

The Effect of Training and Supervision on Employee Performance: A Literature Review

Elly Rosita Dewi Harjanti¹, Dwi Utami Puterisari²

Universitas Teknologi Yogyakarta, Indonesia

Email: Elly.6230111011@student.uty.ac.id, puterisari@staff.uty.ac.id

*Corresponding Author: Elly.6230111011@student.uty.ac.id

Abstract: *This study aims to determine the impact of training and supervision provided by companies to improve employee performance. Training is one of the functions of human resources that is very important for companies. This is because the training will make employees more skilled. Supervision is an activity that is carried out to ensure that all activities that are planned, organized, and implemented run in accordance with the plan that has been set. This research reveals several theories revealed by previous research on training and supervision of employee performance. The method used in this study is Systematic literature review. The Systematic Literature Review method is a specific research or research methodology and development conducted to collect and evaluate related research to understand large sets of information, and a means to contribute to answers to questions about what works and what doesn't. The Systematic Literature Review method allows researchers to obtain key issues, generate research frameworks, identify research gaps, and answer research questions. From the results of the literature analysis in selected journals, it is explained that training and supervision have a great influence on employee performance. Therefore, it can be concluded that the company should provide good training for employees. In addition, supervision carried out by the leadership is also needed to ensure that activities run in accordance with the plan that has been set by the company.*

Keywords: *Training; Supervision; Performance; Systematic Literature Review*

INTRODUCTION

In today's increasingly competitive and competitive business world, the success of a company is influenced by several things, including the success of the company in managing management functions to be able to increase work efficiency and effectiveness. A good organization is an organization that is able to improve the ability of its employees because with an increase in good skills, indirectly employee performance will also be good (Nur Cahyani, 2023a). One of the things that companies can do to improve employee performance is to carry out employee development programs through training and supervision mechanisms.

Training conducted by a company has a positive impact on employee performance. With training, a skilled and capable workforce will be created that will be able to meet the needs of the organization now and in the future so that it has a positive impact on the progress of the company or organization (Surbakti & Sihombing, 2022a). The definition of training according to experts, Bangun (2012), defines that training is a process of improving employees' work skills to achieve company goals. According to Sinambela (2016), training is a systematic process from an organization to develop individual skills, abilities, knowledge, or attitudes that can change employee behavior to achieve the organization's goals that have been set.

In addition to training, the importance of supervision is no less important in improving employee performance. Supervision means the observation and measurement of an operational activity and the results achieved compared to previously set goals and standards (Mauliza, 2020). Supervision is carried out in an effort to ensure that activities are in accordance with the plan, decision strategy, and work program that has been set by the company (Nur Cahyani, 2023a).

Related research in this article includes all articles included in the literature review. The reviewed articles were published between 2020 and 2025, and included a wide range of studies on the

effect of training and supervision on employee performance. The author's article identification determined 20 articles with variables of training, supervision, and employee performance in the range of 2020 to 2025.

Research by Yuliana and Handayani (2020) found that training significantly enhances employee competencies and motivation, which in turn improves their performance and contribution to organizational goals. Similarly, a study by Pratiwi and Prasetyo (2021) highlighted that regular supervision not only ensures task alignment but also reinforces accountability and fosters a culture of continuous improvement. While both studies affirm the individual benefits of training and supervision, they tend to treat them in isolation. The novelty of this research lies in its integrated literature review approach, which simultaneously examines the synergistic impact of both training and supervision on employee performance.

This study aims to provide a literature review on the influence of training and supervision on employee performance. By reviewing relevant articles, this study will identify and analyze the methods that have been applied, identify their advantages and disadvantages, and assess their impact on employee performance. Through this research, it is hoped that it can provide in-depth insights in research related to the relationship between training and supervision of employee performance.

