

Research Article

Organizational Support and Job Satisfaction Influence Patient Safety Culture Through Positive Nurses' Work Attitudes

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Abstract: Background: Patient safety culture is essential to maintaining the quality and safety of hospital services. The occurrence of 86 patient safety incidents during 2022–2024 and low incident reporting rates indicate the need to strengthen organizational and individual factors. Objective: This study analyzed the effects of organizational support and job satisfaction on patient safety culture, with work attitude as an intervening variable among nurses at XXX Bintaro Jaya Hospital. Methods: A quantitative, causal, cross-sectional design was applied to 136 inpatient nurses selected through total sampling. Data were collected using questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). Results: Organizational support, job satisfaction, and work attitude simultaneously had a significant effect on patient safety culture. Individually, all three variables positively and significantly influenced patient safety culture. Organizational support and job satisfaction also positively influenced work attitude. Furthermore, work attitude significantly mediated the relationships of organizational support and job satisfaction with patient safety culture. Conclusion: The findings support Social Exchange Theory, indicating that organizational support and positive work experiences may encourage nurses to develop attitudes and behaviors that promote patient safety. Implications: Hospitals should strengthen organizational support, job satisfaction, and positive work attitudes through fair policies, conducive working environments, mentoring, and supportive leadership to promote a sustainable patient safety culture.

Keywords: Job Satisfaction; Nurses; Organizational Support; Patient Safety; Work Attitudes.

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1. Introduction

Social Exchange Theory, proposed by Blau (1964), explains that the relationship between individuals and organizations is based on the principle of mutual reciprocity. The greater the organizational support perceived by employees, such as recognition, adequate work facilities, and managerial concern, the more likely they are to reciprocate through positive work attitudes, organizational commitment, loyalty, and adherence to organizational norms. In this study, Social Exchange Theory provides the theoretical foundation for explaining how organizational support fosters positive work attitudes, which ultimately strengthen the patient safety culture within hospitals.

From a theoretical perspective, patient safety culture is influenced by both organizational and individual factors. Social Exchange Theory suggests that healthcare professionals who receive organizational support, recognition, and fair treatment are more likely to exhibit positive behaviors, including compliance with patient safety standards. Consistent with this perspective, Organizational Support Theory argues that employees' perceptions of organizational support enhance their commitment and concern for patient safety. In addition to organizational support, job satisfaction also plays a crucial role in shaping patient safety culture,

as healthcare professionals who are satisfied with their jobs tend to demonstrate greater commitment, vigilance, and responsibility in delivering safe and high-quality healthcare services.

The relationship between organizational support and job satisfaction with patient safety culture is not always direct but is influenced by healthcare professionals' work attitudes. Positive work attitudes, characterized by discipline, responsibility, organizational commitment, and concern for patient safety, serve as a psychological mechanism that strengthens the influence of organizational factors on the implementation of patient safety culture. Conversely, negative work attitudes may hinder the development of a strong patient safety culture, even when the organization has established comprehensive policies and support systems.

At XXX Bintaro Jaya Hospital, continuous efforts have been made to strengthen the patient safety culture; however, several challenges remain. During the period of 2022–2024, a total of 86 patient safety incidents were reported, consisting of Near Misses (NM), No Harm Incidents (NHI), Adverse Events (AEs), and Potential Harm Incidents (PHIs). The 2024 Patient Safety Culture Survey reported an overall mean score of 76.48%, while the dimensions of patient safety incident reporting (57.37%), staffing and working hours (60.53%), and response to errors (68.32%) were identified as areas requiring further improvement. A preliminary survey among nurses also revealed the persistence of a blame culture, low incident reporting rates, suboptimal perceptions of organizational support, excessive workload, and work attitudes that have not fully supported the effective implementation of patient safety culture.

