

Review Article: Systematic Review, Meta-Analysis, Integrative Review, Scoping Review

ANALYSIS OF FACTORS INFLUENCING THE IMPLEMENTATION OF NURSING SUPERVISION BY THE HEAD OF THE ROOM: A SCOPING REVIEW

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Abstract

Background: Supervision in several hospitals until now is still not optimal by the head of the room so that the direction function in nursing management does not run optimally which affects the quality of nursing care. This study aims to find factors that influence the implementation of supervision by the head of the room.

Objective: This research uses the Scoping review method

Data Sources: In the search using data sources from Google Scholar, Scient Direct and Pubmed. The search uses the keywords "nursing supervision" AND "faktors" AND "nurse management". Articles are filtered from the years "2018-2024", "free full text". Of all the articles found, there are 8 articles obtained for analysis.

Review Methods: The review method uses a Scoping Review using the PRISMA diagram, and synthesis is carried out by removing the exclusion criteria.

Results: The results of the study showed that from the 8 articles obtained, there were 4 factors that influenced trust and good relationships, supervisor workload, shared understanding of the implementation of supervision and supervisor competence.

Conclusion: The results show that the supervision by the head of the room is less than optimal due to these factors. So, it can be a recommendation for hospital institutions to make efforts to improve the nursing management function, especially the direction function in the form of supervision.

Keywords: *Factors, Nurse Manager, Nursing Supervision*

INTRODUCTION

Supervision is a process of monitoring, directing, guiding, improving and evaluating the abilities of nursing staff which cannot be separated from the nursing management function (Marquis & Huston, 2017). Supervision provides nursing managers with the opportunity to identify various obstacles in providing nursing care by comprehensively looking at the influencing factors from various perspectives and seeking solutions to problem solving together with nursing staff (Puspa Sari et al., 2020).

Supervision in several hospitals has not been carried out optimally by the head of the

room so that the direction function in nursing management is not running optimally (Supratman & Sudaryanto, 2008). Problems in nursing services that need to be addressed immediately by the management team include teamwork, time management, improving competencies consisting of knowledge, skills and professional attitudes of a nurse (Hadi et al., 2020).

The implementation of nursing supervision is not free from obstacles, including the small number of supervisors, the knowledge and competence of supervisors in providing solutions to nursing staff problems, and differences in thinking between supervisors and

supervisees (Hoskin, 2021). Supervision is a form of control to ensure that nurses behave effectively and efficiently in providing services through a hands-on approach (Babo & Syamsuddin, 2022).

Supervision also plays an important role in shaping the skills, confidence and attitudes of supervisees (Kisthinos & Carlson, 2019). Supervision emphasizes on the personal nature of the supervisor who has patience, willingness so that he is able to empower the process of achieving competence without blaming. Supervisors need to feel a friendly and respectful environment to achieve self-development (Atakro et al., 2019).

Supervision carried out by the head of the room as a form of monitoring and evaluation and follow-up solutions to the results of the nurse's work. Nurses always try to prevent the effects of declining quality of care and competence through ongoing supervision (Nuritasari et al., 2019). Professional behavior and effective communication are important components of the learning process in the clinical environment (Lekalakal-Mokgele & Caka, 2015).

Supervision carried out by the head of the room is oriented towards the completeness and accuracy of nursing care documentation, providing direct services to patients, and collaboration in providing care with other professions.(Babo & Syamsuddin, 2022)Nurses in supervision activities must play an active role as work partners who provide views, experiences and ideas during the implementation of supervision.(Bustami et al., 2022)

Supervisors must be able to carry out supervision that is open and constructive to explore and develop clinical practice.(Wardhani et al., 2021).

