



EFFECTIVENESS OF CLINICAL NURSING SUPERVISION TO IMPROVE NURSING PERFORMANCE FOR SAFETY NURSE CARE: A LITERATURE REVIEW

Masrifah*, Purwaningsih, Nuzul Qur'aniati

Faculty of Nursing, Universitas Airlangga, Mulyorejo, Surabaya, East Java 60115, Indonesia

*masrifah-2023@fkn.unair.ac.id

ABSTRACT

Nurses require supervision as a crucial leadership skill when working within a nursing team. The entire health team, including nurses, must provide high-quality, safe, and comprehensive health services due to the rapid development of technology and information. This study aims to assess the effectiveness of clinical nursing supervision in enhancing nursing performance for safe nurse care. The method used was a literature review of journal databases within the last eight years (2016-2024). Search terms were constructed in collaboration with an academic librarian and were based on a PICOS structured question. Keywords adjusted to Medical Subject Heading (Mesh) phrases, namely "Clinical Supervision OR Supervision AND Nursing AND Performance". All keywords were used in each database. Articles or journals there were included in the inclusion criteria were limited by year and language used according to the inclusion criteria. Online databases searched included Science Direct, Pubmed, WoS, and SAGE.. Studies were included in the review if they reported clinical nursing supervision to improve nursing performance for safety nurse care with quasi experiment or Experiment design. . Study show that six studies according to the specified inclusion criteria. Analysis of the results of this study using the Joanna Briggs Institute (JBI) tool. The review results indicate that effective clinical nursing supervision can enhance safety, serve as an educational model in conjunction with supervision to enhance nurses' performance in patient care, and improve the utilisation of the nursing process. It can be concluded that clinical nursing supervision can enhance patient safety and improve nurses' performance in patient care.

Keywords: clinical nursing supervision; nursing performance: safety nurse care

How to cite (in APA style)

Masrifah, M., Purwaningsih, P., & Qur'aniati, N. (2025). Effectiveness of Clinical Nursing Supervision to Improve Nursing Performance for Safety Nurse Care: A Literature Review. *Indonesian Journal of Global Health Research*, 7(3), 107-116. <https://doi.org/10.37287/ijghr.v7i3.5814>.

INTRODUCTION

The World Health Organization (WHO) states that patient safety is a basic principle in health services (WHO, 2017). Patient safety is still one of the main challenges for 21st-century healthcare institutions whose main mission is to provide good quality services (Brás et al., 2023). Patient safety goals that are not properly implemented will cause patient safety incidents (Buhari et al., 2020). The need for health services is increasing as a result of the rapid development of technology and information. Quality, safe and complete health services must be provided by the entire health system, including nursing staff, because society needs them. To provide safe nursing care for patients, nurses, as the largest health workers in hospitals, must have the ability, skills and commitment to work according to professional standards and codes of ethics. Nurses as the largest health service providers play an important role in maintaining services and accountability in services (Meghdad et al., 2020). Supervision plays an important role in improving nurse performance. Existing work supervision appears to be less effective and efficient so that nurses lack discipline in carrying out their performance (Diana et al., 2022). Supervision is one of the functions of management, namely the directing (actuating) function which has the role of ensuring that all programmed activities can be carried out well and smoothly (Dahlia et al., 2020). Good supervision builds strong relationships, increases motivation, and increases staff commitment to quality. If

supervision is inadequate, relationships can increase resentment, lack of motivation and chaos. Where if supervision is carried out well then the performance of the implementing nurse will be good and vice versa(Sari et al., 2020)

Data shows that abusive supervision is 46.64%, and 36.6% causes non-compliance and decreased work productivity and contraproductive work behavior (CWB) of nurses that have an impact on hospitals, quality of care and patients. The achievement of supervision carried out is only 32%7. Good direction and control is only 20%8, while good direction function is only 61.6% (Suryanti & Hariyati, 2020)Supervision and evaluation are an important part of management as well as the overall responsibility of the leader, so to manage nursing care requires the supervision ability of a nursing manager (Santika Sarah et al., 2024). Supervision that cannot run regularly will be difficult to change the behavior of nurses so that it will reduce the performance of nurses and the quality of hospital services (Wagiono & Handiyani, 2019). The duties and functions of supervisors are inseparable from the tasks and functions of nursing management itself, namely planning, organizing, actuating and controlling. Being a supervisor is an inherent role and if the activity is carried out well it will have a positive impact and satisfaction, not only for the supervisor himself but also for the room nurse and the patient(Oktaviani & Rofii, 2019)

