



Supportive supervision in improving stress management skills on employees of health social security implementing agency in South Tangerang City

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ABSTRACT

Frontline personnel in South Tangerang City serve participants and prospective participants directly and indirectly. Work is pressure-prone. Supportive supervision is needed to reduce employee stress. This study aims to determine the causes of stress for Health Social Security Implementing Agency employees in South Tangerang City, the implementation of supportive supervision to improve employee stress management, and the factors that support and inhibit supportive supervision in improving employee stress management. This research is descriptive and qualitative. Workload, role ambiguity, participant attitudes, individual mental states of employees, and work support facilities cause stress for Health and Social Security Implementing Agency staff in South Tangerang City, according to this study. To reduce employee stress, supportive supervision is used. South Tangerang's Health Social Security Implementing Agency provides emotional, instrumental, appreciating, informational, social integration, and spiritual support. Role play, sharing sessions, and strong work connections enhance supportive supervision in enhancing employee stress management. Participants' attitudes and employees' personalities are difficulties.



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INTRODUCTION

Based on the results of the PPM Management survey in June 2020, it is known that 80 percent of employees experience stress symptoms. Stress occurs from moderate to severe levels. Employees who are stressed, on average, are experienced in the age range of 26 – 35 years at 83 percent, 36 – 45 years at 79 percent, and under the age of 25 years at 78 percent (money.kompas.com). And in November 2021, the Mercer Marsh Benefit (MMB) survey stated that two out of five employees in Indonesia experienced stress due to work, and this figure increased compared to the previous year, one of the factors that influenced it was the work situation during the COVID-19 pandemic (beritasatu.com). This stress factor arises from all aspects of the stress system, starting with the employee's personal life, such as health, relationships with supervisors or co-workers, family conditions, social and cultural dimensions, policies, and job demands. All these factors collide with the need for practice in the field (Andrea Kirk-Brown in Riggio, 2017).

Work stress is a significant concern, one of which is in the social service sector (ILO, 2016). Jobplanet (2017) surveyed 86,000 employee respondents from August 2015 to January 2017. The survey showed that the professions related to the provision of social services were among the 15 disciplines with the highest stress. This was due to the demands to serve the community well in various conditions. Public requests for services generally refer to *customer-focused quality*, namely services that focus on customer satisfaction. This has an impact on the demands of the community to get a good quality of service. Social services in the health sector are one of the community's most needed services, considering that health is included in fundamental human rights.

The demands of the community to obtain quality health services are increasing in line with the times and the increasing population growth in Indonesia. However, getting this health service requires a lot of money, especially if the health problem is in a severe category. Therefore, the government is trying to help ease the burden on the community in obtaining good health services by providing health insurance through a Health Social Security Implementing Agency.

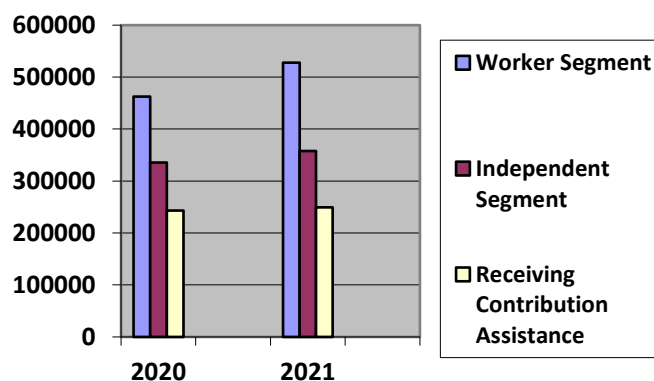


Figure 1 Increase in the Number of Participants Health Social Security Implementing Agency in South Tangerang City in 2020 – 2021

The increased need for health services during the Covid-19 pandemic can be seen in the participation data Health Social Security Implementing Agency in South Tangerang City. If look at 2021, it seems like an increase in the number of participants compared to previous years. In 2020, there were 462,538 participants from the worker segment, 335,892 participants from the independent participant segment, and 243,493 from contribution assistance recipients and non-workers. This figure increased. It was recorded that in November 2021, there were 527,900 participants from the worker segment, 357,707 independent participants, and 249,356 participants receiving contribution assistance and non-workers (bpjs-kesehatan.go.id, 2021). With the increasing number of health service needs in the community, this is a demand for employees of the Health Social Security Implementing Agency to provide satisfactory service quality.

