

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

**THE ROLE OF NURSING SUPERVISION ON CLINICAL NURSES' JOB SATISFACTION:
SYSTEMATIC REVIEW**

Nurma Lindawati ^{1*}, Nuzul Qur'aniati ¹, Ilya Krisnana ¹

¹ Department of Nursing, Faculty of Nursing, Universitas Airlangga, Indonesia

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Correspondence:

Nurma Lindawati

Department of Nursing, Faculty of
Nursing, Universitas Airlangga,
Indonesia

Email: normalind4wati@gmail.com

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Abstract

Background: Clinical supervision is widely implemented to support learning, professional development, and performance evaluation among nurses. Although evidence suggests that clinical supervision improves nurses' job satisfaction, the lack of standardized policies and guidelines limits its optimal implementation. Variations in supervision models, frequency, and duration highlight the need for a synthesized evidence base.

Objective: This systematic review aimed to gather and examine studies investigating how supervision affects nurses' job satisfaction in clinical settings.

Design: This is a systematic review.

Data Sources: Electronic searches were conducted across four databases: Scopus, EBSCO, CINAHL, and PubMed. The search covered articles published between 2019 and 2024. **Review Methods:** The review followed PRISMA guidelines. A total of 380 articles were identified; duplicates were removed, and titles and abstracts were screened according to predefined criteria. Study quality was assessed using the Joanna Briggs Institute (JBI) critical appraisal tool, resulting in 15 eligible studies.

Results: The findings indicate that clinical supervision significantly improves nurses' job satisfaction, particularly when conducted regularly and in a structured manner. Scheduled supervision supports knowledge development, reduces work-related stress, and enhances skill acquisition, with positive effects lasting up to 3–6 months. Supervision provided by experienced peers was generally more effective than supervision by direct supervisors. However, substantial variation was observed in supervision models, frequency, and duration. Supervisor competence, organizational support, and a supportive supervision environment promoting teamwork, communication, and psychological safety were key factors influencing effectiveness.

Conclusion: Clinical supervision positively influences nurses' job satisfaction and contributes to improved quality of care. Nonetheless, variability in supervision practices highlights the need for further research to develop evidence-based and standardized clinical supervision guidelines that consider organizational and workplace contexts.

INTRODUCTION

Clinical supervision is a structured process aimed at educating, training, and evaluating professional skills and competencies (Shahzeydi et al., 2023). It is widely implemented across various sectors, including healthcare services such as community health centers, counseling services, home care, and hospitals (Driscoll et al., 2019). In nursing practice, clinical supervision may be conducted on a scheduled or incidental basis and serves as a fundamental component of professional development and support (Saab et al., 2021). Professional support within nursing clinical supervision is demonstrated through collaborative interactions between experienced supervisors and less experienced nurses, to enhance clinical skills, knowledge, and professional competence (Rocha, Pinto and de Carvalho, 2021). Improved competence and confidence among nurses contribute directly to higher quality nursing care, which in turn increases job satisfaction (Sérgio, Carvalho, and Pinto, 2023). However, despite its recognized benefits, comprehensive policies and standardized guidelines governing the clinical supervision process remain limited.

Various supervision models have been described in the literature, differing particularly in implementation duration and approach (Safan, Allah, & Nassar, 2020; Abdullah Mohamed, Abdelbaset Hamed Awad, & ELsaid ELsababy, 2021; Rocha, Pinto, & de Carvalho, 2021; Setiawan et al., 2019). Therefore, it remains a challenge to ensure better supervision of nurse job satisfaction in the clinical area. Previous research on clinical supervision shows several methods that address this phenomenon in nursing, including the Proctor model, the Seven Eyes Supervision model, and the Carroll model. According to Proctor's model, clinical supervision provides individuals with support across three key areas: formative (learning and development), restorative (emotional and psychological well-being), and normative (professional standards and accountability). Therefore, it is important to provide comprehensive support for clinical supervision (Buus et al., 2019). The seven-eye supervision model was developed by Hawkins and Shohet in 1989. This model expands Proctor's dimensions to understand the various perspectives involved in the supervision process. This model represents seven perspectives, namely the client, action intervention, nurse-client relationship, nurse supervisee, supervisory relationship, supervisor, and ethical context. This model highlights the significance of acknowledging diverse perspectives and the evolving nature of clinical supervision. Carroll (1996) made a notable contribution to the understanding of clinical supervision by framing it as a tool for professional development and performance enhancement. He proposed that supervision should encompass consultation, evaluation, and oversight of both professional and ethical matters. Carroll also stressed the importance of emotional awareness and self-assessment as essential responsibilities for all practitioners. This core model provides key insights into nursing supervision, emphasizing the need for a comprehensive approach that includes managerial support, psychological wellness, professional development, and the consideration of diverse perspectives.