Clinical supervision can have a variable effect on nursing outcomes. This effect appears to be influenced by the effectiveness of both clinicals provided supervision and clinical supervisor. The need for organizations to commit to high-quality surveillance practices if maximum benefit from clinical supervision is to be achieved(Martin et al., 2021). Clinical supervision helps promote the personal and professional development of practitioners through fostering supportive relationships and working alliances. Peer group clinical supervision is a form of clinical supervision in which two or more nurses are involved in the supervision process to improve their professional practice and provide quality care(Jonsdottir & Kristinsson, 2020). Nurses require supervision as a crucial leadership skill when working within a nursing teamSupervision that is carried out with full responsibility, competence according to rights and authority will provide direct feedback on the performance of nursing staff, one of which is related to nurse compliance in the implementation of patient safety goals(Surahmat et al., 2019).The entire health team, including nurses, must provide high-quality, safe, and comprehensive health services due to the rapid development of technology and information. This study aims to assess the effectiveness of clinical nursing supervision in enhancing nursing performance for safe nurse care

METHOD

Initial scoping searches were conducted to identify similar and relevant systematic reviews that had already been conducted. Articles and journals were appropriate for systematic review according to Preferred Reporting Items for Systematic Review and Meta Analyze (PRISMA).

Literature Search and Screening

Searches were conducted to identify articles or journal publications using key search terms. Search terms were constructed in collaboration with an academic librarian and were based on a PICOS structured question. Keywords adjusted to Medical Subject Heading (Mesh) phrases, namely “Clinical Supervision OR Supervision AND Nursing AND Performance”. All keywords were used in each database. Articles or journals there were included in the inclusion criteria were limited by year and language used according to the inclusion criteria. Online databases searched included Science Direct, Pubmed, WoS, and SAGE. References that correspond to systematic reviews are used to identify further studies. Duplicate articles and journals are removed and research is filtered according to inclusion and exclusion criteria,

based on abstracts and titles. Full text for all articles and journals included including being downloaded and researched by one researcher using a screening tool to confirm that the study met the inclusion criteria.

Selection Criteria

Studies were required to meet the following criteria to be eligible for inclusion in the systematic review journal articles published in the English language between January 2017 until December 2024. Studies were included in the review if they reported clinical nursing supervision to improve nursing performance for safety nurse care with quasy experiment or Experiment design. Journal extraction was not appropriate is done by taking into account the inclusion criteria of the study to be discussed. Studies that fall under the inclusion criteria are seen from the year of publication, research design used, interventions, participants, data changes, outcome measures. After data extraction and quality analysis, the main features and research findings were discussed by four authors to construct a structure for the synthesis of research findings.

Data Extraction

For each included article, the data extracted included the author's name, year of publication, country, participant setting, type of intervention, instrument, follow up, measurement and P-value. To assess the quality of each included study, a meticulous quality assessment was performed using the Joanna Briggs Institute (JBI) tool. The JBI assessment covers various aspects, including the representativeness of the sample, the appropriateness of the study's methodology, the validity and reliability of the measures used, and the adequacy of response rates.

RESULT

No	Title and Author	Method: Design, Sample, Variable, Instrument, Analysis	Result
1.	The Effect of the Clinical Supervision Model on Nurses' Performance in Atrial Fibrillation Care (Mokhtari et al., 2022)	D: quasy experimental study S: 36 nurse V: Clinical supervision model Nurse performance I: Demographic questionnaire (7 items) and a performance checklist (44 items) A: The data were analyzed using descriptive (mean and standard deviation) and analytical statistics (ANOVA, LSD, post hoc test, and paired t-test).	Paired t-test showed that there was a significant difference between the mean total scores of nurses' performance and its dimension before and after the intervention ($p < 0.001$). The results of ANOVA before the intervention showed that there was a significant difference between the mean (SD) scores of care [63.14 (13.08), $t = 13.66$], pharmacologic [68.98 (13.15), $t = 8.20$], and electrical cardioversion dimensions [63.37 (10.47), $t = 16.82$, $p < 0.001$]. The results of ANOVA showed that the mean (SD) scores of the all dimensions did not differ significantly after the intervention [82.91 (9.75), 84.95 (83.87), and 83.51 (8.07), respectively, $p > 0.05$].
2	Impact of clinical supervision on field	D: experimental study S: 32 nursing student	There was a significant difference between the

