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The Influence of Psychological Safety, Supervisor Support, and Job Autonomy on Employee Engagement in Healthcare at Regional General Hospitals

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ABSTRAK

The researchers conducted their study at a Regional General Hospital healthcare facility to determine how Psychological Safety and Supervisor Support and Job Autonomy impact Employee Engagement. The researchers conducted their study by using quantitative methods which involved distributing surveys to 180 selected healthcare workers and hospital support staff through purposive sampling. The study selected respondents who had completed one year of employment with hospital operations staff of direct supervisors. The researchers used multiple linear regression to analyze their collected data. The researchers conducted tests to establish validity and reliability while assessing normality and heteroscedasticity and multicollinearity through classical assumption tests. The research study found that Psychological Safety and Supervisor Support and Job Autonomy together with their individual components created a significant and positive impact on Employee Engagement in Healthcare sector. The findings indicate that healthcare worker engagement increases when organizations establish work environments that provide psychological safety and supervisors deliver effective support and employees receive suitable work autonomy. The research study aims to advance human resource management practices within the healthcare industry specifically for Regional General Hospitals.
Keywords: Psychological Safety, Supervisor Support, Job Autonomy, Employee Engagement

ABSTRAK

Para peneliti melakukan studi mereka di fasilitas perawatan kesehatan Rumah Sakit Umum Regional untuk menentukan bagaimana Keamanan Psikologis, Dukungan Supervisor, dan Otonomi Kerja memengaruhi Keterlibatan Karyawan. Para peneliti melakukan studi mereka menggunakan metode kuantitatif yang melibatkan pendistribusian survei kepada 180 pekerja perawatan kesehatan dan staf pendukung rumah sakit terpilih melalui pengambilan sampel bertujuan. Studi ini memilih responden yang telah menyelesaikan satu tahun masa kerja dengan staf operasional rumah sakit atau supervisor langsung. Para peneliti menggunakan regresi linier berganda untuk menganalisis data yang dikumpulkan. Para peneliti melakukan pengujian untuk menetapkan validitas dan reliabilitas sambil menilai normalitas dan heteroskedastisitas serta multikolinearitas melalui uji asumsi klasik. Studi penelitian menemukan bahwa Keamanan Psikologis, Dukungan Supervisor, dan Otonomi Kerja bersama dengan komponen individunya menciptakan dampak yang signifikan dan positif pada Keterlibatan Karyawan di sektor perawatan kesehatan. Temuan menunjukkan bahwa keterlibatan pekerja perawatan kesehatan meningkat ketika organisasi menciptakan lingkungan kerja yang memberikan keamanan psikologis dan supervisor memberikan dukungan yang efektif serta karyawan menerima otonomi kerja yang sesuai. Studi penelitian ini bertujuan untuk memajukan praktik manajemen sumber daya manusia dalam industri perawatan kesehatan, khususnya untuk Rumah Sakit Umum Regional.
Kata Kunci: Keamanan Psikologis, Dukungan Supervisor, Otonomi Kerja, Keterlibatan Karyawan

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INTRODUCTION

The healthcare sector needs better employee engagement methods to help Regional General Hospitals address its increasing operational challenges. The healthcare system requires hospitals to fulfill their obligation of offering high-quality medical services to all members of the community. The dedication of medical personnel and non-medical staff members to their work responsibilities determines the level of hospital service quality which they provide for patient care (Satriyanto, 2022). Employee engagement shows how much staff members feel emotional attachment to their work obligations and their dedication to their workplace environment. Employees at regional hospitals develop burnout which leads to reduced work commitment because they must manage high patient volume under conditions of insufficient resources while dealing with excessive job demands (Shuck et al., 2026). The situation results in lower productivity for employees while it creates higher rates of staff turnover which damages patient care quality and increases the likelihood of medical errors occurring.

The healthcare personnel at Regional General Hospitals demonstrate their job dedication through their psychological safety at work (Shuck, 2025). The workplace atmosphere of psychological safety permits employees to present their thoughts and raise their issues and acknowledge their mistakes without facing any consequences or terror or undesirable evaluations from others. The hospital staff members in high-pressure work situations which need urgent decisions should use psychological safety to create an open environment for sharing information (Duffy et al., 2024). The work environment needs to support transparency because nurses and doctors and laboratory staff and administrative personnel need this to deliver excellent patient treatment. The level of supervisory support which exists in Regional General Hospitals functions as a vital element which increases employee engagement according to the needs of the organization (Hart et al., 2024). Supervisory support describes how much supervisors give their employees different types of support which includes emotional and instrumental and informational and rewarding assistance for their job tasks. Hospital supervisors which include ward heads and unit heads and managers work to meet the challenging demands which healthcare workers need to fulfill (Svensson et al., 2021). Employees become more engaged when supervisors provide them with specific instructions and help them during difficult times and acknowledge their achievements (Lee & Shuck, 2024). Employee engagement at Regional General Hospitals occurs through various elements which include job autonomy as a key element. Employees obtain work decision-making power from job autonomy which allows them to make choices about their professional tasks (Singh et al., 2023). Medical personnel in the healthcare field face situations which require them to make immediate decisions while using their professional training to handle the situation. The result creates higher internal drive together with improved dedication to work (Mull et al., 2022).