Evidence consistently shows that effective clinical supervision plays a critical role in improving nurses' job satisfaction by strengthening confidence, competence, and psychological well-being

(Nuritasari et al., 2019). Studies have also demonstrated that structured supervision reduces burnout, enhances job satisfaction, and supports staff development (Safan, Allah, and Nassar, 2020). Research conducted in several countries, including Denmark, further confirms the positive impact of clinical supervision on nurses' job satisfaction (Dos Santos Soldara et al., 2023). A quasi-experimental study by Abdullah (2021) similarly reported significant improvements in job satisfaction following structured supervision interventions.

Findings from the reviewed studies indicate that supervision implemented over a period of three to six months is effective in increasing nurses' job satisfaction. Therefore, this systematic review is essential for synthesizing current evidence and informing future development of clinical supervision processes, models, and implementation strategies aimed at optimizing nurses' job satisfaction in clinical settings.

METHODS

Design

This study employed a systematic review design to synthesize current evidence on the role of clinical supervision in improving nurses' job satisfaction. The review process adhered to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2022 guidelines to ensure methodological rigor, transparency, and replicability. A comprehensive and structured search strategy was implemented across four major academic databases—Scopus, EBSCO, CINAHL, and PubMed—to identify relevant empirical studies published between 2019 and 2024.

The review incorporated studies using quantitative, qualitative, mixed-methods, quasi-experimental, retrospective, cross-sectional, randomized controlled, and scoping review designs, provided they met the pre-defined inclusion criteria. The eligibility of studies was determined using the PICO framework, and article quality was appraised using the Joanna Briggs Institute (JBI) critical appraisal tools. Only studies achieving a quality score above 70% were included in the final synthesis.

The design ensured a systematic approach to identifying, screening, and evaluating evidence, followed by narrative synthesis of the findings to provide a comprehensive understanding of how clinical supervision models, frequency, duration, and contextual factors influence nurses' job satisfaction in clinical settings.

Search Methods

Research data searches were conducted electronically using 4 databases, namely Scopus, EBSCO, CINAHL, and PubMed. PubMed is very useful for medical research topics because the literature focuses on medical research data publications, while CINAHL offers a specific data source for nursing and related health research. In addition, Scopus aims to find sources that have high quality. In addition, Strategic database selection, including EBSCO and three supplementary sources, elevates research standards and ensures more extensive literature coverage. The search used a PICO framework question that provided the necessary keywords. These keywords include terms such as "nurse

supervision", "health supervision", "clinical supervision", "job satisfaction", "nurse satisfaction", "nurse job dissatisfaction", and "nurse dissatisfaction". The search was also carried out using Boolean operators such as "AND" and "OR". For accuracy and recency, search restrictions and filters were also applied in the last 5 years, namely from 2019 to 2024. The search filter specifically targets full-text articles to identify contemporary trends, innovations, and clinical practices with direct applicability to current healthcare systems.

Table 1. Summary of Literature Search in Database.

Keyword	Database Search	Number of Studies
"nurse supervision", OR "health supervision", OR "clinical supervision", OR "supervision" AND "job satisfaction", OR "nurse satisfaction" OR "nurse job dissatisfaction" OR "nurse dissatisfaction".	Scopus	152
	EBSCO	104
	CINAHL	30
	PubMed	94
	Total	380

Based on the table above, from the 4 journal search engine sources used, 380 related journals were found, and most of them (152 journals) came from Scopus search findings.

The writing of this systematic review has inclusion criteria, namely research that examines the effectiveness of supervision on nurse satisfaction or related to the implementation of supervision in clinical nurses. Other studies, such as the implementation of supervision in dealing with nurse burnout syndrome, are also used. This is because burnout syndrome is still closely related to nurse satisfaction. Publication of articles must be carried out between 2019 and 2024 (the last 5 years), written in English. The research taken is a quantitative, qualitative, scoping review, and mixed research model. The exclusion criteria in this study are health care supervision research that is not carried out by nurses, and does not meet the PICO elements. The following are the complete details of the PICO table in this study:

Table 2. PICO Table.