No	Title and Author	Method: Design, Sample, Variable, Instrument, Analysis	Result
	training of nursing student at urmia university of medical science (Dehghani et al., 2016)	V: I: The students' clinical skills were assessed using a researcher-made checklist A : Data were analyzed using SPSS, version 14	experimental and control groups in clinical skills such as recognition and administration of medication, team participation, patients and their relatives' education, considering the safety, infection prevention and nursing process ($p < 0.005$).
3	The effect of clinical supervision model on high alert medication safety in intensive care units nurses(Esfahani et al., 2016)	D: Quasy experimental study S: 32 nurse V: Independent: Clinical supervision model Dependen: High alert medication safety I: A: The data were analysed by inferential and descriptive statistics and and paired t-test	The result of the statistical trials showed that before and after applying the clinical supervision model, there was a statistically significant difference between the average scores of medication safety of heparin (15.7 vs 18.73), warfarin (11.08 vs 15.67), norepinephrine (14.60 vs 19.72), dobutamine (13.80 vs 19.30), and dopamine (14.25 vs 19.47)
4	The effect of the clinical supervision model on nursing internship students' nursing process-based performance(Shahzeydi et al., 2023)	D: experimental study S: 70 internship student V: I: The 70 eligible internship students were conveniently selected and randomly assigned to either an intervention or a control group A: The data were analyzed using SPSS version 16 software, descriptive statistics (frequency distribution, percentage, mean, and standard deviation), and analytical statistics (independent t-test, chi square, repeated measures Anova and LSD	Intergroup analysis revealed that there was no significant difference between the scores of nursing process steps and the total score before the intervention in the control and intervention groups, as well as in baseline characteristics ($P > 0.05$). According to the intragroup analysis, the intervention group showed a significant increase in both the total scores and scores of nursing process steps over time ($P < 0.001$), whereas the control group exhibited contradictory results ($P > 0.05$). Finally, the "P-Value Intervention" demonstrated the effectiveness of this training model in improving the performance of the intervention group based on the nursing process compared to the control group. The mean score of the Manchester questionnaire in the intervention group was 136.74, indicating the high impact of implementing the clinical supervision model in the intervention group
5	The Effect of Clinical Model Supervision and Academic Model Supervision on Nursing	D: quasy experimen design S: 45 nursing V: Independent: Clinical Model	The results indicate that there was an increase in the value of nursing care following the

No	Title and Author	Method: Design, Sample, Variable, Instrument, Analysis	Result
	Care at the Community Health Center (Abdillah & Basri, 2021)	Supervision and Academic Model Supervision Dependent: nursing care I: Questioner was used collect data pretest and posttest design control group A: Data analysis was performed using the General Linear Model Repeating Measure (GLM-RM).	intervention. The author saw that in the control group, although no intervention was carried out, they knew that they were being supervised by their supervisor, so that there was an increase in the value of nursing care, but the value was not as significant as that in the intervention group
6	Tiered Supervision in the Era of the Covid-19 Pandemic in Nursing Management (Yuliana et al., 2021)	D : Case Study S : - V : - I: interviews, surveys and document searches A : Fishbone	The lack of optimal hierarchical supervision function in the COVID-19 pandemic conditions at Hospital X, so that it has an impact on the quality of nursing care. Nursing managers from top managers to first managers at Hospital X, only supervise orally, without a routine schedule, without supervision tools and there are no tiered supervision standards and have not developed follow-up steps on the results of supervision in each area of nursing services.
7	The effect of clinical supervision model on nursing interns medications safety competence and knowledge (Shahzeydi et al., 2024)	D: clinical trial S: 70 nursing V: Independent: Clinical Model Supervision Dependent: nursing care I: Data were collected using the Medication Safety Critical Element Checklist, the Medication Safety Knowledge Assessment, and the Manchester Clinical Supervision Scale A: Data were analyzed using the independent t-test, paired t-test, chi-square test, and repeated measures analysis of variance	Between-group analysis showed that the difference between medication safety competence and knowledge scores in the control and intervention groups was not significant at baseline ($P>0.05$). Within-group analysis showed that medication safety scores in the intervention group increased significantly over time ($P<0.001$), in contrast to the control group ($P=0.137$). Within-group analysis revealed significant changes in medication safety knowledge scores in both the control and intervention groups before and after the intervention ($P<0.05$). However, between-group analysis showed that the increase was higher in the intervention group than in the control group ($P<0.001$). The mean Manchester Scale score for the intervention group was 127.2, indicating the significant effect of the CSM.

