model fit and stronger relationships between the predictors and the dependent variable, highlighting the explanatory power of the model in capturing variability in job satisfaction and nursing care quality.

Table 3. Multiple Regression Analysis Result (1st Structure)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.113	2.449		.046	.963
	PatientSC	.252	.103	.148	2.33	.000
a. Dependent Variable: JobSatisfaction						

The path analysis output from the SPSS results indicates the findings of multiple regression analysis conducted for the first structure of the proposed path model. The table presents coefficients related to the relationship between the patient safety culture and the job satisfaction. For patient safety culture, the beta coefficient is 0.148. The t-values indicate the significance of each coefficient, with a t-value of 0.046 for the constant and 2.33 for patient safety culture. Significance values (Sig.) signify the statistical significance level of each regression coefficient, with a significance value of 0.963 for the constant and 0.000 for patient safety culture.

Table 4. Multiple Regression Analysis Result (2nd Structure)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.101	1.449		.036	.013
	PatientSC	.252	.103	.148	2.33	.000
	JobSatisfaction	.365	.036	.114	4.24	.000
a. Dependent Variable: NurseQual						

These results suggest a significant relationship between patient safety culture and job satisfaction, with an increase in patient safety culture associated positively with an increase in job satisfaction. Thus, H1 is supported.

The path analysis, as indicated by the multiple regression analysis results from Table 3, examines the relationship between patient safety culture job satisfaction and nursing care quality in the proposed model. Firstly, the unstandardized coefficients provide estimates of the magnitude and direction of the relationships. The constant term (0.101) indicates the expected value of nursing care quality when all independent variables are zero. Standardized coefficients (Beta) indicate the relative importance of each independent variable, with patient safety culture (0.148) and job satisfaction (0.114) showing their respective contributions to nursing care quality. Overall, the path analysis demonstrates significant direct relationships between patient safety culture, job satisfaction, and nursing care quality, underscoring the importance of addressing these factors to enhance healthcare outcomes. This result supports the H1 and H2.

The Sobel test is used to determine whether the indirect effect of a mediator on the outcome variable through a set of independent variables is statistically significant. The Sobel test is calculated as the product of the path coefficients from the independent variables to the mediator and from the mediator to the outcome variable, divided by the standard error of the product. According to the calculator sobel test, Since the Sobel test statistic is 2.134 (above than 1.96) (the critical value for a two-tailed test at a 5% significance level), the indirect effect is statistically significant at the 5% level. Based on the result, this study conclude that job satisfaction partially mediates the connection between patient safety culture and nursing care quality.

DISCUSSION

This study represents a significant contribution to the field of healthcare management and nursing education by unpacking the intricate relationship between various organizational and individual factors influencing patient care outcomes. It underscores the need for healthcare institutions to adopt a multifaceted approach that not only prioritizes patient safety culture but also recognizes the pivotal role of job satisfaction in fostering a conducive work environment for nursing professionals. The direct correlations observed between patient safety culture, job satisfaction, and nursing care quality underscore the interconnectedness of these variables. These findings highlight the imperative for healthcare leaders to cultivate a culture of safety that permeates every aspect of organizational functioning, while simultaneously attending to the well-being and job satisfaction of nursing staff. By doing so, healthcare institutions can

create an environment where nurses feel valued, empowered, and motivated to deliver high-quality care consistently.

The path analysis conducted in this study offers valuable insights into the mechanisms through which patient safety culture and job satisfaction influence nursing care quality. It elucidates the direct positive association between patient safety culture and nursing care quality, indicating that a strong emphasis on safety protocols can directly enhance the quality of care delivered by nurses. Furthermore, the identification of job satisfaction as a partial mediator in this relationship underscores the complex interplay between organizational culture and employee satisfaction. This suggests that interventions aimed at improving job satisfaction among nursing staff can have a ripple effect on patient care outcomes. Moreover, the study's findings have significant implications for healthcare policy and practice. They underscore the importance of investing resources in initiatives that promote a culture of safety and well-being within healthcare organizations. By prioritizing the development of robust patient safety protocols and fostering a supportive work environment, healthcare leaders can create conditions conducive to delivering optimal nursing care. This not only enhances patient outcomes but also contributes to the overall efficiency and effectiveness of healthcare delivery systems.

Furthermore, the study's emphasis on the role of job satisfaction as a mediator between patient safety culture and nursing care quality points to the importance of addressing broader issues related to workplace morale and organizational climate. Healthcare institutions must recognize that job satisfaction is not merely a secondary concern but a critical determinant of nursing performance and patient outcomes. Therefore, strategies aimed at improving job satisfaction should be integrated into broader organizational initiatives aimed at promoting a culture of safety and excellence in patient care.

The study's findings have significant implications for healthcare organizations seeking to improve patient outcomes. By acknowledging the interplay between patient safety culture, job satisfaction, and nursing care quality, organizations can develop targeted strategies to foster a supportive work environment, prioritize patient safety, and elevate the quality of care provided by nurses. Specifically, this may involve enhancing Patient Safety Culture by implementing policies and procedures that promote a culture of safety, transparency, and open communication. This can include regular training sessions, incident reporting systems, and peer feedback mechanisms. Additionally, organizations should focus on promoting Job Satisfaction among healthcare professionals by addressing factors such as workload, work-life balance, and recognition. This can involve implementing flexible scheduling, providing opportunities for

professional development, and recognizing and rewarding outstanding performance. By addressing patient safety culture and job satisfaction, organizations can improve nursing care quality and ultimately enhance patient outcomes. This may involve implementing evidence-based practices, providing ongoing training and support for nurses, and fostering a culture of continuous quality improvement.

CONCLUSION

This study highlights the critical connection between patient safety culture, job satisfaction, and nursing care quality in enhancing healthcare outcomes. The significant direct relationships observed emphasize the importance of prioritizing these factors in healthcare settings. The positive associations between patient safety culture, job satisfaction, and nursing care quality underscore the value of fostering a supportive work environment and emphasizing patient safety initiatives. Particularly noteworthy is the partial mediation effect of job satisfaction on the relationship between patient safety culture and nursing care quality, suggesting the importance of addressing both factors to achieve optimal nursing care quality. Overall, these findings provide valuable insights for healthcare organizations aiming to improve patient outcomes by focusing on patient safety culture, job satisfaction, and nursing care quality simultaneously.

This study provides valuable insights and several avenues for future research. Longitudinal Studies can examine the temporal relationships between these variables and their impact on patient outcomes over time. Multilevel Analysis can examine the impact of patient safety culture and job satisfaction on nursing care quality at different levels of healthcare organizations, such as unit, hospital, or system levels. Intervention Studies can test the effectiveness of targeted strategies aimed at enhancing patient safety culture, job satisfaction, and nursing care quality. By exploring these research directions, healthcare organizations can gain a deeper understanding of the complex interplay between patient safety culture, job satisfaction, and nursing care quality and develop evidence-based strategies to improve patient outcomes.

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