Although numerous studies have demonstrated significant relationships among organizational support, job satisfaction, work attitude, and patient safety culture, research examining the mediating role of work attitude in the relationship between organizational support, job satisfaction, and patient safety culture remains limited. Therefore, this study aims to investigate the influence of organizational support and job satisfaction on patient safety culture, with work attitude serving as an intervening variable. The findings are expected to provide empirical evidence and serve as a scientific basis for hospitals in developing sustainable strategies to strengthen patient safety culture and improve the quality and safety of healthcare services.

2. Literature Review

Social Exchange Theory, proposed by Blau (1964), explains that the relationship between individuals and organizations is based on the principle of mutual reciprocity. The greater the organizational support perceived by employees, such as recognition, adequate work facilities, and managerial concern, the more likely they are to reciprocate through positive work attitudes, organizational commitment, loyalty, and adherence to organizational norms. In this study, Social Exchange Theory provides the theoretical foundation for explaining how organizational support fosters positive work attitudes, which ultimately strengthen the patient safety culture within hospitals.

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3. Proposed Method

This study is a quantitative, associative research project employing a causal approach; it aims to analyze the relationships between organizational support and job satisfaction (independent variables), patient safety culture (dependent variable), and work attitude (intervening variable). The study population consists of all 136 inpatient nurses at RS XXX Bintaro Jaya; a total sampling technique was used, meaning the entire population served as the study respondents. Data were collected via an online questionnaire (Google Forms) between January and February 2026 from nurses meeting the inclusion criteria. The research instrument underwent validity and reliability testing and utilized a four-point Likert scale (ranging from "Strongly Disagree" to "Strongly Agree"), while the collected data were analyzed using Partial Least Squares Structural Equation Modeling (SEM-PLS) 4.

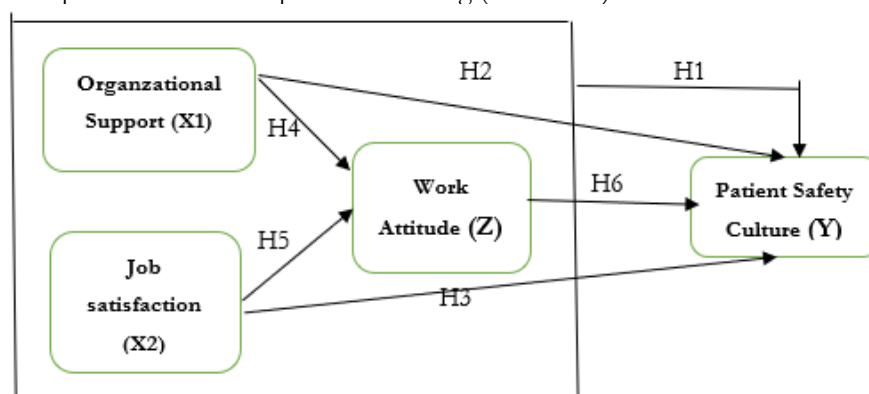


Figure 1. Research Constellation.

4. Results and Discussion

Respondent Characteristics

Regarding respondent characteristics, out of a total of 136 inpatient nurses at RSPI Bintaro Jaya, the majority were female (132 individuals or 97.0%), while only four were male (3.0%). In terms of age, the largest group of respondents fell within the 21–30 age range (81 individuals or 59.5%), followed by the 31–40 age group (28 individuals or 20.5%) and the 41–50 age group (27 individuals or 19.8%). Regarding educational background, the majority held the Nurse Professional qualification (112 individuals or 82.4%), while 24 individuals (17.6%) were graduates of the Diploma III (D3) Nursing program. In terms of tenure, the majority had worked for 1–5 years (64 individuals or 47.0%), followed by those with more than 5 years of experience (57 individuals or 42.0%) and those with less than 1 year of experience (15 individuals or 11.0%). These results indicate that the study respondents were predominantly

female, young adults, held the Nurse Professional qualification, and pos-sessed between one and five years of work experience.

