

THE ROLE OF SUPERVISION IN IMPROVING EMPLOYEE PERFORMANCE: A LITERATURE REVIEW

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ABSTRACT

Supervision is a key element in organizational management that directly affects employee performance (Murdiono et al., 2024). In this context, this study aims to explore the role of supervision in improving employee productivity and work quality through various approaches and strategies that have been discussed in the literature. This research uses the literature review method by collecting and analyzing various relevant academic sources, articles, and case studies. These sources include previous research on supervision, training, motivation, feedback and positive work environment. The review shows that effective supervision can improve employee performance in several ways: (1) targeted coaching and training, (2) providing clear direction and continuous motivation, (3) monitoring performance with constructive feedback, and (4) creating a supportive work environment. All of these factors are interrelated and contribute to increasing employee productivity and job satisfaction. From the results of this literature review, it can be concluded that the role of supervision is very important in improving employee performance. Organizations need to ensure that supervisors are equipped with the necessary skills and knowledge to perform their functions effectively. Thus, investment in supervisory capability development will have a positive impact on the overall performance of the organization.

Keywords: Supervision, Training, Motivation, Feedback, and Positive Work Environment.

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INTRODUCTION

In the context of modern organizations, the role of supervision is becoming increasingly important in efforts to improve employee performance (Andang & Hardiyana, 2021). Supervision is not only a supervisory function, but also includes coaching, training, and human resource development. Supervisors function as a bridge between management and employees, who are responsible for ensuring that organizational goals are achieved through increasing the productivity and quality of individual and team work (Sofyan et al., 2022).

Employee performance is one of the determining factors for the success of an organization. High-performing employees not only contribute to the achievement of company targets, but also create a positive and innovative work environment. Therefore, it is important for organizations to understand how effective supervision can significantly affect employee performance (de Haan & Birch, 2021).

Existing literature suggests that a good supervision approach can increase employee motivation, job satisfaction, and engagement. Through proper coaching, constructive feedback, and the creation of a supportive work atmosphere, supervisors can encourage employees to reach their full potential. However, challenges in implementing effective supervision practices still exist, including a lack of communication and support from management (Vinedal et al., 2021).

This article aims to review various studies and literature related to the role of supervision in improving employee performance. By understanding the relationship between supervision and employee performance, it is expected that organizations can formulate better strategies in human resource management, so as to achieve optimal results in their operations. This review will cover aspects such as coaching, motivation, feedback, and the creation of a positive work environment as key factors in supervision effectiveness.

RESEARCH METHOD

The literature for originality of this study used articles in English from 3 databases: Scopus, Science direct, PubMed, SAGE. The keywords used in the literature search are Literature for the originality of this study using articles in English from 3 databases: Scopus, Science direct, PubMed, SAGE. The keywords used in the literature search were: Self-efficacy AND parental acceptance, AND children with special needs, AND self-efficacy. The search was limited to publications from 2010-2024, full articles, not review articles. The strategy used to search for articles using the PICOS framework consisted of the following:

