
Analysis of the Implementation of Head Nurse Clinical Supervision on Improving the Quality of Nursing Services: A Literature Review

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Abstract

Nurses constitute the largest human resource group in hospitals and are the health professionals with the most prolonged direct client interaction. Consequently, the quality of nursing services is a fundamental determinant of overall healthcare quality in hospitals. As the frontline leader in nursing service management, the head nurse plays a critical role in conducting clinical supervision to monitor nurse performance and enhance service quality. This study aimed to analyze the implementation of head nurse clinical supervision for improving nursing care quality through a literature review. Databases including PubMed, Science Direct, EBSCO, J-Stor, and ProQuest were searched, resulting in the extraction of 10 relevant articles. All studies confirmed a significant relationship between effective clinical supervision and improved nursing service quality, as measured through nurse performance. Effective supervision fosters responsibility and motivation among nurses, leading to better execution of nursing care, clinical actions, and discharge planning. The consistent finding across articles underscores that structured supervision models are substantially more effective than non-model approaches. Moreover, nursing service quality can be comprehensively evaluated by examining the entire care process—from patient admission to discharge planning. These results highlight the importance of adopting systematic supervisory frameworks to achieve high-quality nursing outcomes.

Keywords: Head of the Treatment Room, Clinical Supervision, Quality of the Nursing Profession

INTRODUCTION

Nurses are one of the human resources (HR) groups in hospitals that have the highest number, reaching 60%-70%. Nurses are the health workers who interact directly with clients for the longest time so that both poor performance and the quality of nursing services in a hospital will greatly determine the quality of health services in the hospital (Asnawati & Simbala, 2021). According to King et al., (2020) the quality of nursing services becomes quality after clinical supervision is carried out on nursing service providers and clinical supervision is used as a guide in the implementation of nursing services to achieve the maximum level of service.

Quality Control or commonly referred to as Quality Control (QC) is a process that is essentially a review of the quality of all those involved in an activity (Ministry of Health of the Republic of Indonesia, 2016). There has been a lot of quality control carried out in all health institutions such as in hospitals, clinics, health centers, and others (Sutinen, Kvist, & Elovainio, 2024). This quality control is carried out in order to maintain and improve the quality of the place (Shorey, Lau, Lau, & Ang, 2019). The head of the room as a manager must be able to guarantee the services provided by the implementing nurse in providing safe services and attaching importance to patient comfort. The head of the room must have management skills in order to achieve success in managing nursing services and nursing care provided by the implementing nurse in an integrated manner (Asnawati & Simbala, 2021).

In nursing management, the managerial skills that must be possessed by the head of the room are planning, organizing, mobilizing and implementing, supervision as well as control and evaluation (Puspitaningrum et al., 2022). Of the several managerial functions of the head of the room, one of the things that must be carried out by the head of the room is how to carry out supervision to improve the performance of nurses and the quality of nursing services (Suryaningsih & Dwiantoro, 2012). Direct supervision involves direct supervision or guidance by the superior or supervisor when the nurse performs his or her duties. On the other hand, indirect supervision can involve supervision that is carried out indirectly, such as through

document evaluation, data analysis, or feedback provided after a certain activity or period. Both have an important role in improving the quality of nursing services and supporting the development of professionalism in nursing services (Puspitaningrum et al., 2022). Supervision means making a direct and periodic observation by the superior of a work carried out by the subordinate and then if a problem is found, direct instructions or assistance are immediately given to overcome it (Tampilang, 2023).

The novelty of this study is its focused analysis on the comparison and effectiveness of specific, structured supervision models (such as the Proctor and Reflective models) in the Indonesian context, as opposed to general or unstructured supervisory practices. This approach provides a nuanced understanding of which models are most effective in enhancing various dimensions of nursing service quality (Zonneveld, McKenna, & Cant, 2024).