Validity Test

The convergent validity test results indicate that all indicators for the variables of patient safety culture, organizational support, job satisfaction, and work attitude have loading factor values ranging from 0.711 to 0.876, thereby meeting the > 0.70 criterion established by Hair et al. (2021). Consequently, all indicators are deemed valid and capable of reflecting their respective constructs; the research instrument thus demonstrates good convergent validity and is suitable for further analysis using SEM-PLS

Realibility Test

Tabel 1. Realibility Test.

Variable	Cronbacch's Alpha	Composite reliability	Description
PSC	0.939	0.940	Reliabel
OS	0.876	0.880	Reliabel
JS	0.910	0.911	Reliabel
WA	0.885	0.887	Reliabel

Source: Results of Primary Data Analysis, 2025

Based on the table above, the test results indicate that all variables have Composite Reliability and Cronbach's Alpha values greater than 0.7; therefore, the research instrument can be considered reliable. Thus, the indicators used are capable of measuring the constructs consistently, and the analysis can proceed to the next stage.

Hypotesis Test

Simultaneous Test

Tabel 2. Simultaneous Test (F Test).

	F	P Value	Description
Regression	140.457	0,000	H1 Accepted

The table above shows the results regarding the hypotheses for the variables of organizational support, job satisfaction, and work attitude in relation to patient safety culture, with a p-value of 0.000. It can be concluded that there is a positive and significant influence of organizational support, job satisfaction, and work attitude on patient safety culture.

Tabel 3. Direct Hypothesis Test Output Results.

Variabel	T Statistics	P Values	Description
OS -> PSC	4.332	0.000	H2 Accepted
JS -> PSC	3.719	0.000	H3 Accepted
WA-> PSC	4.866	0.000	H4 Accepted
OS -> WA	3.966	0.000	H5 Accepted
JS -> WA	5.950	0.000	H6 Accepted

The SEM-PLS analysis results indicate that all relationships between variables are positive and significant ($p < 0.05$). Organizational support positively influences patient safety culture ($\beta = 0.313$; $T = 3.332$) and work attitude ($\beta = 0.368$; $T = 3.966$), demonstrating that better organizational support leads to a more positive nurse work attitude and a stronger patient safety culture. Job satisfaction also positively influences patient safety culture ($\beta = 0.294$; $T = 3.719$) and exerts the strongest influence on work attitude ($\beta = 0.551$; $T = 5.950$). Furthermore, work attitude positively influences patient safety culture ($\beta = 0.374$; $T = 4.866$).

These findings indicate that enhancing organizational support, job satisfaction, and work attitude collectively contributes to strengthening patient safety culture in hospitals.

Tabel 4. Hypothesis Test Indirect Effects.

	T Statistics	P Values	Description
OS-> SK-> BKP	3.027	0.002	H7 Accepted
JS -> SK-> BKP	3.515	0,000	H8 Accepted

Based on the analysis of indirect effects, work attitude was found to serve as a significant intervening variable in the relationship of organizational support and job satisfaction with patient safety culture. Organizational support exerted an indirect effect on patient safety culture through work attitude (path coefficient = 0.206; T-statistic = 3.027; $p = 0.002$); similarly, job satisfaction demonstrated a significant indirect effect through work attitude (path coefficient = 0.206; T-statistic = 3.027; $p < 0.001$). These results indicate that organizational support and job satisfaction can more optimally enhance patient safety culture by fostering a positive work attitude among nurses.

Discussion

The study findings revealed that work attitude has a positive and significant effect on patient safety culture. This finding indicates that the more positive nurses' work attitudes are, the stronger the patient safety culture established within the hospital. Positive work attitudes, reflected in responsibility, commitment, discipline, and adherence to established procedures, encourage nurses to provide safe patient care while minimizing the occurrence of patient safety incidents. These findings were further supported by the Three Box Method analysis, which demonstrated that both work attitude and patient safety culture were categorized as high.