MATERIALS AND METHODS

This study uses the Systematic Literature Review (SLR) method to identify and analyze various studies related to the author's chosen theme. SLR is research that is carried out by identifying, analyzing, evaluating, interpreting/describing and making conclusions based on the relevance of the systematically selected research results to the research subjects obtained in the literature and then following the steps that have been determined in a structured manner (Nur Cahyani, 2023a). The steps taken in this SLR include:

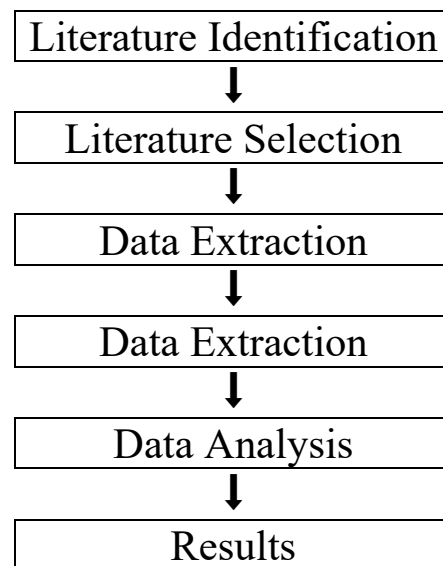


Figure 1. Research Methods

This study employed a structured literature review approach to explore the influence of training and supervision on employee performance. The process began with literature identification, where relevant articles were sourced from academic databases such as Google Scholar, focusing on those published between 2020 and 2025 to ensure the inclusion of recent findings. Next, in the literature selection phase, articles were filtered using predetermined inclusion and exclusion criteria. The inclusion criteria required that articles explicitly discuss training, supervision, and employee performance, while exclusion criteria eliminated those deemed irrelevant or published prior to 2020.

Following this, the data extraction phase involved collecting key information from the selected articles, including research objectives, methodologies, findings, and the reported impacts on employee performance. Subsequently, during the data analysis stage, the extracted information was synthesized and organized in a comparative table to identify similarities and differences in research methods and outcomes. Finally, the results of the literature review were summarized as a comprehensive recapitulation highlighting the positive and significant effects of both training and supervision on enhancing employee performance across various organizational contexts.

RESULTS AND DISCUSSION

The journal search was conducted in March 2025, the initial search process was based on the publication year with a time range of 2020–2025 using the keywords "training and supervision" and "employee performance". The search was carried out using the Google Scholar search engine displaying 20,500 articles related to the topic and the author only analyzed 20 journals selected from the google scholar site. The literature used in the Literature Review Study only uses journals that have been selected based on predetermined criteria by considering the title, abstract, and complete text and obtained the results of the main study used based on quality assessment. The following are the results of the recapitulation of 20 selected articles from previous research or relevant articles.

Table 1. Previous Research

Yes	Name of Researcher and Year	Research Title	Research Methods	Research Results
1	Chairani & Khair (2022)	The Influence of Supervision and Motivation on the Performance of State Civil Apparatus Employees Mediated by Work Discipline at the Medan City Library and Archives Service	Associative and Quantitative	The results of a study on employees at the Medan City Library and Archives Service show that Supervision has a positive and significant effect on employee performance. With good supervision from superiors, employees can carry out their duties well. Employees will feel more appreciated if their work is directly supervised by the leadership.
2	I G Ag, Sasih Gayatri, Ni Luh Sili Antari, & Ni Luh Yuni Astuti (I G Ag Ni Luh Sili Antari & Astuti, 2021)	The Influence of Job Training, Work Motivation and Supervision on Employee Performance	Quantitative and Qualitative	Research conducted on employees at the Bandung Regency Fire and Rescue Service gave results that both training and supervision had a positive impact on employee performance. Employees who are given training and supervision in their work will provide improved performance results.
3	Gama et al. (2024)	The Effect of Teamwork and Supervision on Employee Performance at the Wair Pu Drinking Water Perumda in SIKKA Regency.	Descriptive and Associative	The results of the research conducted on employees of Perumda Air Minum Wair Pu'an SIKKA Regency show that supervision and training have a positive and significant effect. Positive influence can be interpreted as if supervision is improved, performance will increase, as well as significant influence can be interpreted if supervision is improved, employee performance will also be better.
4	Zillah, Husniati, & Aziz (2022a)	The Effect of Training, Supervision, and Work Discipline on Employee Performance. Management and	Quantitative	Both training and supervision have a significant effect on the performance of employees of PT Bank DKI Permata Hijau South Jakarta. Based on the results of the analysis of training variable data, the t-value was calculated as $2.416 >$ from the ttable value of 1.994, and the significant t was $0.018 <$