Criteria	Inclusion	Exclusion
Population	Articles with a research population of nurses in hospitals	Articles with a research population of intern nurses (practicum students) in hospitals
Intervention	An article showing a supervision model intervention for nurses in a hospital	Articles with supervision models that are not clearly explained
Comparison	An article comparing the implementation of supervision with nurse satisfaction	-

Outcome	An article that discusses in detail nurse satisfaction from the results of supervision carried out by management.	Articles that do not describe the supervisor position,
Study Design	Qualitative, quantitative, scope review, mixed methods.	-

Search Outcome

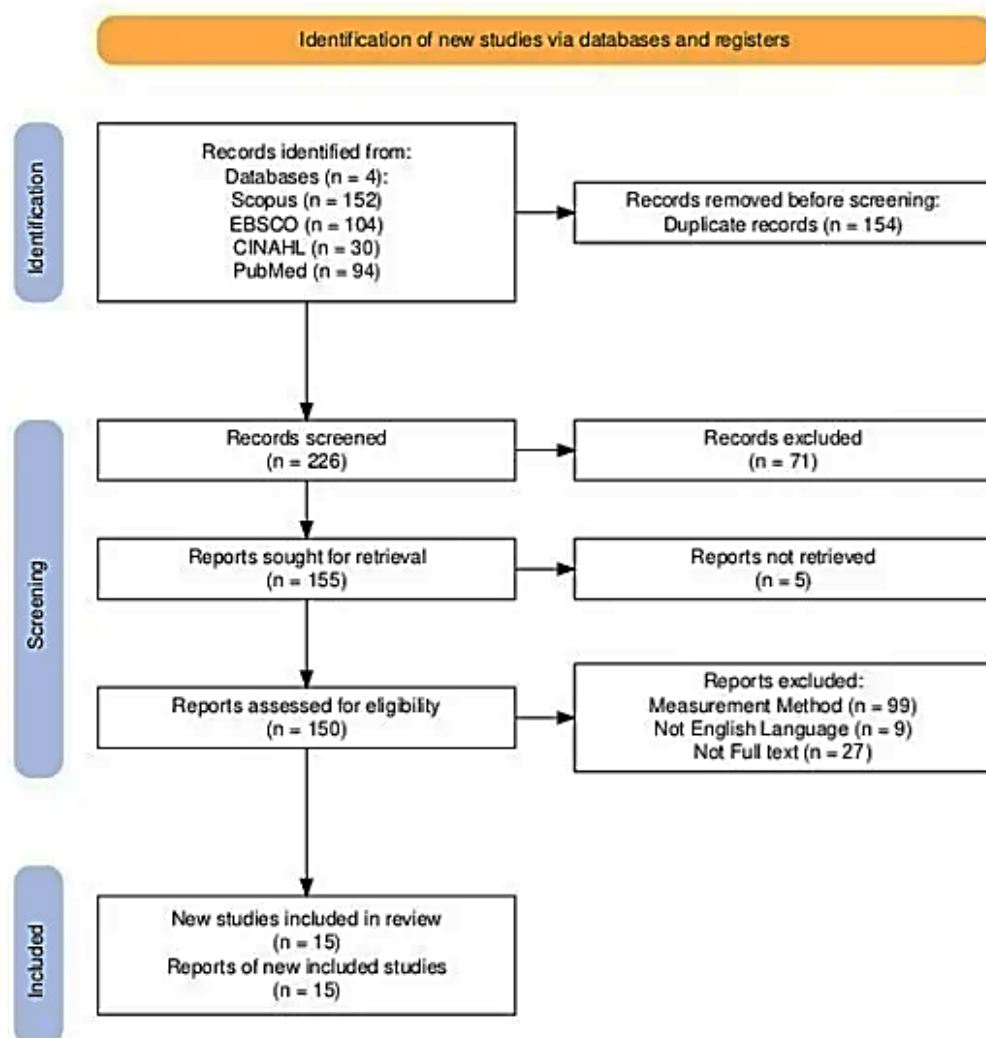


Figure 1. Diagram PRISMA Flowchart.

The initial database search across Scopus, EBSCO, CINAHL, and PubMed identified a total of 380 records. After removing 154 duplicate articles, 226 records remained for title and abstract screening. During this screening phase, 71 articles were excluded for not meeting the inclusion criteria, resulting in 155 potentially relevant studies.

Full-text assessments were then conducted to determine eligibility. Five articles were excluded due to unclear findings, leaving 150 articles for further evaluation. A detailed review of measurement methods and reporting quality led to the exclusion of 99 studies with unclear methodological descriptions, 9 non-English articles, and 27 incomplete or inaccessible texts. Ultimately, 15 studies met all eligibility criteria and were included in the final systematic review.

These selected studies were subsequently appraised using the Joanna Briggs Institute (JBI) critical appraisal tool, with most achieving a high-quality rating (>80%). The search outcome and study selection process followed the PRISMA 2022 flowchart to ensure transparency and reproducibility.

Quality Appraisal

The methodological quality of the included studies was assessed using the Joanna Briggs Institute (JBI) Critical Appraisal Tools, selected according to each study's design (qualitative, cross-sectional, quasi-experimental, randomized controlled trial, descriptive, or scoping review). The appraisal process was conducted independently by the authors to ensure objectivity. Any disagreements were resolved through discussion or by consulting an external reviewer.