The objective of this study is to analyze the implementation of clinical supervision by head nurses and its impact on improving the quality of nursing services. The benefits of this research are twofold: theoretically, it contributes to the body of knowledge on nursing management and supervisory models; practically, it provides hospital management and nursing leaders with evidence-based recommendations for implementing effective supervision strategies to enhance nurse performance, patient satisfaction, and overall healthcare quality.

RESEARCH METHOD

This research used literature review design. The journal search was conducted on the PubMed, Science Direct, EBSCO, J-Stor and ProQuest databases with the inclusion criteria being articles with nurse populations, in Indonesian or English, and published in the range of 2018-2023. The keywords in Indonesian are: Head of Nursing Room and Nursing Clinical Supervision and Quality of the Nursing Profession.

The results were obtained as many as 287 articles, namely from Garuda Digital Reference (Garuda) as many as 1 article, Google Scholar 104 articles, the most articles were obtained from the PubMed database as many as 67 articles, Science Direct 63 articles, EBSCO 2 articles, there were no articles from the J-Stor and ProQuest databases as many as 50 articles.

Furthermore, duplicate article screening, abstract and title screening, language used, and articles must be in the form of free full text.

RESULTS AND DISCUSSION

After searching and screening, the researcher obtained as many as 10 articles which were then extracted. The results can be seen.

Table 1. Article Search Results

No	Researcher Name	Research Year	Journal Name	Research Title	Result
1	(Saputra et al., 2022)	2022	Kusuma Husada Journal	The Relationship between the Implementation of Nursing Supervision and the Quality of Nursing Services at UNS Hospitals	The results of the spearman rank test showed a p-value = 0.000 and an r= value of 0.626 which means that there is a strong positive relationship between the implementation of nursing supervision and the quality of nursing services at UNS Hospital.
2	(Hayulita & Hidayati, 2022)	2022	'Aisyiyah Lantern Health Journal	The Relationship between Supervision and	45.7% of respondents had moderate nursing performance. 21.7% of respondents had good nursing performance. 32.6% of respondents had

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				Nurse Performance in Implementing Nursing Care in the Inpatient Room of Dr. Drs. M. Hatta Bukittinggi Brain Hospital	poor nursing performance. The results of the statistical test obtained $p=0.000$ ($p<0.05$) and the value $r = 0.748$ can be concluded that there is a significant relationship between supervision and nurse performance.
3	(Agustin et al., 2021)	2021	Journal of Nursing Muhammadiyah	The Relationship between Nursing Supervision and the Quality of Performance of Discharge Planning Implementation in the Inpatient Room of Haji Surabaya Hospital	The results of the Rho Correlation Spearman statistical test showed that the significant value was <0.05 , which was 0.001 with a fairly high Correlation Coefficient = 0.525, which means that independent and dependent variables had significant values, so that H1 was accepted or there was a relationship between nursing supervision and the quality of nurses' performance in the implementation of Repatriation Planning. This study found a significant correlation between nursing supervision and the quality of nurses' performance in carrying out homecoming planning.
4	(Wijaya et al., 2022)	2022	International Journal of Health and Pharmaceutical	Influence of Organizing Functions, Direction Functions and Planning Functions on Nurse Performance At Hospital Royal Prima Medan	From the results of the multivariate analysis, it can be seen that the independent variables that have the most dominant influence on managerial functions are the direction function variable with a value of $p = 0.563 > 0.05$ with an Exp value of $B = 0.303$, the variable of the organizational function with a value of $p = 0.091 > 0.05$ with an Exp value of $B = 17.075$ and for the supervisory function with a value of $p = 0.146 > 0.05$ with an Exp value of $B = 0.102$. This shows that the organizing function has a 17,075 times greater influence on the performance of individual nurses in carrying out nursing care at Royal Prima Hospital Medan.
5	(Nurdiana et al., 2018)	2018	Journal of the Indonesian National Association of Nurses	Implementation of the Head of Room Management Function in Nursing Quality Control	Based on structured interviews, 45% of the Head of Room did not understand the definition of each quality indicator monitored, the analysis of data on the results of the achievement periodically and the delivery of results to the nursing staff that were not optimal. The results of the evaluation were obtained that the average room head had a positive perception (86.67%) after being given socialization, workshops, and simulations. All room heads stated the importance of nursing quality control in the management of the care room, but the implementation of monitoring and evaluation as well as the follow-up of