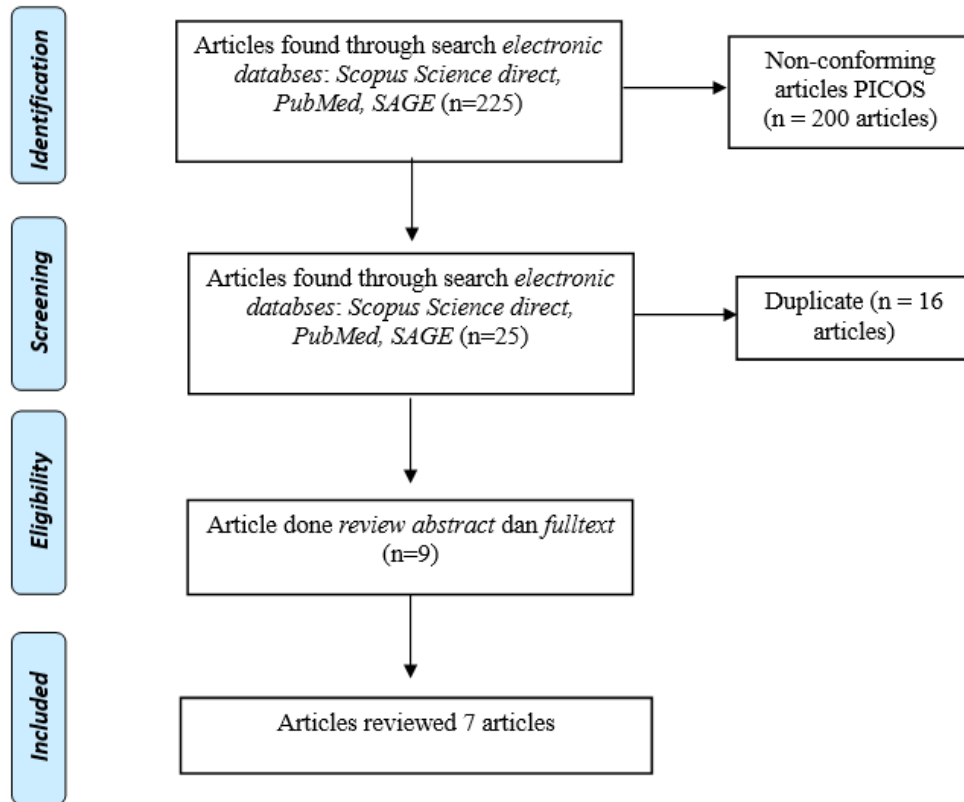


Figure 1. Flowchart of Literature-Based Search PRISMA.

Result of Article Analysis

- Title:** Inductive Supervision as a Scaffolding Mechanism for Improving Employee Performance (Best, 2021).

Design: This study used a qualitative approach design with an inductive method.

Independent Variables: This variable refers to factors that influence other variables in the study including the leadership style applied by managers, which serves to support employee development. This leadership style can be linked to transformational and service leadership theories that focus on the development of organizational members.

Mediator Variables: include interactions between leaders and followers, which can influence performance outcomes. Research shows that the leader/follower relationship can mediate performance outcomes across a wide range of tasks to be performed.

Dependent Variable: employee performance measured through their productivity and engagement at work. This performance is influenced by leadership style and the interactions that occur in the leader/follower relationship.

Instrument: A questionnaire or other measurement tool designed to assess leadership style, leader/follower interaction, and employee performance. Although not specifically mentioned in the given context, these instruments are essential for collecting relevant data.

Result: Implementing an inductive supervision model can improve employee performance in a similar way to how parents support their children's development. This demonstrates the importance of a healthy relationship between leaders and followers in achieving the desired results.

2. **Title:** District Health managers' perceptions of supervision in Malawi and Tanzania (Bradley et al., 2023)
Design: This was a qualitative study conducted as part of a larger project, "Health Systems Strengthening for Equity: The Power and Potential of Mid-Level Providers" Bandung
Independent Variable: Perception of supervision by the district health management team.
Mediator Variable: Factors that influence the relationship between supervision and performance, such as motivation and working conditions.
Dependent Variable: Performance and job satisfaction of district health management team members.
Instruments: The instrument used was an interview guide that included over 40 open-ended questions and additional relevant prompts, designed to elicit perceptions on a range of human resource management issues, including supervision and performance appraisal.
Analysis: The study involved purposive sampling of C/DHMT personnel in several districts in Malawi and Tanzania. Interviews were conducted with key team members in each district.
Result: The results showed that participants had varied attitudes towards the nature and purpose of the supervision process. In Malawi, many discussions focused on inspection and control, while in Tanzania, more emphasized support and improvement. Challenges faced included staff shortages, conflicting responsibilities, and financial limitations, which were perceived as key barriers to conducting regular supervision visits.
3. **Title:** Effect of Work Supervision And Discipline On Employee Performance (Study On A Manufacturing Company In Bandung City) (Andang & Hardiyana, 2021)
Design: The effect of supervision and work discipline on employee performance in a manufacturing company in Bandung City.
Independent Variable: Supervision (X1) and Work Discipline (X2)
Dependent Variable: Employee Performance (Y)
Instrument: A questionnaire was used as an instrument to collect primary data from 57 employees involved in the study. The sampling technique used was saturated sampling technique, where all members of the population who met the criteria were included in the study.
Analysis: The method used in this study is a quantitative approach with multiple regression analysis. This study aims to measure the effect of more than one independent variable on one dependent variable.
Result: The results of the analysis show that supervision and work discipline simultaneously have a significant influence on employee performance, with a contribution of 58.8%. The remaining 41.2% is influenced by other factors not examined in this study.
4. **Title:** The impact of a human resource management intervention on the capacity of supervisors to support and supervise their staff at health facility level (Uduma et al., 2017)
Design: a randomized experimental design to evaluate the impact of a human resource management (HRM) intervention at the health facility level in Tanzania. The study involved collecting data before and after the intervention to identify changes in supervisors' capacity to support and supervise their staff.
Independent Variable: A human resource management intervention consisting of a series of workshops, intensive training, and action learning sets. The intervention is designed to improve human resource management functions in Health districts and facilities.