Yes	Name of Researcher and Year	Research Title	Research Methods	Research Results
		Organizational Science.		0.05. Meanwhile, based on the analysis of the surveillance variable data, t calculation was obtained of $2.089 >$ from the t-value of the table of 1.994 and the significant t of $0.040 <$ 0.05.
5	Ema (2022)	The Effect of Training and Supervision on Employee Performance at the Merlung Health Center, West Tanjung Jabung Regency.	Qualitative Descriptive	The results of a study conducted on employees at the Merlung Health Center, West Tanjung Jabung Regency, simultaneously found that both training and supervision together affect the performance of the Health Center. This is explained by the correlation value (r) of 0.666 which shows that there is a strong correlation between training and supervision and employee performance.
6	Maulana & Sister (2021)	The Effect of Competence and Training on Employee Performance at the Karawang Regency Manpower and Transmigration Office.	Descriptive Verification	Both competency and training variables simultaneously have a positive and significant influence on the Performance of Employees of the Karawang Regency Manpower and Transmigration Office. Thus, it can be concluded that the training has a positive impact on the performance of employees at the Karawang Regency Manpower and Transmigration Office.
7	Jennifer Candra, Fitri Rostina, & Angela (2022)	<i>The Influence Of Work Discipline, Competence And Supervision Of The Work On The Performance Of Employees at PT. Karya Inti Nusa Gemilang Medan</i>	Qualitative	The results of the study partially show that work supervision has a positive and significant effect on Employee Performance at PT Karya Inti Nusa Gemilang Medan.
8	Yhonanda Harsono (2023)	<i>The Influence of Training Participation and Work Discipline on Employee Performance</i>	Quantitative	The results of the study on employees of PT Ciomas Adisatwa Bogor were obtained from the results that training had a positive and significant effect on employee performance. With more and more training provided, it will provide a significant increase in work to employees.
9	Loliyani, Loliyana, & Kumalasari (2022)	The Influence of Leadership, Education and Training on Employee Performance at the Trimulia Region Village Hall, West Lampung.	Quantitative Descriptive	Based on the results of the study, it was concluded that training has a significant positive effect on performance. The better the training provided, the higher the performance of employees, especially in employees at the West Lampung Trimulia Regional Village Hall.
10	Nur Cahyani (2023b)	The Effect of Job Training and Supervision on Improving Employee Performance	<i>Systematic Literature Review (SLR)</i>	Based on the <i>Systematic Literature Review</i> method from 15 selected journals based on quantitative methods, the results were obtained that Training and Supervision greatly affect employee performance.