The demand to always provide satisfactory services can trigger work stressors for employees of the Health Social Security Organizing Agency, especially employees in the *frontline* section. In a study conducted by Feby Ansari Mayang, Daru Lestantyo, and Bina Kurniawan (2018), under the title Factors Related to Work Stress in *Frontliner* Employees at the Health Social Security Implementing Agency in Ungaran, it was said that work stress in *frontline* employees at the Health Social Security Implementing Agency in showed that 46.7% of respondents experienced work stress, where the demands of tasks and the role of individuals in the organization had a relationship with work stress.

The way to improve the quality of service is to understand and treat *frontline* employees appropriately. Employees of Health Social Security Implementing Agency in South Tangerang City who are in the *frontline* or frontline section are part of the work carried out daily to serve dozens, even hundreds of participants who will register, consultations related to complaints experienced, data changes, and expansion of participants. The work done is monotonous, and there is a time limit in serving one participant who comes, so employees have difficulty resting. The attitudes and responses of the participants who must be served also vary. This can cause pressure on the employees of the *frontline* Health Social Security Implementing Agency.

Employees who have direct contact with clients are a crucial source for service organizations (J Bratton et al, 2021). It is necessary to have good human resource management to maintain employee conditions so as not to impact the increasing tendency of employees to experience stress. Therefore, one of the efforts to improve performance and quality of service is to improve employee stress management skills. Human resource development is one of the company's parts of the realm of *Occupational Social Workers*. In human resource development, Occupational Social Workers have the task of recruiting and matters related to the development of existing human resources in the company to improve the quality of human resource work owned by the company. Human resource development is an essential part of the company. Therefore, the role of *Occupational Social Workers* who have the competence to be part of the development of human resources is very much needed for the company's sustainability. One of the programs that are part of occupational *social workers* is *employee assistance programs* (EAPs) which, in practice, are directly related to employees.

Employee Assistance Programs (EAPs) are one the *occupational social workers* who assist employees who provide services to employees in the form of healing (*treatment*) and training and development. EAPs are a manifestation of the social service model for employees. There are counseling on emotional or behavioral difficulties, family, career, education, training, credit, and employee pension planning (Zastrow, 2014). In EAPs, *Occupational Social Workers* act as counselors, linking, brokers, and trainers. In practice in this EAPs program, *Occupational Social Workers* are required to use a micro approach or individually. Foresight in conducting assessments and determining interventions is also needed here.

In Indonesia, the role of *Occupational Social Workers* as counselors in companies is still taboo for ordinary people; the types of job vacancies available can prove a small example. It is not easy to find counselors in companies specifically for Social Workers. As a linking and broker, *occupational social workers* connect employees who are clients to internal and external sources of the company that support the functioning of clients in the company in particular and then provide further guidance. As a trainer, occupational social workers must present training, seminars, and workshops for employees to improve their capacity and work performance to provide the best for the company. Among them are training and seminars on *time management*, relaxation to deal with stress and *burnout*, *positive self-talk*, *problem-solving*, and other training and seminars.

One strategy to improve the performance and quality of *frontline* employee service is to improve employee stress management skills. One of the efforts to manage human resources (HR) to maintain the quantity and quality of its employees so that they can still provide excellent service to their clients is to supervise employees. Supportive supervision is one aspect of supervision that provides support, especially moral support, to employees to feel better and remain calm in doing their jobs. Supervisors are also responsible for relieving the pressure on employees and making employees always in comfortable conditions so that they can carry out their duties effectively and efficiently (Kadushin & Harkness, 2014).

Health Social Security Implementing Agency builds a superior organization supported by appropriate quantity and quality human resources. Health Social Security Implementing Agency builds organizational governance and human resources with integrity and professionalism. Health Social Security Implementing Agency in South Tangerang City carries out supportive supervision activities as an effort so that employees can manage stress and still be able to do their job to provide good service to all participants, by the vision and mission of Health Social Security Implementing Agency, namely realizing quality social security without discrimination, by providing the best service to participants and the community (Regulation of the Board of Directors of the Health Social Security Implementing Agency Number 65 of 2020).

Research conducted by Michelle Newcomb (2021), entitled "*Supportive Social Work Supervision as an Act of Care: A Conceptual Model*," stated that the profession that is at the forefront is emotionally driven. Therefore, it is crucial to carry out supportive supervision activities to maintain the frontlines' condition to provide adequate services to clients. This is also supported by research conducted by Suhardoyo (2022), entitled "*Management of Work Loyalty, Work Stress and Supervisor Support in Increasing Employee Work Productivity During the Covid-19 Pandemic*" this study states that supportive supervision activities have a positive and significant influence on employee productivity and performance, with supportive supervision activities, the ability to manage employee stress will be increasing. It can also increase employee productivity and performance according to the organizational goals that have been set. If this supportive supervision activity is carried out to employees, the employee's stress management ability will increase. That way, the quality of services provided to clients can be appropriately maintained.