No	Title and Author	Method: Design, Sample, Variable, Instrument, Analysis	Result
8	<i>Nursing supervision model toward patient safety goals on the ward</i> (Hadi et al., 2020)	D:quasy-experimental with pretest-posttest with control group design S: 24 treatment subjects and 24 control subjects V: Independent variable: nursing supervision Vaariabel dependence: Patient safety goals Instruments: supervision and patient safety goals instruments Analysis: chi-square, independent sample t test, general liner model	D:quasy-experimental with pretest-posttest with control group design S: 24 treatment subjects and 24 control subjects V: Independent variable: nursing supervision Vaariabel dependence: Patient safety goals Instruments: supervision and patient safety goals instruments Analysis: chi-square, independent sample t test, general liner model
9	Person-centered care practice, patient safety competence, and patient safety nursing activities of nurses working in geriatric hospitals (Huh & Shin, 2021)	D: Descriptive survey design S: 172 nurses I: Questionnaire V: patient safety competence and general characteristic A: Questionnaire	The results of the study obtained data that patient safety skills and age have a positive effect on the safety activities of nursing patients
10	A metasynthesis of nurses and midwives ' experiences of clinical supervision(Catling et al., 2024)	D: Methasinsynthesis S: systematically academic databases for relevant publications V: D: Nurses and midwives I: Experience in the implementation of clinical supervision A: Qualitative analysis by extracting, analyzing and synthesizing themes	Clinical supervision that adheres to group rules can provide professional support in a safe and confidential space. Having trust in colleagues and facilitators on sessions can help staff develop confidence, provide personal development and professional support
11	The effect of supervision and coaching of the head of the room on the performance of nurses (Indriasari, 2024)	D: Literature review S: 20 research literature V: Dependent: Nurse performance Independent: Supervision and coaching Chocrane Bias Risk Analysis A: Thematic and categorical analysis	Room head supervision and room head coaching have an important role in improving nurse performance in various hospital contexts. Supervision provides supervision, guidance, and evaluation, while coaching helps to improve individual and team competencies and provide emotional support. These two factors, if implemented properly by the leadership, can improve the quality of health services provided by nurses in hospitals.

DISCUSSION

Results of our study indicated that the experimental group in clinical skills including recognition and administration of medication, education to patients and their relatives, team participation, infection prevention, considering the safety, and paying attention to the nursing process had a significant differences with the control group; thus, these results showed the significant influence of this clinical supervision model on learning outcomes of nursing education. Kristofferzon et al. in a study done in 2013 have revealed that nursing students seemed to be satisfied with clinical supervision provided by preceptors, teachers, and clinical instructors. Also, they stated that the supervision provided by the group of facilitators helped the students to fulfill their learning outcomes to a large extent. The results of the following study are not consistent with our findings. In a study by Lofmark et al. conducted in 2012, nursing students' satisfaction with supervision by preceptors and teachers and fulfillment of learning outcomes during clinical practice were investigated.

The findings of the study demonstrated that supervision by clinical teachers was rated more highly than supervision by preceptors. Students had filled out a questionnaire at the end of the clinical practice period and they had estimated learning outcomes to be achieved to a high extent. Fulfillment of learning outcomes was even more strongly related to supervision by teachers than by preceptors. The results of their study demonstrated the overall positive benefits of supervision during the clinical education period. According to our study findings, in earlier studies, appreciation and benefits of support from preceptors have been shown. The findings of Carver et al.'s study about group clinical supervision in 2014 showed that students had become increasingly more autonomous learners; also, it was revealed the value of such a program in enabling the students to become supervisees in group clinical supervision. Lingren et al. evaluated a group supervision model aiming to increase the nursing students' knowledge, understanding and insights into professional nursing. The findings showed that the nursing process is one of the significant components of the nursing profession, which has received less attention from nursing students, including nursing internships. The nursing internship students' knowledge is insufficient, and their performance score in implementing the nursing process has been reported as average. In Portugal state in their study that clinical supervision sessions should be taken into account due to the gaps in the operationalization of the nursing process. The present study aimed to investigate the impact of the clinical supervision model on the nursing process-based performance of nursing internship students in Isfahan, Iran. The results showed the positive effect of this model on nursing internship students' nursing process-based performance.