Overall, the quality assessment demonstrated that the majority of studies met the essential criteria for methodological rigor, with most achieving scores above 80%, indicating high-quality evidence. Thirteen studies were rated as high quality, while one study received a moderate-quality rating due to limitations in methodological clarity and completeness of reporting.

Key strengths identified across studies included clearly defined research objectives, appropriate study designs, valid and reliable measurement tools, and adequate statistical or thematic analysis. However, some studies showed minor limitations, such as insufficient detail regarding sampling procedures, unclear descriptions of supervisory interventions, or limited generalizability due to small sample sizes.

Despite these limitations, the overall evidence base was assessed as robust and suitable for synthesis. The quality appraisal confirmed that the included studies provided reliable and relevant data to support the aims of this systematic review.

Table 3. Quality Assessment using JBI Quality Assessment Tool.

Author	Year	JBI Score	Interpretation
Sérgio, M.S.S.B.B., Carvalho, A.L.R.F.D. and Pinto, C.M.C.B	2023	100%	High
Safan, S.M., Allah, A.R.G., and Nassar, R.A.A	2020	88,89%	High
Abdullah Mohamed, H., Abdelbaset Hamed Awad, S., and ELsaid ELsabahy, H	2021	100%	High
Rocha, I.A.D.R.E.S., Pinto, C.M.C.B., and Carvalho, A.L.R.F.D.	2021	100%	High

Author	Year	JBI Score	Interpretation
Sérgio, M.S.S.B.B., Carvalho, A.L.R.F.D. and Pinto, C.M.C.B	2023	100%	High
Martino, S., Paris Jr, M., Añez, L., Nich, C., Canning-Ball, M., Hunkele, K., Olmstead, T.A., and Carroll, K.M	2021	100%	High
Delima, M., Dioso, R. I., Aljaberi, M. A., Anggreiniboti, T., Raymond, J., Devitra, A., & Elghannam, T. A.	2024	88,89%	High
Alhawsawi, A.O., Alahmdi, A.M., and Aly, S.M.	2022	100%	High
Buus, N., Delgado, C., Traynor, M. and Gonge, H.	2019	100%	High
Soldera, A.G.D.S., Penha, L.D.S., Silva, D.L.D., Duarte, S.J.H. and Almeida, R.G.D.S,	2023	88,89%	High
Nuritasari, R.T., Rofiqi, E., Fibriola, T.N., and Ardiansyah, R.T.	2019	88,89%	High
Setiawan, A., Keliat, B.A., Rustina, Y., and Prasetyo, S	2019	100%	High
Mohamed, F.R. and Mohamed Ahmed, H	2020	100%	High
Bos, E., Silén, C., and Kaila, P	2020	77,78%	Moderate
Driscoll, J., Stacey, G., Harrison-Dening, K., Boyd, C., and Shaw, T.	2019	100%	High

Data Abstraction

Data abstraction was performed using a standardized extraction form developed to ensure consistency across all included studies. Two reviewers independently extracted relevant information, and any disagreements were resolved through discussion or consultation with a third reviewer. The extracted data included bibliographic details such as author, publication year, and country, as well as study characteristics including design, sample size, and clinical setting. Information on participant characteristics, the type and structure of clinical supervision interventions, frequency and duration of supervision sessions, and comparator groups (when applicable) was also collected. Additionally, outcome measures related to nurses' job satisfaction, professional identity, stress, burnout, psychological well-being, and performance indicators were recorded. Key findings from each study, including both quantitative results and qualitative themes, were synthesized, alongside quality appraisal scores obtained through the Joanna Briggs Institute (JBI) assessment tool. This structured approach ensured that all essential aspects of clinical supervision and its impact on nursing outcomes were systematically captured to support comprehensive evidence synthesis.

Data Analysis/ Synthesis

Data from the included studies were analyzed using a narrative synthesis approach to accommodate the methodological diversity across quantitative, qualitative, mixed-methods, quasi-

experimental, and scoping review designs. Following data abstraction, the extracted information was systematically compared to identify recurring patterns, thematic relationships, and variations in clinical supervision practices and their impact on nurses' job satisfaction. Quantitative findings were examined descriptively by comparing supervision models, frequency, duration, and reported statistical outcomes related to satisfaction, stress, burnout, and performance indicators. Qualitative findings were synthesized through thematic aggregation, focusing on nurses' perceptions, supervisory experiences, and contextual factors influencing supervision effectiveness. The synthesis process involved integrating evidence from multiple study designs to produce a comprehensive interpretation of how clinical supervision influences job satisfaction, while also considering organizational context, supervisor competence, and environmental conditions. This integrative analytical approach enabled the review to generate a cohesive understanding of the overarching evidence and highlight areas where findings converged or diverged across studies.