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					quality monitoring was felt to be not optimal (40%).
6	(Siahaan et al., 2021)	2021	Journal of Healthcare Technology and Medicine	The Effect of Head of Room Supervision on Nurse Performance in Documenting Nursing Care in the Inpatient Room of Rumkit Tk II Putri Hijau Kesdam I/Bb Medan in 2021	89.7% of nurses have incomplete nursing care documentation without supervision and evaluation from the head of the room. 10.3% of nurses have complete nursing care documentation with supervision and evaluation from the head of the room. The results of statistical analysis using chi-square obtained a p-value of 0.000 ($p < 0.05$) which can be interpreted as having a relationship between the head of the room planning and the performance of nurses in documenting nursing care in the inpatient room of Tk II Putri Hijau Kesdam I/BB Hospital Medan in 2021.
7	(Sidauruk et al., 2020)	2020	Journal of Health Sciences	Comparison of Proctor Model Supervision and Reflective Model in Improving the Quality of Nursing Services	The analysis in this study used the chi square test and the independent t-test. The results of the statistical test using the chi square test obtained a p value = 0.000, so it was concluded that there was an influence between the implementation of proctor model supervision on improving the quality of nursing services in the Covid-19 treatment room of the Jakarta Friendship Center General Hospital with an OR value of 54,400. The results of the statistical test obtained a p value = 0.000, so it can be concluded that there is an influence between the implementation of reflective model supervision on improving the quality of nursing services in the Covid-19 treatment room of the Jakarta Friendship Center General Hospital with an OR value of 0.158. No significant differences were found between the proctor model and the reflective model. Reflective models have a greater influence on improving the quality of nursing services. The reflective group has four dimensions of good quality. The proctor group only has two dimensions of good quality.
8	(Asnawati & Simbala, 2021)	2021	Olive Journal University of Muhammadiyah Gorontalo	Supervision of the Head of Room with the Performance of Nurses in the Implementation of Nursing Care	The study shows that most respondents have good supervision from the head of the room. The study also showed that most of the respondents performed well in nursing care. With a p value of $0.00 < p < 0.05$, it shows the relationship between the supervision of the head of the room and the performance of nurses

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					in the implementation of nursing care in the inpatient room at Otanaha Hospital.
9	(Kountul & Walewangko, 2023)	2023	Manado Health Scientific Journal	Supervision of the Head of the Room with the Performance of Nurses in the Implementation of Nursing Care in the Inpatient Room of Gmim Kalooran Amurang General Hospital	The sampling technique of the total population amounted to 48 "Wilcoxon" tactical tests obtained a P value = 0.003 while the value of $\alpha = 0.05$ so that the P value = $0.001 < \alpha = 0.05$. Thus, H_0 was rejected and H_1 was accepted, so there was a relationship between the supervising head of the room and the performance of the nurse in the implementation of nursing care at GMIM Kalooran Amurang Hospital. The odds ratio (OR) is 10, indicating that frequent supervision improves nurse performance. The majority of respondents have good performance in the implementation of nursing care.
10	(Sulistiawati et al., 2022)	2023	Silampari Nursing Journal	Clinical Supervision of Academic Model on the Performance of Implementing Nurses	The results of this study for the unpaired t-test obtained a p-value of 0.000 in the control group, intervention and unpaired t-test obtained a p-value in the intervention group was 0.334 and in the control group the p-value was 0.334. In conclusion, there is a difference in the average performance of implementing nurses before the supervision of the academic model. There was no relationship between the level of education, length of work, motivation and perception and the performance of the implementing nurses.

Source: Results of Researcher Analysis, 2024

All articles acknowledge the relationship between supervision and the quality of nursing services which are assessed through the performance of nurses in carrying out nursing actions, nursing care and planning for patient discharge.