StudyThe Greatest Showman (2020)showed that factors that influence the implementation of supervision include limitations in infrastructure and resources, inconsistencies between nursing theory and field practice, lack of appropriate learning opportunities, absence of supervisees, lack of involvement of clinical staff in learning during supervision. Preparation of supervision from both supervisors and supervisees, clinical experience and academic qualifications of supervisors, and the time of supervision

implementation are also influential factors.(Millington et al., 2024)

Effective supervision is influenced by the personal and professional development of the supervisor and the supervisor's ability to manage tension and conflict when carrying out supervision.(Hill & Abhayasinghe, 2022).The researcher wants to provide detailed factors that can influence the implementation of supervision so that it can be used as a recommendation for follow-up efforts to improve the implementation of supervision by the head of the room, so that it will later have an effect on improving the quality of nursing services.

Researchers searched for various things with the aim of finding factors related to the implementation of supervision, then a literature review entitled "Analysis of factors influencing the implementation of nursing supervision by the head of the room".

METHODS

Design

This study uses an approach with Scoping Review. This study aims to collect various literature related to factors that influence the implementation of supervision by the head of the room. This scoping is through 5 steps(Westphaln et al., 2021) as follows: 1. Conducting identification, 2. Searching for literature related to the research topic, 3. Selecting literature, 3. Conducting literature selection, 4. Collecting literature, 5. Making a descriptive summary of the literature analysis report.

Search Methods

In the selection of articles, the inclusion criteria were observed, articles published in 2018-2024, research titles on factors influencing the implementation of nursing supervision, full text articles and accessible, in English and Indonesian, quantitative, qualitative and systematic review. The search was conducted using the Google Scholar, Science Direct and Pubmed search engines. The keywords are "nursing supervision" AND "Factors" AND "nurse management". Then, each article is selected, at this stage the literature is accumulated from all databases with criteria according to the keywords. The final results from the three databases were 8 articles.

Search Outcome

Preparation of literature review, data was processed using PRISMA scoping according to JBI.

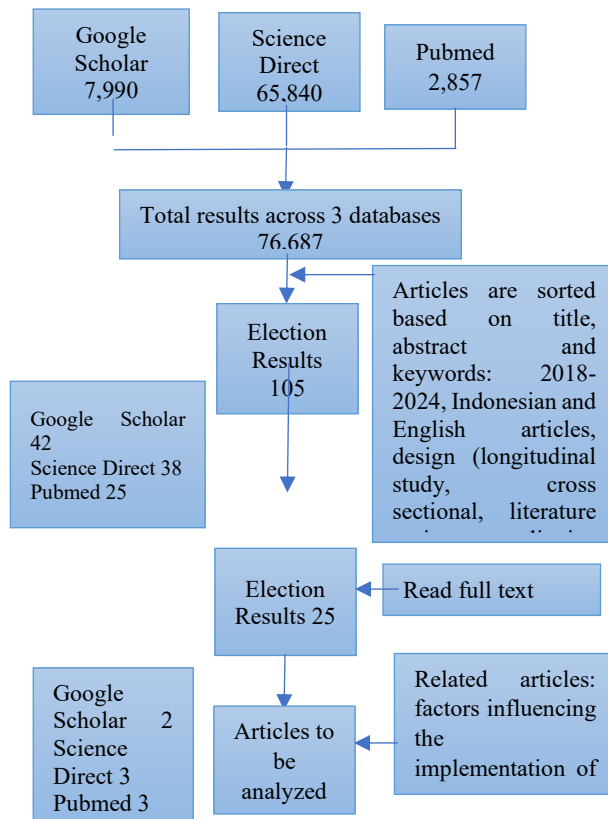


Diagram 1. PRISMA method

Quality Appraisal

Selection of articles was done by excluding articles over the last 5 years, duplications, articles that did not meet the inclusion criteria, and articles that were not full text. Searching for articles from the Google Scholar, Science Direct, and Pubmed search engines totaled 76,687 articles, screening of Indonesian and English articles was carried out. Furthermore, excluding articles that did not meet the inclusion criteria: Research design (Longitudinal study, cross sectional, literature review, Qualitative design), Respondents (nurses who carry out supervision), Variables (implementation of nursing supervision) obtained 25 articles, then 25 articles were reviewed and 8 articles were obtained.

Data Abstraction

Researcher using tables to perform article analysis. To find research results from articles related to topics with tables containing journal identities, methods, and research results.