RESULTS

Based on the table, the majority (26.67%) of journal findings that meet the inclusion and exclusion criteria are in 2019, with most (26.66%) of the data obtained in articles with a quasi-experimental research model. Based on the distribution of countries of origin of the journal articles used as data, it was found that the majority (20%) came from Portugal and Egypt.

Table 4. Article Characteristic.

Article Categories	Frequency (n)	Percentage (%)
Years		
2019	4	26,7
2020	3	20
2021	3	20
2022	1	6.67
2023	3	20
2024	1	6.67
Total	15	100
Research Design		
Quasy Experiment	4	26.66
Cross sectional	2	13.33
Case	1	6.67
Qualitative Study	3	20.00
Retrospective Study	1	6.67
Scoping review	2	13.33

Article Categories	Frequency (n)	Percentage (%)
Random Control	1	6.67
Descriptive	1	6.67
Total	15	100
Country		
Portugal	3	20.00
UK	1	6.67
Sweden	1	6.67
United State America	1	6.67
Egypt	3	20.00
Saudi Arabia	1	6.67
Indonesia	2	13.33
Brazil	1	6.67
Denmark	1	6.67
Malaysia	1	6.67
Total	15	100

Table 5. Scientific Article Results.

Database	Author & Year	Country	Design	Number of Samples	Result
Scopus	Sérgio, Mafalda Sofia Santos Brás Baptista Carvalho, António Luís Rodrigues Faria de Pinto, Cristina Maria Correia Barroso (2023)	Portugal	An observational, retrospective study	719 sample	An evaluation of the data comparing various hospitals and their services revealed that the hospital implementing clinical supervision experienced an improvement in both desired and acceptable quality scores. The presence of clinical supervision enables strategic oversight of healthcare teams during service delivery, leading to higher quality ratings and performance indicators, which positively influence patient outcomes.
Scopus	Safan, Sanaa Moustafa Allah, Amal Refat Gab Nassar, Rehab Abd Allah (2020)	Egypt	A quasi- experimental study	41 Sample	The study found a consistent positive correlation between head nurses' knowledge and effectiveness in clinical supervision and their professional identity throughout all stages. Coaching emerged as an effective method for strengthening both clinical

Database	Author & Year	Country	Design	Number of Samples	Result
					supervision competencies and professional identity. As a result, it is recommended that coaching be integrated as a supportive strategy for head nurses in a range of situations, including onboarding new nurse managers, navigating role transitions, launching new initiatives, adapting to changing responsibilities, and engaging in ongoing professional development and succession planning to maximize their professional capabilities.
PubMed	Abdullah Mohamed, Hind Abdelbaset Hamed Awad, Shaimaa ELsaid ELsabahy, Hanan (2021)	Egypt	A quasi- experimental study	304 Sample (2 group)	The intervention led to a statistically significant enhancement in head nurses' knowledge compared to their pre-intervention levels. Furthermore, the effectiveness of clinical supervision among head nurses improved considerably following the program's implementation. The intervention also had a meaningful influence on all dimensions of professional identity. Notably, it produced a strong positive effect on overall professional identity immediately after the intervention and a moderate effect that persisted during the follow-up phase.
Scopus	Rocha, Inês Alves da Rocha e.Silva Pinto, Cristina Maria Correia Barroso de Carvalho, António Luís Rodrigues Faria. (2021)	Portugal	A quasi- experimental study	28 Sample	After the SafeCare Model was implemented, a significant decrease was reported in nurses' satisfaction with their hierarchical superiors. However, there were no notable changes in overall job satisfaction or emotional competence among the nursing staff. These results suggest that the SafeCare Model needs further refinement, especially by increasing the duration of training for nurses and strengthening the model's integration into the

Database	Author & Year	Country	Design	Number of Samples	Result
					organizational framework of the healthcare institution.
PubMed	Sérgio, M.S.S.B.B., Carvalho, A.L.R.F.D. and Pinto, C.M.C.B (2023)	Portugal	exploratory research with a qualitative approach	16 sample	Nurses' perceptions highlight the significance of implementing clinical supervision processes as a means to improve audit positivity rates by enhancing nursing care quality indicators. In the context of nursing care quality, the participating nurses view it as a consistent adherence to established norms and standards, grounded in technical-scientific knowledge and aligned with the expectations and needs of both patients and their families. They emphasize that supervisors should foster peer reflection to support emotional regulation, self-awareness, self-criticism, and self-evaluation. Such an approach facilitates change and collaboration within the supervisory process, promoting the development of competencies that encourage continuous learning and yield organizational benefits. Correspondingly, the literature underscores that supervisors must possess theoretical, pedagogical, and clinical expertise, encompassing theoretical-cognitive understanding, practical experience, and interpersonal skills that support reflective practice in alignment with the organization's culture.
Scopus	Martino, Steve Paris, Manuel Añez, Luis Nich, Charla Canning-Ball, Monica Hunkele, Karen	USA	randomized controlled	516 Sample (2 group)	According to an independent analysis of audio recordings of supervision sessions, MIA: STEP and SAU were both easily distinguished and administered uniformly across several locations. The ability of clinicians to apply both basic and advanced MI techniques across seven intake sessions