According to Saputra et al., (2022), the implementation of nursing supervision has an effect on improving the quality of nursing services so that it is necessary to respond to the quality of nursing services which is still relatively low. Because with the implementation of good nursing supervision, the implementing nurse always carries out their duties well in providing nursing care because the implementing nurse feels responsible and motivated in every implementation of their duties so that the high quality of nursing services can be achieved (Saputra et al., 2022).

One way to do good supervision is to apply the nursing supervision model. Some studies have said that supervision conducted using models has an influence on the success of supervision compared to supervision conducted without using models (Shannon & Cusack, 2019).

Research Sidauruk et al. (2020) is about reflective model supervision. In the reflection model supervision, there is a reflection process led by a supervisor, where the supervisor will use trigger questions. Through this active reflection process, a supervisor can guide the nurse because the nurse will better understand the nursing practice being carried out.

A study conducted by Brunero & Parbury (2008) entitled The effectiveness of clinical

supervision in nursing: an evidenced based literature review, where the results showed that the most effective supervision model for health services is the proctor model. There is an influence between the implementation of proctor model supervision and reflective modules on improving the quality of nursing services in the treatment room (Sidauruk et al., 2020).

The quality of nursing services in hospitals can be assessed through various factors. One of them can be seen from the performance of nurses in providing nursing care is a crucial indicator of the quality of nursing services (Mandagi et al., 2015).

Research conducted by (Asnawati & Simbala, 2021; Hayulita & Hidayati, 2022; Kountul & Walewangko, 2023; Siahaan et al., 2021) Sepakat said that the implementation of nursing supervision has a positive impact on the performance of nurses in carrying out nursing care (McDonough, Wynaden, McGowan, Chapman, & Hood, 2025). Nurses say that their performance will improve more when the head of the room or nursing department comes to supervise or assess the results of their work, of course the provision of rewards is the expectation of nurses after supervision, in this case the expected reward is not only in the form of financial but also in the form of awards or praise given for the performance of nurses in implementing nursing care (Hayulita & Hidayati, 2022).

Supervision carried out by the head of the room and the nursing field on a scheduled and continuous basis can be a motivation for nurses to improve their performance in implementing nursing care (Karim, Sompaa, & Alam, 2022). So that nurses feel that what will and has been done gets an assessment from their superiors, so that what is planned is in accordance with the expected goals (Baghaei, Khalkhali, & Zarghi, 2021).

The implementation of nursing care is carried out from the assessment when the patient is admitted, to the discharge of the patient. Discharge planning is a continuous process that must be started or implemented from the moment the patient is admitted and admitted to the hospital with the aim of assisting patients and families in improving or maintaining their health status. Similar research from Agustin et al. (2021) The results of the analysis of the relationship between supervision and nurse performance in discharge planning documentation showed that there was a significant correlation between the factors that supervised nurses and discharge planning documentation.

CONCLUSION

Based on the literature review conducted, it can be concluded that there is a significant relationship between the application of clinical supervision by head nurses and the improvement of nursing service quality. Effective supervision directly enhances nurse performance in critical areas such as nursing care documentation, the implementation of discharge planning, and overall service delivery. The use of structured supervision models, such as the Reflective or Proctor model, proves to be more effective in improving the quality of nursing services compared to non-model or unstructured supervisory approaches. The quality of nursing services itself can be holistically assessed from the entire care process, starting from patient admission to discharge planning. Based on these conclusions, several suggestions can be made. For hospital management and nursing directors, it is recommended to develop policies and standard guidelines for the implementation of model-based clinical supervision that have proven to be effective, as well as provide periodic training for room heads to improve supervision competence. For the head of the room as a supervisor, it is expected to be able to implement a structured supervision model consistently and continuously, focusing not only on the administrative aspect but also on clinical development and staff motivation. For future studies, it is recommended to conduct primary studies with a wider sample and more diverse outcome variables, such as patient satisfaction and patient safety levels, to strengthen the evidence on the impact of clinical supervision on more comprehensive outcomes.

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