This study aimed to investigate clinical supervision model on medication administration safety of high risk drugs. Findings show that score of medication safety of such drugs increased after administration of clinical supervision model. In a clinical trial on high risk drugs, intervention increased medication safety. Two group study with a control group, compared to the present study, was conducted on a higher number of subjects and its intervention was in the form of educational workshop with group education method to increase nurses' knowledge of high risk drugs in order to diminish medication errors. On the contrary, the present study was one group and tried to make the education process of high risk drugs more applicable and fills the gap between theory and practice to reduce medication errors and events and to promote medication safety of such drugs. Another experimental study reported a lower number of adverse medication events of high risk drugs. This study aimed to investigate the effect of computer recording of medical orders on the number of adverse medication events and errors, and was a two group study with a control group and a higher number of subjects compared to the present study. In another study, the researchers reported positive results in investigation of the effect of interactional education on reduction of

medication errors of high risk drugs in ICUs. In their study, like the present study, during administration of clinical supervision model, there was an interaction with the subjects. They were also given constructive feedbacks with just a difference. The difference was that through presentation of checklists of high drugs safety action program, the goals and duties.

CONCLUSION

Based on the results of this study, it seems that the provision of a clinical supervision model in the intensive care unit can improve safety status and also shows that the application of the clinical supervision model leads to increased utilization of the nursing process at all stages. Therefore, it is recommended that nurse educators utilize the clinical supervision model by providing feedback on action errors during supervision sessions to improve the quality of nursing services provided by nursing interns and improve patient safety in the clinical environment. The clinical supervision model can also be used as an educational model combined with supervision to improve nurses' performance in providing services. In addition, academic method supervision training is very effective in improving nursing services.

REFERENCES

- Abdillah, H., & Basri, B. (2021). The Effect of Clinical Model Supervision and Academic Model Supervision on Nursing Care at the Community Health Center of Sukabumi Regency. *KnE Life Sciences*, 2021, 594–612. <https://doi.org/10.18502/cls.v6i1.8655>
- Brás, M. M. C., de Figueiredo, M. D. C. A. B., & Duarte, J. C. (2023). Patient safety culture in nurses' clinical practice. *Revista Latino-Americana de Enfermagem*, 31. <https://doi.org/10.1590/1518-8345.6231.3837>
- Buhari, Octavia, & Sari. (2020). *Budaya Keselamatan Pasien Rumah Sakit : Dalam Perspektif Keperawatan*. Zahir Publishing.
- Catling, Davey, R., Donovan, H., & Dadich, A. (2024). A metasynthesis of nurses and midwives' experiences of clinical supervision. *Women and Birth*, 37(1), 6–14. <https://doi.org/10.1016/j.wombi.2023.10.005>
- Dahlia, A. I., Novieastari, E., & Afriani, T. (2020). Supervisi Klinis Berjenjang Sebagai Upaya Pemberian Asuhan Keperawatan yang Aman Terhadap Pasien. *Dunia Keperawatan: Jurnal Keperawatan Dan Kesehatan*, 8(2), 304–312.
- Dehghani, M., Ghanavati, S., SOLTANI, B., Aghakhani, N., & Haghpanah, S. (2016). Impact of clinical supervision on field training of nursing students at Urmia University of Medical Sciences. *Journal of Advances in Medical Education & Professionalism*, 4(2), 88–92. <http://www.ncbi.nlm.nih.gov/pubmed/27104203> <http://www.pubmedcentral.nih.gov/articlerender.fcgi?artid=PMC4827761>
- Diana, Eliyana, A., Mukhtadi, & Anwar, A. (2022). Creating the path for quality of work life: A study on nurse performance. *Heliyon*, 8(1), e08685. <https://doi.org/10.1016/j.heliyon.2021.e08685>
- Esfahani, A., Varzaneh, F., & Changiz, T. (2016). The effect of clinical supervision model on high alert medication safety in intensive care units nurses. *Iranian Journal of Nursing and Midwifery Research*, 21(5), 482–486. <https://doi.org/10.4103/1735-9066.193394>
- Hadi, M., Turyatiningsih, T., T. Arofiati, F., Efendi, F., & Nursalarn, &. (2020). Model supervisi keperawatan terhadap sasaran keselamatan pasien di bangsal. 12(1), 287-292.