Database	Author & Year	Country	Design	Number of Samples	Result
	Olmstead, Todd A. Carroll, Kathleen M. (2019)				over a 16-week follow-up period improved significantly more for those supervised under the MIA: STEP model, even though clinicians in both supervision groups showed improvements in their MI skills. However, the two groups' results on substance usage and client retention did not differ significantly. It is noteworthy that the implementation of MIA: STEP was substantially more expensive than that of SAU. To encourage the wider adoption of evidence-based procedures, creative, affordable substitutes for rigorous, competency-based supervision models like MIA: STEP are thus required.
EBSCO	Delima, Mera Dioso, Regidor I I Aljaberi, Musheer Abdulwahid Anggreiniboti, Tanti (2024).	Malaysia	A descriptive correlation design with a cross-sectional approach	50 Sample	Motivation and supervision play a vital role in improving nurse performance. Sufficient motivation boosts enthusiasm and efficiency, while proper supervision offers necessary direction and support to ensure high standards of care. This study highlights the importance of establishing sustainable programs that strengthen both motivation and the quality of supervision, with the goal of enhancing nurse performance and elevating the overall quality of nursing care within healthcare facilities.
EBSCO	Alhawsawi, Awatif Omar Alahmdi, Amenh Mohammad Aly, Sahar Mohammed. (2022)	Saudi Arabia	A cross-sectional, descriptive	84 sample	In the Al-Madinah region, clinical supervision lacks a unified policy or standardized framework, with practices differing based on the individual needs of each healthcare institution. To ensure effectiveness, clinical supervision should be implemented in a structured and supportive manner. It is recommended that hospital administration give recently

Database	Author & Year	Country	Design	Number of Samples	Result
					hired first-line nurse supervisors comprehensive training and prompt, frequent feedback that identifies both their strengths and opportunities for development. Furthermore, clinical supervision should be formally included in nursing administration education. It is crucial for hospital management to create systems and foster a culture that promotes ethical practice and competent clinical oversight. Within this environment, both supervisors and trainees should have assured access to supervision, constructive feedback, adequate support, favorable working conditions, and mutual respect.
CINAHL	Buus, Niels Delgado, Cynthia Traynor, Michael Gonge, Henrik (2019).	Denmark	exploratory research with a qualitative approach	24 sample	Group clinical supervision provided a platform for collective discussion; however, in certain instances, it intensified anxiety among participants due to existing interpersonal conflicts and a lack of mutual trust within the group. Some participants perceived this approach as intrusive and inappropriate. These findings highlight the need to explore and design alternative post-registration clinical education and reflective practice models that are better suited to the needs and preferences of this specific group of practitioners.
CINAHL	Soldera, A.G.D.S., Penha, L.D.S., Silva, D.L.D., Duarte, S.J.H. and Almeida, R.G.D.S, (2023).	Brazil	a scoping review	9 sample	The reviewed literature examines multiple dimensions of nurse auditors' routine responsibilities, such as their roles, the challenges they face, the financial implications, and the broader impact of the audit sector in Brazil. Although these studies offer valuable perspectives on operational and cost-related issues, they fall short in addressing the

Database	Author & Year	Country	Design	Number of Samples	Result
					corrective, disciplinary, and educational roles of nurse auditors. Furthermore, there is minimal focus on the specifics of the audit process, including how audits are documented, how cases are referred, and what outcomes are achieved.
EBSCO	Nuritasari, R.T., Rofiqi, E., Fibriola, T.N. and Ardiansyah, R.T. (2020)	Indonesia	a scoping review	15 Sample	The findings suggest that clinical supervision plays a vital role in improving staff performance, which in turn supports the hospital's overall success. Continuous support and active involvement from nursing management are crucial for maintaining the consistency, sustainability, and effectiveness of clinical supervision practices. When implemented routinely and in a structured manner, clinical supervision has the potential to enhance nurses' performance and increase their job satisfaction.
SCOPUS	Setiawan, A., Keliat, B.A., Rustina, Y. and Prasetyo, S (2020)	Indonesia	A quasi- experimental study	360 Sample (2 Group)	The findings demonstrate that nurses' performance improved statistically significantly ($p < 0.05$) in a number of areas as a result of the ESA-C clinical supervision model. In particular, a 2% increase in technical abilities, a 9% increase in patient education, and a 14% increase in patient emotional support all led to an improvement in task performance. Contextual performance showed a 21% increase in the support provided to patients and their families. These results suggest that the ESA-C model is a useful strategy that ought to be taken into account when integrating nursing care, particularly in hospital settings, in order to improve nurse satisfaction and the general standard of patient care.