These findings are consistent with the theory proposed by Judge & Robbins (2017), which states that work attitude comprises cognitive, affective, and conative dimensions that influence employees' workplace behavior. Furthermore, Social Exchange Theory (Blau, 1964) explains that nurses who perceive a supportive work environment are likely to reciprocate through positive behaviors, including compliance with patient safety procedures. The results are also consistent with previous studies by Galleryzki et al. (2021) and Kusriyati & Winarti (2026) which reported that positive work attitudes are significantly associated with stronger patient safety culture and greater adherence to patient safety practices.

The findings also demonstrated that organizational support has a positive and significant effect on nurses' work attitudes. The greater the organizational support perceived by nurses, the more positive their work attitudes become. Organizational support, including managerial concern, the availability of adequate resources, fair organizational policies, and a supportive work environment, enhances nurses' sense of being valued, thereby strengthening their commitment, responsibility, and professional attitudes toward their work.

These findings are supported by Perceived Organizational Support (POS) Theory proposed by Eisenberger et al. (1986), which suggests that employees who perceive strong organizational support tend to develop more positive work attitudes. The present findings are also consistent with previous studies by Filiz et al. (2024), Kurtessis et al. (2017) through a meta-analysis, and Caesens & Stinglhamber (2014), all of which demonstrated that perceived organizational support significantly influences employees' work attitudes, organizational commitment, and positive work behaviors among healthcare professionals.

Furthermore, this study found that job satisfaction has a positive and significant effect on nurses' work attitudes. Satisfaction with salary, working conditions, supervision, and promotion opportunities contributes to the development of more professional, responsible, and quality-oriented work attitudes. Nurses who are satisfied with their jobs tend to be more motivated to deliver safe, effective, and high-quality patient care.

These findings are consistent with Herzberg's Two-Factor Theory and the concepts proposed by Robbins et al. (2021), which emphasize that job satisfaction is a critical determinant of employees' positive attitudes and behaviors. Employees who are satisfied with their work are more likely to demonstrate commitment, responsibility, and proactive behaviors that contribute to organizational effectiveness. The present findings are also supported by previous studies conducted by Lu et al. (2019), which concluded that job satisfaction has a significant positive influence on work attitudes, organizational commitment, and the quality of nursing care.

This study further demonstrates that work attitude mediates the relationship between organizational support and patient safety culture. In other words, organizational support influences patient safety culture not only directly but also indirectly by fostering positive work attitudes among nurses, which subsequently strengthen the implementation of patient safety culture. These findings suggest that an organization's success in developing a strong patient safety culture largely depends on its ability to create a supportive work environment that enables nurses to internalize patient safety values in their daily clinical practice. The results are consistent with previous studies by Clarke (2013) and Hofmann & Morgeson (1999), which reported that organizational factors influence patient safety culture through psychological mechanisms, including employees' work attitudes and organizational commitment.

Furthermore, this study confirms that work attitude also mediates the relationship between job satisfaction and patient safety culture. Higher levels of job satisfaction promote more positive work attitudes, which in turn enhance patient safety behaviors and strengthen the overall patient safety culture. These findings support Social Exchange Theory (Blau, 1964), which suggests that employees reciprocate positive organizational treatment by engaging in behaviors that benefit the organization. The results are also consistent with previous studies by Lu et al. (2019) and Mullen et al. (2017), all of which found that job satisfaction enhances positive work attitudes and safety-related behaviors, thereby reinforcing patient safety culture. Therefore, hospitals should continuously strengthen organizational support and improve job satisfaction as strategic initiatives to cultivate positive work attitudes and establish a sustainable and robust patient safety culture.