- Huh, A., & Shin, J. H. (2021). Person-centered care practice, patient safety competence, and patient safety nursing activities of nurses working in geriatric hospitals. *International Journal of Environmental Research and Public Health*, 18(10). <https://doi.org/10.3390/ijerph18105169>
- Indriasari, M. I. (2024). Pengaruh Supervisi dan Coaching Kepala Ruangan terhadap Kinerja Perawat. *Jurnal Syntax Admiration*, 5(2), 568–578. <https://doi.org/10.46799/jsa.v5i2.976>
- Jonsdottir, I. J., & Kristinsson, K. (2020). Supervisors' active-empathetic listening as an important antecedent of work engagement. *International Journal of Environmental Research and Public Health*, 17(21), 1–11. <https://doi.org/10.3390/ijerph17217976>
- Martin, P., Lizarondo, L., Kumar, S., & Snowdon, D. (2021). Impact of clinical supervision on healthcare organisational outcomes: A mixed methods systematic review. *PLoS ONE*, 16(11 November), 1–27. <https://doi.org/10.1371/journal.pone.0260156>
- Meghdad, R., Nayereh, R., Zahra, S., Houriyeh, Z., & Reza, N. (2020). Assessment of the performance of nurses based on the 360-degree model and fuzzy multi-criteria decision-making method (FMCDM) and selecting qualified nurses. *Heliyon*, 6(1), e03257. <https://doi.org/10.1016/j.heliyon.2020.e03257>
- Mokhtari, M., Khalifehzadeh, -Esfahani, & Shahla Mohamadiriz. (2022). The Effect of the Clinical Supervision Model on Nurses' Performance in Atrial Fibrillation Care. https://doi.org/DOI: 10.4103/ijnmr.IJNMR_203_20
- Oktaviani, M. H., & Rofii, M. (2019). Gambaran Pelaksanaan Supervisi Kepala Ruang Terhadap Perawat Pelaksana Dalam Keselamatan Pasien. *Jurnal Kepemimpinan dan Manajemen Keperawatan (JKMK)*. *Jurnal Kepemimpinan Dan Manajemen Keperawatan*, 2(1), 23.
- Santika Sarah, Suyatno, Agus Darsana I Made, & Amrullah Yusuf Amri. (2024). *Perencanaan Strategi Sumber Daya Manusia (Wardana Miko Andi (ed.)). Intelektual Manifes Media*.
- Sari, D. P., Saputera, B., Saleh, M., Sholihah, Q., & Daud, I. (2020). Factors affecting nurse performance in medical ward. *Indian Journal of Public Health Research and Development*, 10(12), 1618–1622. <https://doi.org/10.37506/v10/i12/2019/ijphrd/192092>
- Shahzeydi, A., Farzi, S., Tarrahi, M. J., & Babaei, S. (2023). The effect of clinical supervision model on nursing interns medication safety competence and knowledge: A clinical trial. *Nursing and Midwifery Studies*, 12(4), 190–196. <https://doi.org/10.48307/nms.2023.412822.1251>
- Shahzeydi, A., Farzi, S., Tarrahi, M. J., Sabouhi, F., Babaei, S., & Yazdannik, A. (2024). The effect of the clinical supervision model on nursing internship students' nursing process-based performance: an experimental study. *BMC Nursing*, 23(1), 1–12. <https://doi.org/10.1186/s12912-024-01840-0>
- Surahmat, R., Neherta, M., & Nurariati. (2019). Hubungan Supervisi Dengan Implementasi Sasaran Keselamatan Pasien Di Rumah Sakit Muhammadiyah Palembang. *Proceeding Seminar Nasional Keperawatan*, 4(1), 173–178.
- Suryanti, N., & Hariyati, R. T. S. H. S. (2020). Manfaat, Pendukung, Hambatan, Pelaksanakan Dan Dampak Ketidaktepatan Pelaksanaan Supervisi Terhadap Perawat Di Rumah Sakit: Tinjauan Literatur. *Jurnal Wacana Kesehatan*, 5(1), 487. <https://doi.org/10.52822/jwk.v5i1.115>

- Wagiono, A., & Handiyani, H. (2019). Correlation between nursing supervision and low back pain preventive behavior among nursing staff in hospital. *Enfermería Clínica*, 29, 5–9. <https://doi.org/https://doi.org/10.1016/j.enfcli.2019.04.002>
- WHO. (2017). Patient safety: Making health care safer. World Health Organization.
- Yuliana, E., Hariyati, R. T. S., & Rusdiansyah, R. (2021). Supervisi Berjenjang di Era Pandemi COVID-19 dalam Manajemen Keperawatan. *Journal of Telenursing (JOTING)*, 3(1), 286–295.