The implementation of supportive supervision is defined as how a Supervisor values every employee's contribution and cares about his welfare (Bhate, 2013). Several studies align with these findings, such as research by Pandey and Chairungruang (2020), which reports that a higher perception of *Supervisor support* can relieve stress in employees. When employees receive supportive supervision from their Supervisor, they can contribute to reducing work-related stress experienced, increasing job satisfaction, and increasing perceived support. The implementation of supportive supervision not only relieves the negative impact of work felt by employees but can also increase employees' psychological well-being and workability (Sloan, 2012).

Research conducted by Anderson Matthew (2021) with the title *Supervisory Support, Job Satisfaction, and Leadership Development in Non-Profit Organizations*, shows that *non-profit organizations* need conditions that can encourage job satisfaction for their staff. This condition is mainly influenced by supportive supervision activities or support from managers because the staff is someone who has direct contact with clients. This job satisfaction impacts the spirit and performance of staff. Therefore supportive supervision activities or manager support are essential in maintaining staff conditions. To maintain the condition of *the non-profit staff of the organization*, the Supervisor needs to build a professional relationship accompanied by a sense of comfort and security. The Supervisor should also know how the staff is doing in the field. This is very important because the staff works in an organization that does not prioritize profit and attaches importance to the quality of service. In addition, supervisors and organizational leaders also need to create an inclusive work environment because this work environment has a positive correlation with satisfaction, performance, and commitment to work.

Based on the explanation from previous studies related to supportive supervision, it can be concluded that the implementation of supportive supervision is essential to maintain the condition and performance of employees, especially employees who are at the forefront, and also employees who are in *non-profit organizations*. This is because the employee is dealing directly with the client, and this condition will impact the employee's mood and performance. Therefore, supportive supervision must be carried out to maintain employees' physical and mental condition so that they remain good and the quality of service to clients is maintained. This is also done by the Health Social Security Implementing Agency in South Tangerang City. Health Social Security Implementing Agency in South Tangerang City provides supportive supervision to its employees, especially *frontline* employees, so they have good stress management skills and can always maintain the quality of service provided to participants.

Saleh, Russeng, and Tadjuddin (2020) mentioned that the factors causing employee stress are as follows: 1) Task design, such as the workload given, speed/variation/meaningfulness of work, sufficient time to complete tasks, *shiftwork/working* hours, skills/abilities not by the demands of the job, lack of training and/or preparation. 2) Roles in the organization, such as conflicts with client colleagues/co-workers/Supervisors, the ambiguity of uncertain roles, and degree of responsibility. 3) Career development, such as job security/insecurity, lack of career development opportunities, and overall job satisfaction. 4) Relationships in the workplace (interpersonal), such as lack of support from supervisors or co-workers, threats of violence/harassment, lack of trust, lack of available workplace systems to report and deal with unacceptable behavior, gain prejudice or discrimination, and isolation in the workplace. Organizational structure/climate/management style, such as involvement in decision making, communication patterns, little recognition for good job performance, lack of available systems in the workplace to respond to problems, lack of justice perceived by employees, lack of support and rewards. Moreover, 6) *work-life balance*, such as role/responsibility conflicts, and families exposed to work-related hazards.

To be able to manage stress well, an effective stress management strategy is needed. Margiati in CA Karambut (2014) groups stress management strategies into three: 1) Individualized handling strategies developed personally/individually can be in the form of short breaks, relaxation, and meditation. 2) Organizational handling strategies can be carried out by creating a supportive organizational climate, such as enriching the design of tasks by increasing work content factors (responsibility, recognition, opportunities for achievement,) reducing plan conflicts and career path development, and providing counseling. 3) Social support strategies can be through family, workmates, supervisors, or other people. Effective communication is essential; employees can communicate their condition to their family, work friends, supervisors, or closest people.