Data Analysis/ Synthesis

The narrative table used by researchers aims to identify, group and summarize the research articles obtained. The research results table is shown in Table 1.

RESULTS

The results of the summary analysis of 8 articles regarding factors influencing the implementation of supervision by the head of the room are as follows (Mahasneh et al., 2020), (Millington et al., 2024), (Hill & Abhayasinghe, 2022), (Rothwell et al., 2021), (Mohamed & Mohamed Ahmed, 2019), (Point, 2021), (Sellers et al., 2024), (Howard & Eddy-Imishue, 2020).

DISCUSSION

From the table of literature analysis results above, articles that meet the inclusion criteria amount to 8 from all articles found from the database. There are two studies that show that supervision is influenced by trust and good relationships and the ability to manage conflict. One article shows that supervision is influenced by personal and professional development. Two articles say that supervision is influenced by adequate infrastructure and resources, inconsistencies between nursing theory and practice, lack of appropriate learning opportunities, absence of the supervisee, lack of clinical staff involvement in learning. Three articles show that supervision is influenced by the time of implementation, supervision model, and supervisor competence. One article shows that supervision is influenced by the work environment, understanding of supervision and fatigue. The analysis results found that there were several factors that influenced the implementation of nursing supervision by the head of the room, including:

Table 1. Research result

Journal Identity	Method	Research result
<i>Nursing students' experience of clinical supervision and contributing factors in Jordan(Mahasneh et al., 2020)</i>	<i>An exploratory design with a qualitative design</i>	The results of the study stated that there were several factors that influenced the implementation of supervision, including limitations in infrastructure, inadequate resources, inconsistencies between nursing theory and field practice, lack of appropriate learning opportunities, absence of supervision, and lack of staff involvement in the learning process.
<i>Factors that influence the quality of the clinical supervision experience in a first contact physiotherapy (FCP) role - The perspectives of supervisors and supervisees – A qualitative analysis(Millington et al., 2024).</i>	<i>A qualitative design using group interviews and an online survey</i>	The research results identified three main themes that influence supervision, including clinical experience and academic qualifications of the supervisor, preparation of both the supervisor and supervisee, and the timing of supervision.
<i>Factors which influence the effectiveness of clinical supervision for student nurses in Sri Lanka: A qualitative research study(Hill & Abhayasinghe, 2022)</i>	<i>Qualitative descriptive</i>	The results of the study showed that supervision was influenced by personal and professional development, tension and conflict.
<i>Enablers and barriers to effective clinical supervision in the workplace: A rapid evidence review.(Rothwell et al., 2021)</i>	<i>A rapid evidence review</i>	Supervision is influenced by mutual trust and positive relationships between supervisors and supervisees, cultural understanding between supervisors and supervisees, shared understanding of the purpose of supervision, individual needs focused on improving knowledge and skills, training and feedback provided by the supervisor, use of a mixed supervisor model. Inhibiting factors in the implementation of supervision include lack of time, space and trust, lack of shared understanding of the purpose of supervision and lack of ongoing support and involvement from leaders and the organization can also be obstacles to the

		implementation of effective supervision.
<i>Clinical supervision factors as perceived by the nursing staff</i> (Mohamed & Mohamed Ahmed, 2019)	<i>A descriptive design</i>	Trust and good relationships between supervisors and supervisees have an influence on the implementation of supervision, supervisor advice and support, increasing supervisor knowledge and skills and the ability to manage personal problems.
Analysis of factors influencing nurses' perceptions of the implementation of supervision(Point, 2021).	Cross sectional logistic regression	The results of the analysis show that the most influential factor in the implementation of supervision is the supervisory competency which has the largest OR value of 28.7, meaning that a supervisory competency that is implemented well has a chance of 28.7 to produce good supervision after being controlled by supervision techniques, supervision principles, activity routines and supervision models.
<i>Clinical supervision effectiveness in NHS nursing, medical and allied health professionals: Exploring interaction with workplace factors, supervision factors and burnout</i> (Sellers et al., 2024).	<i>The study adopted a multicentre cross-sectional online survey design</i>	The main findings of the study indicate that frequency of supervision, duration of supervision, choice of supervisor, work environment and profession of the supervisee are all significant predictors of supervision effectiveness. Other negative factors include fatigue.
<i>Factors influencing adequate and effective clinical supervision for inpatient mental health nurses' personal and professional development: An integrative review</i> (Howard & Eddy-Imishue, 2020)	<i>Whittemore and Knafl's model for ensuring rigour was utilized. This included stages to address problem identification, literature searching, data evaluation, data analysis and presentation</i>	The synthesis of the review resulted in the identification of, among others: reflection, facilitation of professional identity and knowledge, participation, knowledge and understanding of supervision, and individual coping.