Database	Author & Year	Country	Design	Number of Samples	Result
Scopus	Mohamed, F.R. and Mohamed Ahmed, H (2020)	Egypt	A descriptive study	181 Sample (2 Group)	The study identified a number of crucial aspects of clinical supervision, specifically time availability and the general ward environment, that were connected with age and years of experience. These factors were also linked to first-line nurse managers' recognition of the importance and value of clinical supervision. In contrast, a negative correlation was observed between age and nurses' perceptions of trust, rapport, and the leadership style of the ward manager. In light of these findings, it is recommended that nurse managers adopt evidence-based supervision practices to effectively guide, monitor, and evaluate nursing staff.
Scopus	Bos, E., Silén, C. and Kaila, P (2020)	Sweden	exploratory research with a qualitative approach	24 Sample	Clinical supervision sessions contributed to a reduction in psychological distress among nursing staff and strengthened their self-assurance in voicing professional concerns, facilitated by the supportive milieu engendered through experiential sharing.
EBSCO	Driscoll, J., Stacey, G., Harrison-Dening, K., Boyd, C. and Shaw, T. (2020)	UK	Case Study	10 sample	Despite being a longstanding element of nursing practice, clinical supervision has yet to reach its full potential. However, its importance is growing, as it serves both as a source of personal support for nurses and a vital tool for continuing professional development (CPD) and improving clinical practice. Nurses need to understand the objectives and fundamental components of clinical supervision, along with the different formats it can take—such as group sessions, face-to-face meetings, or telephone-based supervision to

Database	Author & Year	Country	Design	Number of Samples	Result
					accommodate geographical limitations. Although challenges exist, particularly with group supervision, these obstacles can be overcome through consistent commitment and strategic implementation.

DISCUSSION

The influence of clinical supervision on nurses' job satisfaction

This study reveals a consensus across all reviewed research that clinical supervision has a significant impact on nurses' levels of fatigue, work-related stress, and overall job satisfaction. Regular and structured supervision contributes positively to reducing fatigue and stress, while enhancing nurse satisfaction. Therefore, implementing consistent and well-planned supervision practices is essential for promoting nurses' well-being and performance. Clinical supervision can increase nurses' sense of responsibility and knowledge of care techniques. A good supervision model can increase a sense of comfort and safety at work, which has an impact on high nurse satisfaction (Safan, Allah, and Nassar, 2020; Sérgio, Carvalho, and Pinto, 2023; Martino et al., 2019; Delima et al., 2024). Good supervision can build teamwork to improve communication and decision-making in care actions. Effective collaboration and teamwork during supervision sessions can enhance nurses' job satisfaction. When nurses engage in supportive, cooperative supervision environments, they are more likely to feel valued, understood, and motivated, which contributes to a more positive work experience and improved professional outcomes. (Alhawsawi, Alahmdi, and Aly, 2022; Buus et al., 2019; Driscoll et al., 2019). Several articles emphasize the importance of implementing regularly scheduled supervision sessions as a fundamental component of effective practice. Regular meetings can help foster a learning culture in the workplace. A high learning culture in the workplace has implications for work order and increases nurse satisfaction (Setiawan et al., 2019; Abdullah Mohamed, Abdelbaset Hamed Awad, and ELsaid ELSabahy, 2021; Rocha, Pinto, and de Carvalho, 2021). Furthermore, supervisor competence has been shown to play a crucial role in determining supervision outcomes, with skilled supervisors providing constructive feedback that enhances nurses' job satisfaction and professional development (Delima et al., 2024; Sérgio, Carvalho, and Pinto, 2023). The effectiveness of clinical supervision is also strongly influenced by the level of organizational support.

To enhance the supervision process, organizations must prioritize their development and implementation. Establishing a positive and supportive supervision environment—characterized by a comfortable physical setting, promotion of work-life balance, assurance of workplace safety, and provision of adequate resources and support—can significantly improve employee job satisfaction and overall performance (Martino et al., 2019; Dos Santos Soldera et al., 2023). In addition, according to