5. Comparisons

The findings of this study are consistent with previous research regarding the relationship between organizational support, job satisfaction, work attitude, and patient safety culture. The positive and significant influence of work attitude on patient safety culture supports the findings of Wake et al. (2021), and Almanhali et al. (2024), which similarly identified positive work attitudes as an important factor in strengthening patient safety practices. The significant relationship between organizational support and work attitude is also in line with Vigazi & Rino (2023), Kurtessis et al. (2017), and Caesens & Stinglhamber (2014), who demonstrated that perceived organizational support contributes to positive employee attitudes and behaviors. Likewise, the positive effect of job satisfaction on work attitude is consistent with Lu et al. (2019), Taswin et al. (2025), and Almutairi et al. (2022). These similarities indicate that supportive organizational conditions and positive work experiences are generally associated with more constructive attitudes among healthcare professionals.

In addition, the mediation findings provide further support for previous studies by demonstrating that work attitude serves as an important mechanism linking organizational factors to patient safety culture. The mediating role of work attitude between organizational support and patient safety culture is consistent with Jacobus et al. (2022), Clarke (2013), and Hofmann & Morgeson (1999), which highlight the contribution of psychological and organizational mechanisms to safety-related behaviors. Similarly, the mediating effect between job satisfaction and patient safety culture corresponds with findings reported by Sugeng & Niswah (2023), Lu et al. (2019), and Mullen et al. (2017). However, the present study extends these findings by examining organizational support and job satisfaction simultaneously within a single model, with work attitude positioned as an intervening variable. This provides a more integrated perspective on how organizational conditions and employees' work experiences contribute to the development of patient safety culture.

6. Conclusion

Based on the findings of this study, it can be concluded that organizational support, job satisfaction, and work attitude simultaneously have a significant effect on patient safety culture. These findings indicate that patient safety culture is shaped not only by organizational policies and systems but also by the psychological conditions and individual behaviors of nurses in delivering healthcare services. Furthermore, the partial analysis demonstrated that organizational support, job satisfaction, and work attitude each have a positive and significant influence on patient safety culture. Strong organizational support, reflected in supportive leadership, the provision of adequate resources, and fair organizational policies, creates a conducive working environment that promotes patient safety. Likewise, high job satisfaction

encourages nurses to perform their duties more responsibly, carefully, and in compliance with patient safety procedures, while positive work attitudes serve as the foundation for the consistent implementation of patient safety values in clinical practice.

The study also revealed that organizational support and job satisfaction significantly influence nurses' work attitudes, indicating that higher perceived organizational support and job satisfaction are associated with more positive work attitudes in healthcare practice. Moreover, work attitude was found to act as an intervening (mediating) variable in the relationships between organizational support and patient safety culture, as well as between job satisfaction and patient safety culture. These findings emphasize that the successful development of a strong patient safety culture depends not only on enhancing organizational support and job satisfaction but also on fostering positive work attitudes through continuous professional development, supportive leadership, training programs, and the creation of a safe and supportive work environment. Such integrated efforts are essential for establishing and sustaining a strong patient safety culture within healthcare organizations.

Implications

Theoretical Implications. This study reinforces the applicability of Social Exchange Theory (SET), Perceived Organizational Support (POS) Theory, Herzberg's Two-Factor Theory, and Robbins and Judge's Work Attitude Theory in explaining the development of patient safety culture. The findings demonstrate that patient safety culture is shaped by the interaction between organizational factors and individual psychological factors. Organizational support and job satisfaction influence patient safety culture not only directly but also indirectly through work attitude as a mediating variable. Furthermore, this study proposes an integrated conceptual model linking organizational support, job satisfaction, work attitude, and patient safety culture, thereby enriching the literature on organizational behavior and patient safety within healthcare organizations.

The findings suggest that hospitals should strengthen patient safety culture by enhancing organizational support, improving job satisfaction, and fostering positive work attitudes among nurses. These objectives can be achieved by implementing just culture policies, strengthening emotional support from leaders, improving working conditions, optimizing supervisory systems, and recognizing behaviors that promote patient safety. In addition, indicators of organizational support, job satisfaction, and work attitude should be integrated into human resource management systems, performance appraisal processes, and quality improvement programs. Such integration is expected to promote the sustainable development of a strong patient safety culture and embed patient safety as a core organizational value within hospitals' intentions.

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