Yes	Name of Researcher and Year	Research Title	Research Methods	Research Results
11	Deddy Novie Citra Arta et al. (2023)	<i>Analysis of The Influence Of Job Training And Recruitment On Employee Performance In Higher Education.</i>	Quantitative	The results of the study showed that there was a significant influence between recruitment and training together or simultaneously on the performance of employees at XYZ universities.
12	Sulu, Mangantar, & Tarore (2022)	The Influence of Training, Career Development, and Leadership Style on Employee Performance at the Tomohon City Regional Education and Training Personnel Agency.	Qualitative	In contrast to the results of other analysts, at the Regional Education and Training Personnel Agency of Timohon City, Training actually has a significant negative effect on employee performance.
13	Surbakti & Sihombing (2022b)	The Effect of Training, Supervision and Work Discipline on Employee Performance at PT. PLN (Persero) ULP Berastagi.	Quantitative	The results of the research conducted on employees of PT PLN (Persero) ULP Berastagi show that Training and Supervision have a positive and significant effect on employee performance at PT. PLN. Compared to Training, Supervision has a greater positive impact in improving employee performance.
14	Panjaitan, Siahaan, Rangkuti, Zega, & Br Ginting (2023b)	The Effect of Work Evaluation, Training and Supervision on Improving the Quality of Employee Performance of PT. Nutrihub.	Quantitative Descriptive	Based on the results of the study, it shows that training has a positive and significant effect on the quality of employee performance of PT. Nutrihub Medan. This is evidenced by the t-value of $4.846 > 1.993$ and the Sig. value of $0.000 < 0.05$ and the value of the regression coefficient of 0.655. Meanwhile, supervision also has a positive and significant effect on the quality of employee performance of PT. Nutrihub Medan. This is evidenced by the t-value of $5.668 > 1.993$ and the Sig. value of $0.000 < 0.05$ and the value of the regression coefficient of 0.968.
15	Khotimah (2021)	The Influence of Leadership Style, Organizational Culture and Training on Employee Performance at Pondok Indah Hospital.	Quantitative	The training variable based on the partial test produced a calculation of $4,421 > t_{table}$ so that it was concluded that the training partially affected the performance of employees in the <i>Hospitality Service Department</i> and Laboratory at Pondok Indah Hospital
16	Ekawati (2021a)	The Effect of Training on the Performance of Employees of PT Evoluzione Tyrez Purwadadi Subang	Quantitative	Job training has a significant effect on employee performance with the results of the study showing that the effect of training on employee performance with a simple linear regression method provides significant test results at a significance level of 22.6% affecting employee performance by 78.4%. With good training, it will produce employees who work more effectively and productively.
17	Malik Wicaksono, Hapzi Ali, &	The Influence of Training, Work Environment and	Quantitative	The results of the research on research related to the <i>literature review</i> method were concluded that training has a positive impact

Yes	Name of Researcher and Year	Research Title	Research Methods	Research Results
	Faroman Syarief (2022)	Discipline on Performance and Job Satisfaction.		on employee performance. Training can provide experience and improve work skills and have the most direct impact on employee performance.
18	Cing, Yuniar, & Selvi (2021)	The Effect of Job Training, Work Motivation and Work Supervision on Employee Performance at PT. Star Auto Multilink Medan	Quantitative	Both training and supervision have a positive and significant effect on employee performance. Job training has a positive and significant effect on employee performance at PT. Star Auto Multilink Medan ($t_{cal} > t_{table}$ or $2.215 > 2.002$ and significant obtained $0.031 < 0.05$). Work supervision has a positive and significant effect on employee performance at PT. Star Auto Multilink Medan ($t_{count} > t_{table}$ or $2.931 > 2.002$ and significant obtained $0.005 < 0.05$).
19.	Raffles Hebron Manalu, Sondang N.B. Marbun (2021)	The Effect of Supervision, Training, and Work Discipline on the Performance of PT. Nusantara Plantation IV Bah Butong Unit	Quantitative	Supervision has a significant effect on employee performance at the PT Perkebunan Nusantara IV Tea Factory Unit Bah Butong. This can be seen from the results of the t-test showing that the t_{count} of the $> t$ table is $2.346 > 2.011$ and the significant value of t is smaller than the α value, which is $0.023 < 0.05$. Training has a significant effect on employee performance at the PT Perkebunan Nusantara IV Tea Factory Bah Butong Unit. This can be seen from the results of the t-test showing that the $t_{count} > t_{table}$ is $2,719 > 2,011$ and the significant value of t is smaller than the α value, which is $0.009 < 0.05$. Thus, it is hoped that PT Perkebunan Nusantara can increase supervision because it can ensure order and smooth implementation of activities and also increase training because the training will improve work skills in carrying out daily work.
20	Fachri & Akbar (2023)	The Effect of Motivation and Supervision on Employee Performance in Housekeeping of PT. Central Mandiri Building Business	Quantitative Descriptive	The results of the research on employees of PT Usaha Gedung Mandiri obtained the results that supervision has a significant effect on employee performance.