Mediator Variable: Supervisors' ability to support and supervise their staff, as measured by supervisors' self-assessed competencies

Dependent Variable: Outcomes of the intervention, which included improvements in the frequency of supervision visits and the competency levels of supervisors across facilities

Instrument: Surveys used to collect data from supervisors and health workers. The survey was pre-tested and showed good reliability, with adequate Cronbach's alpha reliability coefficients for all scales measured.

Research Methods: The study involved quantitative data collection through surveys conducted on supervisors and health workers at two time points (before and after the intervention). Data collected included assessments of supervisors' competencies and health workers' perceptions of the supervision process.

Result: Parenting stress has a significant positive relationship with children's problem behaviors. ($r = 0.59, p < 0.01$). Parenting stress is negatively correlated with parenting efficacy ($r = -0.31, p < 0.01$). Results showed that supervisors who took part in the intervention reported improvements in their competencies, with significant differences between baseline and end-line scores in several aspects such as 'maintaining high levels of performance' and 'addressing performance issues' In addition, there were improvements in the frequency of supervision visits and understanding of the importance of supportive supervision.

5. **Title:** Evaluating the effect of a 12-month youth (Mandoh et al., 2023)

Design: This study used a 12-month mixed-methods pre-post design, approved by the University of Sydney Research Ethics Committee. (Approval No. 2021/749)

Independent Variable: Participation in Youth Advisory Group (YAG) for 12 months. This is an intervention that is expected to influence the measured outcomes.

Mediator Variable: Indicators of participation such as influence, empowerment, and contribution resulting from involvement in the YAG. These variables help to explain how participation can influence the final outcome.

Dependent Variable: Leadership skills and perceptions related to chronic disease prevention research measured through surveys and semi-structured interviews.

Instrument: Data were collected through an online survey and semi-structured interviews conducted at baseline, six months, and 12 months after participation. The survey measured participation outcomes such as self-efficacy, leadership skills, and collective participation.

Analysis: This research used mixed methods, combining descriptive statistical analysis for quantitative data and reflective thematic analysis for qualitative data. Qualitative data was analyzed using NVIVO 12.0 version.

Result: Results showed that participation in YAG improved leadership skills and positive perceptions related to chronic disease prevention research. There was a + 8.90 point increase in leadership and life skills scores over 12 months [3]. In addition, interviews revealed key themes such as influence, empowerment, and contribution that demonstrated positive participation outcomes.

6. **Title:** The Effect of Clinical Supervision on Nurse Performance (Nuritasari et al., 2019)

Design: This study utilized latent profile analysis to identify configurations of parental self-efficacy in families.

Independent Variable: This variable is clinical supervision. Clinical supervision serves as a factor that affects the performance of nurses in hospitals. This is explained in the context that clinical supervision has the potential to improve staff performance, which in turn can affect the achievement of hospital goals.

Mediator Variables: Although not explicitly mentioned in the given context, mediator variables can be considered as support from hospital nursing

management. This support is important for the continuity and successful implementation of clinical supervision, which may indirectly affect nurses' performance.

Dependent Variable: This variable is nurse performance. Nurse performance is measured based on effectiveness and efficiency in providing nursing care in the hospital, which is the main focus of this study.

Instruments: This study used scales such as the Manchester Clinical Supervision Scale (MCSS) to measure the process and effectiveness of clinical supervision. However, this scale does not specifically evaluate the content of the supervision session.

Analysis: The study was conducted as a systematic review that involved searching the literature in various databases such as PubMed, SAGE, ScienceDirect, and Scopus. This search was conducted using relevant keywords such as 'nursing', 'clinical supervision', 'clinical performance', and 'nurse performance'.

Result: From 2,436 identified articles, 15 relevant articles were selected for analysis. The results showed that clinical supervision can improve staff performance, which contributes to the achievement of hospital goals. Nursing management support is also considered crucial for the successful implementation of clinical supervision.