other studies, nurses' psychological stress can be reduced during supervision sharing sessions. Supervision helps improve a comfortable and safe environment. This makes nurses more open to the pressure they experience. This session is psychologically able to increase feelings of satisfaction at work (Bos, Silén, and Kaila, 2020; Abdullah Mohamed, Abdelbaset Hamed Awad, and ELsaid ELsabahy, 2021; Buus et al., 2019; Alhawsawi, Alahmdi, and Aly, 2022). The critical role of clinical supervision in improving patient outcomes, facilitating professional growth, enhancing staff welfare, and boosting occupational satisfaction remains underappreciated in current healthcare practice. Despite its potential to positively impact multiple aspects of nursing practice, clinical supervision remains an underutilized strategy in many healthcare settings and requires greater emphasis and integration into organizational priorities (Nuritasari et al., 2019). The limited research in this field may reflect an insufficient appreciation of the critical role that effective nursing supervision plays in healthcare systems. This knowledge gap in clinical supervision research could substantially impede investigations into its potential benefits for enhancing nurse satisfaction and professional competence. The synthesized evidence from this review demonstrates that nurses who participate in high-quality clinical supervision programs show significantly greater professional growth and clinical skill acquisition compared to their unsupervised counterparts.

Frequency of nurse clinical supervision

The results of this study show several results related to the optimal frequency of supervision. The study recommended that clinical supervision be conducted once a month, with each session lasting between 90 and 120 minutes over six months. This structured approach was found to have a positive effect on nurse outcomes, showing measurable improvements in job satisfaction alongside decreased stress levels, emotional exhaustion, and depersonalization tendencies (Abdullah Mohamed, Abdelbaset Hamed Awad, and ELsaid ELsabahy, 2021). 2 other articles showed that clinical supervision should last for 60–180 minutes over 3 months. This can increase motivation and job satisfaction in the intervention group (Sérgio, Carvalho, and Pinto, 2023; Safan, Allah, and Nassar, 2020). Other studies reported that clinical supervision activities are most effective if carried out for at least 45 minutes per month (Rocha, Pinto, and de Carvalho, 2021; Setiawan et al., 2019). Previous research conducted in the UK suggests that supervision should be carried out once a week for 2 months and last for 30–180 minutes (Driscoll et al., 2019). Based on the findings above, it can be concluded that there is still diversity in the supervision process. This is due to the lack of clinical supervision guidelines in the field due to social norms, cultural norms, and work environment factors (Nuritasari, RT, Rofiqi, E, Fibriola, TN, Ardiansyah, 2019). However, it should be emphasized that further exploration and research are important in order to lead to the development of the best clinical supervision guidelines in order to improve the quality of supervision implementation and encourage professional growth and development among nurses.

CONCLUSION

This review describes and analyses 2 main aspects of supervision practice and their impact on improving nurses' job satisfaction. Clinical supervision can create an atmosphere that can reduce fatigue, reduce stress, improve communication, create a learning culture, and improve teamwork so that the quality of care can be optimal. Optimal quality of care can improve nurses' job satisfaction. However, there is still a lot of diversity related to the best model and duration in the supervision process. This indicates a gap in the method, frequency, duration, and number of sessions needed to produce optimal nursing supervision. The current knowledge gap presents a significant opportunity for future research to systematically examine optimal supervision approaches, including their methodology, frequency, and duration. Such investigations should account for critical contextual factors such as organizational culture, workplace environment, professional norms, and institutional infrastructure. By addressing these elements through rigorous study, researchers can generate evidence-based insights to inform the development and implementation of effective clinical supervision programs in nursing practice. Future research is essential to support the development of clinical supervision guidelines that are useful for nurses and nursing organizations. The limited research related to supervision models used, particularly in the nursing field, needs to be considered to enrich future research discussions. Consideration of various other supervision models that can be used in the nursing field will further strengthen the discussion regarding the best model.

Clinical supervision enhances nursing care quality by directly improving nurses' job satisfaction. Developing an effective supervision model requires careful consideration of various factors to support the delivery of professional nursing services. To achieve this, clear and comprehensive policies and guidelines must be established to define the clinical supervision process. These guidelines will establish a standardized framework for clinical supervision implementation, ensuring both consistent session parameters and high-quality practice standards. As a result, the nursing profession will be better equipped to conduct effective supervision. Furthermore, supporting ongoing research and innovation in supervision practices is essential to promote job satisfaction, strengthen professionalism, improve patient outcomes, and elevate the overall standard of nursing care.

AUTHOR CONTRIBUTION

Nurma Lindawati: Conceptualization, methodology, data curation, formal analysis, writing-original draft, writing-review & editing, and supervision.

Nuzul Qur'aniati: Methodology, formal analysis, and supervision.

Ilya Krisnana: Methodology, formal analysis, and supervision.

ORCHID

Nurma Lindawati : <https://orcid.org/0009-0000-1635-9366>

Nuzul Qur'aniati : <https://orcid.org/0000-0002-3939-6482>

Ilya Krisnana

: <https://orcid.org/0000-0001-8076-9036>**CONFLICT OF INTEREST**

No conflict of interest.

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