Source : Data processed 2025

Based on the results of the analysis obtained from 20 selected journal literature, the most frequently used method in related research is the quantitative method with 14 selected journals using this method. The quantitative method refers to the number and size in interpreting the results, quantitative research tries to unravel the breadth of the study results and generalize them as empirical truths or facts in general (Firmansyah et al., 2021). Training and supervision are two things that companies can do to improve employee performance. The provision of job training and increased

supervision will be able to improve employee performance, this is in accordance with studies conducted by (I G Ag Ni Luh Sili Antari & Astuti, 2021).

In line with research conducted by Panjaitan et al. (2023a), one of the things that can be done to improve company quality is to conduct training so that the quality of employee performance is better in the hope of improving employee performance. With the implementation of daapat training, it prepares employees to face job tasks that are considered not yet mastered. The problems found here include that the training carried out by the company is not optimal because the company still lacks training such as sales (marketing) training, creativity training, HR retraining, HR skills training, and team training.

To measure the quality of performance of employees, supervision activities are needed. Previous research conducted by Candra et al. (2022) entitled "The Influence of Work Discipline, Work Competence, and Work Supervision on Employee Performance at PT Karya Inti Nusa Gemilang Medan" stated that supervision both partially and simultaneously has a positive effect on employee performance. The results of the study also stated that one of the factors that caused the decline in performance was the lack of strict supervision carried out by superiors. This causes employees to be negligent and procrastinate to complete a job. Supervision should be carried out on all divisions of the company, not only on some divisions as has been done so far.

In order for training activities to have maximum impact, various aspects should be considered, including the suitability of the syllabus with training needs, the quality of instructors or trainers, the quality of participants, the completeness of appropriate facilities and infrastructure in symmetrical training activities, and the provision of costs (Ekawati, 2021b). Training is a necessity for companies to support competency improvement activities and training activities should be carried out regularly and periodically to continue to be able to refresh and upgrade the competencies of employees. Meanwhile, according to Manalud et al. (2021), supervision is said to be important because without good supervision, it will certainly produce unsatisfactory goals, both for the organization itself and for its workers.

Employee performance can be used as one of the determining factors of the success or not of the company's goals. If the performance of employees in a company is good in terms of quality and quantity, then the work results will also be good. This is in line with research conducted by Zillah et al. (2022b) with the title "The Influence of Training, Supervision, and Work Discipline on Employee Performance" that to achieve the company's goals, employee knowledge and skills need to be developed, so that employee performance increases. One of the employee competency development is by providing job training for employees by paying attention to the needs of the world of work, and is carried out based on relevant training programs and referring to work competency standards. After the training, the next step is to supervise the employees to ensure that the employees can carry out their functions properly so that they can meet the goals set by the company.

CONCLUSION

The conclusion of the results of the literature study shows that the most often used method in related scientific studies is using quantitative methods. Based on the results and discussion of research using systematic literature review, it can be concluded that systematic literature review is the process of identifying, interpreting, and evaluating previous research. The implementation of effective training programs and good supervision can have a significant positive impact on employee performance in various sectors and organizations. Several studies have shown similar results that training and supervision have a significant impact on employee performance. Training helps to improve employees' skills, knowledge, and competencies, while supervision ensures that employees work in accordance with the organization's standards and goals. The implementation of effective training programs and good supervision is essential to improve employee performance in various organizations. Previous research results support these findings, showing that training and supervision contribute significantly

to improving employee performance. Thus, training and supervision are two key factors that must be considered by organizations in an effort to improve employee performance and achieve long-term success.

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