7. **Title:** Management, Supervision, and Leadership Principles and Skills: Implementation Is the Challenge (Hamovitch et al., 2020)

Design: Management, Supervision, and Leadership Principles and Skills: Implementation Is the Challengemental.

Independent Variable: In the context of management and leadership, the independent variables can be thought of as the managerial principles and skills implemented by supervisors. These include the ability to listen effectively and provide appropriate feedback, which is key to improving interpersonal relationships and being a better coach.

Mediator Variable: The mediator variable in this study may be the way individuals respond to change. This response may influence how managerial principles and skills are applied and accepted in the work environment. For example, if individuals see change as an opportunity, they may be more open to receiving feedback and training provided by supervisors.

Dependent Variable: The dependent variable can be interpreted as the result of applying managerial principles and skills, which can be measured through improved employee performance and job satisfaction. These results will be seen when individuals feel empowered to make decisions and find meaning in their work after experiencing the Instrument change: This study uses surveys or interviews designed to measure employee perceptions of change, feedback received, and relationships with supervisors. This will help in collecting data on how managerial principles are implemented and the impact on employees.

Analysis: The research method used in this article appears to be qualitative in nature, focusing on individuals' experiences of responding to change and how they interact with supervisors. This includes an in-depth analysis of the cycle of loss and how individuals adapt to change.

Result: The results show that the application of effective managerial principles can help individuals through the change cycle, reduce the possibility of "checking out" and increase their involvement in the change process. With the right support, individuals can move from uncertainty to acceptance and empowerment.

RESEARCH RESULT

The results of a review of seven articles that explain the importance of Effective Supervision: Research shows that effective supervision has a significant impact on employee performance. Supervision is not just about supervision, but also includes coaching, training, and providing constructive feedback. Good supervision can increase employee motivation and create a positive work environment. In this case, supervision functions, among others: (1) Directing Function where supervisors provide clear directions to employees regarding their duties and responsibilities (de Haan & Birch, 2021). (2) Controlling function, which ensures that the work process goes according to plan and takes corrective action if needed (Decoster et al., 2014).

(3) Evaluation function, namely conducting performance evaluations to determine target achievement and identify areas that need improvement (Mohammadi et al., 2019). (4) The Development function is to provide opportunities for employees to improve skills through training and mentoring. The relationship between Supervision and Performance based on the results of the literature review shows a positive relationship between the quality of supervision and improved employee performance. Employees who feel supported by supervisors tend to be more productive and have higher job satisfaction (Uduma et al., 2017).

The barriers to supervision from the literature review also identified several barriers faced in supervision practices, such as lack of communication between supervisors and employees, as well as resistance from employees to feedback or proposed changes.

DISCUSSION

To improve employee performance, effective supervision strategies are needed where supervisors need to implement collaborative and educative supervision strategies (Ahli et al., 2024). This approach involves listening to input from employees, encouraging open discussions, and creating an inclusive work atmosphere. Thus, employees feel valued and are more motivated to contribute optimally. Second, the role of constructive feedback is needed where feedback from supervisors is very important in the employee development process (Mandoh et al., 2023). Feedback should be constructive, providing constructive criticism accompanied by concrete solutions for improvement. Evaluation should not only focus on the end result but also on the work process, thus enabling employees to continue learning and developing. The third is the development of a positive work culture where supervisors have an important role in building a positive work culture (Riva & Smith, 2024). A supportive work environment, where team members feel valued, will increase productivity and innovation. Supervisors should create an atmosphere where every team member feels safe to share ideas and contribute. The fourth recommendation for supervisory practices is that based on the results of the review, it is recommended that organizations conduct training for supervisors to improve their managerial skills, including communication, leadership, and feedback techniques (Rasul & Mandal, 2021). In addition, it is important for organizations to implement a periodic evaluation system of supervision practices to ensure their effectiveness.

The fifth implication for Human Resource Management is that the findings from this review suggest that investment in supervisory capability development can have a positive impact on overall organizational performance (Lehmann et al., 2024). Human resource management needs to focus on developing supervisor competencies as part of a strategy to improve organizational performance. Overall, the results and discussion from this literature review emphasize that effective supervision is a crucial element in improving employee performance. By implementing good supervision practices,

organizations can achieve their strategic goals while creating a productive and innovative work environment.