The present study examines the relationship between Psychological Safety and Supervisor Support and Job Autonomy and their impact on Employee Engagement within a Regional General Hospital

healthcare environment. The study aims to develop human resource management science to improve HR management practices within the healthcare industry. The research extends existing knowledge about what drives employee engagement in public service organizations. The results will serve as a reference point which future researchers can use to study similar research areas. The study will help hospital management develop better strategies which will increase healthcare worker engagement. Psychological safety work environments which enhance supervisor support services will assist organizations in determining appropriate job autonomy levels for their healthcare staff according to research findings.

RESEARCH METHOD

The research study investigates how Psychological Safety and Supervisor Support combined with Job Autonomy impacts Employee Engagement in a Regional General Hospital healthcare setting through the application of quantitative research methods. The researchers conducted their study using a survey method which utilized a Likert scale questionnaire instrument to gather information. The study included all healthcare professionals and hospital support staff members as its research subjects. The researchers selected their study participants through purposive sampling which required three criteria for selection: participants needed to have worked with their direct supervisor for at least one year and they needed to participate in the study as respondents. The study collected data from 180 respondents who participated as study samples. The research employed t-test for instrument validity testing and Cronbach Alpha for reliability assessment which required a minimum score of 0.70. The research employed classical assumption testing which examined normality and heteroscedasticity and multicollinearity before starting data analysis. The researchers used multiple linear regression as their main data analysis technique to understand how various factors affected the outcomes which they examined at a 5% significance threshold.

RESULT AND DISCUSSION

The research instruments received validation and reliability approval after processing data from 180 respondents who included health workers and support staff at the Regional General Hospital. The statement items which tested psychological safety and supervisor support and job autonomy and employee engagement passed validity testing because their t values exceeded the t table threshold at 5% significance level. The research instrument tested all variables which showed Cronbach Alpha values exceeding 0.70 according to the reliability assessment which established very good consistency. The multiple linear regression analysis showed that Psychological Safety and Supervisor Support together with Job Autonomy had significant effects on Employee Engagement because their F test significance value reached below 0.05. The three independent variables demonstrated a positive impact on Employee

Engagement according to the t test results which showed statistically significant results. The three research variables explained most of the Employee Engagement variation according to the R^2 value while other factors beyond the research model affected the remaining variation.

The research findings demonstrate that psychological safety creates a direct positive relationship between employee engagement and workers at a Regional General Hospital. Employees who have psychological safety boundaries will show increased commitment to their work and the organization. Hospital staff members face extreme job-related stress because they must keep communication open during emergency situations. Employees who work in environments that let them share their ideas and errors without fear will show increased participation at work. The presence of psychological safety in healthcare organizations creates an environment that helps workers decrease their stress while improving their work performance. Employees who receive recognition and attention from others will show stronger dedication to their work at the hospital. The research findings support organizational behavior theory which shows that work engagement increases when employees experience psychological safety in their workplace.

The research demonstrates that Supervisor Support functions as a crucial element which enhances Employee Engagement at a Regional General Hospital. The study shows that support from superiors serves as an essential factor which helps employees increase their engagement with their work. Hospital supervisors function as strategic leaders when they provide guidance and motivation and support to their staff members through their role as ward heads and unit heads and managers. Employees show more dedication to their work when supervisors treat them with the right amount of attention and appreciation and support. Healthcare employees use supervisor support to manage their work-related stress during high-pressure situations. Employees who lack support from their supervisors experience increased workplace stress and conflicts and diminished work motivation. The study results confirm the organizational support theory which proposes that employee loyalty and engagement increase when employees receive support from their supervisors.

The study results show that healthcare workers at a regional general hospital display stronger employee engagement when they can control their work responsibilities. Workers who complete their tasks without any restrictions show greater commitment to their work obligations. Healthcare professionals face their most critical decision-making challenges during their professional activities in emergency situations. Workers who gain decision-making power that corresponds with their professional expertise will view their employers as showing them trust and responsibility for their work obligations. Workers who receive freedom to determine their work methods develop stronger internal motivation since they think they can manage their job tasks. The research results demonstrate that excessive bureaucratic processes in a workplace setting will reduce staff motivation levels. The research findings

support work motivation theory which shows that employees achieve greater job satisfaction and workplace commitment through the receipt of job autonomy.

CONCLUSION

The research findings show that Psychological Safety together with Supervisor Support and Job Autonomy produces positive effects on Employee Engagement for Healthcare workers at Regional General Hospitals because each factor and their combined effect both impact this outcome. The study results show that psychological safety functions as a vital element which enables employees to share their thoughts and work-related issues without experiencing doubt regarding their safety at work. Employees who receive emotional support from their supervisors together with work direction and appreciation from their supervisors demonstrate higher engagement levels because of this supervisor backing. Employees in their role as decision makers gain the power to investigate work matters through job autonomy which their employer grants them. The three variables function as essential components which boost employee motivation and loyalty and work performance and healthcare service quality at Regional General Hospitals. Hospital management needs to establish a work environment which promotes employee transparency while developing supervisor leadership abilities and providing health workers appropriate work control. Future research should include work-life balance, organizational commitment, burnout, and leadership style as additional research variables to improve research model completeness.

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