
Researcher Notes

Categories addressed: Supervision and workforce outcomes

Participants: The analysis includes a combined sample of 10,867 workers in child welfare, social work, and mental health settings.

Method: A meta-analysis of 27 qualified research articles that examine the role supervision plays in affecting worker outcomes.

Independent variables: Social and emotional supervisory support, supervisory interpersonal interaction, and task assistance supervision.

Dependent variable: Job satisfaction, retention, intention to leave, organizational commitment, job stress, burnout, psychological well being, and worker effectiveness.

Purpose of the study: This article provides a meta-analysis of 27 qualified research articles on the effect of supervision on workforce outcomes.

Findings:

- All supervisory dimensions were found to be positively and statistically significantly related to beneficial outcomes for workers
  - Task Assistance - Supervisors, who provide tangible, work-related advice and instruction, provide assistance in job-related tasks, support training and learning activities, coach employees, and offer solutions to work related problems contribute to workers having higher rates of retention.
  - Social and Emotional Support - Supervisor who listen to workers as they discuss job difficulties, provide supportive statements, and relate to the emotional needs of the workers when they feel overwhelmed, stressed, or confused by their work have workers with higher rates of retention.
  - Interpersonal Interaction - There is a positive link between a worker’s perception of the quality of the supervisory relationship and worker outcomes such as sense of competence, sense of personal accomplishment, organizational citizenship behavior, and job satisfaction.
- Of the three supervisory dimensions, task assistance had the greatest impact on positive worker outcomes, whole social and emotional supervisory support and supervisory interpersonal interaction were associated with reduced worker anxiety, stress, depression, somatic complaints, burnout, intention to leave, and turnover.