Some strategies that can be implemented by supervisors to increase employee motivation are:

1. Building a Comfortable Work Environment

Creating a pleasant and comfortable work environment is an important first step. This can include improving the layout of the workspace, attractive decorations, and providing a relaxing space to take a break. A positive work environment can increase employee morale and productivity (Andang & Hardiyana, 2021).

2. Provide Awards and Rewards

Providing awards or bonuses for employees who achieve targets or show good performance can increase their motivation. This reward can be in the form of financial incentives, shopping vouchers, or other forms of recognition that suit the needs of employees (Tugendrajch et al., 2021).

3. Build Good Communication

Open communication between supervisors and employees is very important. By establishing a good relationship, employees will feel more comfortable in conveying ideas and problems, thus increasing their engagement in work (Nguyen & Tran, 2020).

4. Open to Feedback

Supervisors need to show an open attitude towards input from employees. When employees feel that their opinions are valued, they will be more motivated to actively contribute to the work (De Carlo et al., 2020).

5. Provide Training and Development

Providing opportunities for employees to participate in training or skill development programs can increase their confidence and abilities. This shows that the company cares about employees' career development (de Haan & Birch, 2021).

6. Conducting Outing Activities

Organizing outings or team building activities can strengthen relationships between employees and create a strong team bond. This activity also provides an opportunity for employees to relax and reduce stress (Kaabomeir et al., 2023).

7. Building Trust

Showing trust to employees by giving them more responsibility can increase their motivation. Employees who feel trusted tend to be more committed and strive to meet expectations (Lehmann et al., 2024).

8. Provide Leadership Opportunities

Giving employees the opportunity to lead small projects or become PIC (Person In Charge) can help them develop leadership skills and increase their motivation to succeed (Ahli et al., 2024).

9. Involving Employees in Decision Making

Involving employees in the decision-making process makes them feel valued and responsible for the results of their work. It can also increase the sense of belonging to the Company (Mandoh et al., 2023).

10. Periodic Performance Evaluation

Conducting regular performance evaluations provides constructive feedback to employees. This feedback helps them understand the areas that need improvement and recognizes their achievements, thereby increasing their motivation to improve (De Carlo et al., 2020).

By implementing these strategies, supervisors can create a more positive and supportive work environment, leading to an overall increase in employee motivation and performance.

CONCLUSION

1. Supervision as a Key Factor

Supervision is identified as one of the key factors that influence employee performance. Effective supervision involves not only supervision, but also includes coaching, providing feedback, and the support needed to help employees achieve their goals. This suggests that the role of supervisors is critical in creating a productive work environment (Lehmann et al., 2024).

2. Positive Impact of Effective Supervision

The review shows that good supervision can increase employee motivation and job satisfaction. When supervisors provide clear direction and necessary support, employees feel more confident and motivated to work harder. This contributes to increased productivity and work quality (Mandoh et al., 2023).

3. Importance of Constructive Feedback

Constructive feedback from supervisors is an important element in the employee development process. Research shows that specific, performance-based feedback can help employees understand their strengths and weaknesses and provide direction for improvement. This creates a positive learning cycle in the workplace (Kaabomeir et al., 2023).

4. Supportive Work Environment

Good supervision contributes to the creation of a supportive work environment. A positive work environment, where employees feel valued and supported, can increase their engagement at work. Research shows that a good work atmosphere is directly related to improved performance (Ahli et al., 2024).

5. Barriers to Supervision Practice

The literature review also identified several barriers to supervision practice, such as lack of communication between supervisors and employees and resistance to feedback. This suggests the need for training for supervisors to improve their interpersonal communication and management skills (Mohammadi et al., 2019).

6. Recommendations for Supervision Practice

Based on these findings, it is recommended that organizations provide training for supervisors to improve their ability to provide feedback, foster positive relationships with employees, and create an inclusive work environment. Investing in supervisory skill development will have a positive impact on overall organizational performance (Gonsalvez et al., 2017).

7. Implications for Human Resource Management

This conclusion has important implications for human resource management (HRM). By understanding the important role of supervision in improving employee performance, organizations can formulate more effective HR management strategies, focusing on developing supervisor competencies as part of overall performance improvement efforts (Tugendrajch et al., 2021). Overall, the conclusion of this literature review confirms that effective supervision is a crucial element in improving employee performance. By implementing good supervision practices, organizations can achieve their strategic goals while creating a productive and innovative work environment.

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