Trust and good relationship

Supervision needs to be conducted in a neutral, open and supportive environment to discuss and reflect on practice, career development and personal issues that may arise in the practice area. Having a relationship based on trust with the supervisor is also key to the

success of effective supervision.(Mahasneh et al., 2020)Providing regular but flexible supervision as needed provides an opportunity to facilitate learning opportunities and enhance staff skills. There is ample evidence that those who receive support through supervision are better able to cope with the demands of the job

and are less likely to leave their jobs. Effective supervision increases job retention and satisfaction.(Pohl S & Galletta M, 2017).

The trust factor and good relationship between supervisor and supervisee are related to the fact that the nurse manager who will carry out supervision tries to learn and gain knowledge about supervision and elements related to supervision as well as skills in how to apply supervision. This has an impact on the supervisee's positive perception of the effectiveness of supervision carried out by the supervisor.(Mohamed & Mohamed Ahmed, 2019).

Supervisor Workload

Workplace governance structure and work culture are factors that influence the effectiveness of supervision implementation. Supervisors find it difficult to supervise because they are asked to prioritize clinical tasks due to the large number of patients and lack of staff. Supervisors are unable to overcome these problems because they do not have the necessary authority related to regulations, so they feel frustrated and feel unheard by the organization.(Hill & Abhayasinghe, 2022).This is in line with research that highlights the lack of voice, influence and self-determination of nurses as professionals arising from medical dominance resulting in a lack of representation in leadership and management.(Aluwihare-Samaranayake et al., 2017).

Same understanding about the implementation of supervision

A common understanding between supervisors and supervised nurses will facilitate the achievement of supervision objectives. Supervision carried out in accordance with correct supervision techniques and principles will form the expected skills, self-confidence, and professional attitudes. The study explains that those who are properly supervised gain skills and self-confidence so that they provide quality nursing services.(Mahasneh et al., 2020).Professional behavior and effective communication in carrying out supervision are important components in forming a shared understanding about the implementation of supervision.(Lekalakal-Mokgele & Caka, 2015)

Supervisor Competence

A good supervisor must have good competence. The supervisor must be able to provide clear direction to the supervisee so that there is no miscommunication during the supervision. The supervisor is also required to be able to be a facilitator in finding solutions to problems faced by the supervisee when providing services in the nursing practice area. The supervisor is able to provide motivational support to the supervisee when their performance begins to decline by identifying the cause and doing it at the right time so as not to make them stressed.(Point, 2021).

Supervisors must have basic skills to perform their duties and functions. Basic skills are known as competencies. Supervisor competencies consist of a set of abilities, both knowledge, attitudes and skills required for a professional position of a supervisor.(Farida et al., 2020).

CONCLUSION

This analysis can provide answers to the research objectives regarding the factors that influence the implementation of nursing supervision by the head of the room including trust factors and good relationships between supervisors and supervisees, supervisor workload, the same understanding of the implementation of supervision and supervisor competence. The results of this analysis can be recommendations as interventions to improve the function of nursing management, especially the function of direction in the form of supervision by the head of the room in the hospital.

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AUTHOR CONTRIBUTION

Endhang Nilaprapti: Develop research designs, collect and analyze articles, and actively participate in completing the Scoping Review.

Lidia Hastuti: Participate in providing ideas and input for improvements to complete the scoping review

Wida Kuswida Bhakti: Participate in providing ideas and input for improvements to complete the scoping review

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