In improving employee stress management skills, organizational handling strategies through supportive supervision are essential for supervisors to carry out. According to Kadushin and Harkness (2014), when carrying out supportive supervision responsibilities, the Supervisor not only relieves, restores, comforts, and replenishes energy but also inspires, excites, and increases employee job satisfaction. In supportive supervision, supervisors build relationships in a positive, fair, and supportive manner. It provides an empathetic environment and allows employees to discuss problems or obstacles experienced comfortably. In implementing supportive supervision, supervisors are empathic, respectful, and caring and provide a safe learning environment. In addition, the Supervisor also provides an understanding of the condition of employees and is not authoritarian at the time of the implementation

of supportive supervision. Hammer (2011) mentions that the dimension of supportive supervision consists of emotional support. This emotionally related support is to maintain the emotional state to remain stable. Emotional support is needed when employees face problems, both inside and outside the job, that make employees feel sad, and passion for work decreases. This support is more in the form of encouragement, a sense of happiness, love, and emotions. Emotional support will create a sense of comfort in the individual and make him feel valued.

Then there is also instrumental support. Instrumental support is support in the form of real-form assistance or material support. This support is needed when employees need supporting tools in carrying out their work which includes providing work tools and facilitating employees with tools that are related to or facilitate their work. Next up is the award support. This support is provided when the employee feels there is no reciprocity of the work already done. The support provided is in the form of a positive assessment of individuals who achieve an achievement (praise, awards, promotion of positions, etc.). Giving awards will spur more morale for individuals.

Then informational support. Informational support is support in the form of providing information to individuals. There are two forms of this support: providing information or teaching a skill that can be used to solve a problem. The second *appraisal support* is providing information to individuals that can help improve their performance, such as advice, information, and guidance. By providing this support, employees will have increased knowledge and skills. That way, employees can do their jobs more optimally. Then there is the social integration curve. Social integration support is an individual's feeling as part of a group. This support is provided when the employee feels isolated in his work environment or has a conflict with a co-worker. This support can be in the form of spending time together in an activity/ activity. Like doing recreation together in free time, it can reduce the sense of stress and strengthen the relationships between individuals. This support will cause a sense of mutual belonging that increases harmony between individuals.

Meanwhile, Saleh (2014) mentioned that the dimension of spiritual support also needs to be applied by the Supervisor. Culturing spiritual values in the world of work is believed to encourage the emergence of motivation and high work productivity based on worship. Thus, the work is done in a sincere, selfless, aware, responsible, passionate, and earnest manner based on god's intentions, as well as being an example, the best example in goodness to others. These various attitudes must be further fostered and developed in the daily work life by employees with the provision of spiritual support. The Supervisor's support through the spiritual dimension is an effort to assist in the style of service by adhering to religious values, which pertain to all qualities of kindness, including honesty, being able to inspire, support, care for others, be able to control yourself, respect others well, and always strive for the best for yourself and others.

RESEARCH METHODS

This type of research is descriptive qualitative research. The data collected is in words and images, not numbers. This study determined how supportive supervision can improve stress management skills on employees Health Social Security Implementing Agency in South Tangerang City. The informant determination technique in this study used a purposive sampling technique, with the following criteria: Supervisor of Health Social Security Implementing Agency in South Tangerang City who supervised employees, employees of the Health Social Security Implementing Agency in South Tangerang City who were in the frontline section to have direct contact with participants, employees frontlines of the Health Social Security Implementing Agency in South Tangerang City who have experienced work stress, and frontline employees of the Health Social Security Implementing Agency in South Tangerang City who have carried out a supportive supervision process. Based on these criteria, the informants in this study were supervisors and frontline employees of the of the Health Social Security Implementing Agency in South Tangerang City. The data in this study were collected using interviews, observations, and documentation. The data analysis techniques are reducing data, presenting data, and drawing conclusions or verifying. Then test the validity of the data using a credibility test, a transferability test, a dependability test, and a confirmability test.

RESULTS AND DISCUSSION

The demand to consistently provide good and excellent service to participants is a pressure that can be a source of stress for frontline employees at the Health Social Security Implementing Agency in South Tangerang City. Based on the findings obtained from the results of interviews and observations, it shows that things that can be a cause of stress in frontline employees at the Health Social Security Implementing Agency in South Tangerang City are:

1. Design tasks, such as a given workload and time to complete tasks. For example, when more participants need services, employees must provide services in a fast time and also according to the needs of participants.
2. Roles in organizations, such as role ambiguity, can also cause stress. This can be seen from the interview results, which show that *frontline* employees not only perform face-to-face services to clients but are also still required to take control regarding *email* and receiving contribution assistance services, which should be the task of *back office* employees.
3. Other causes of stress also come from clients or participants, such as when participants show an unkind attitude when given services, get angry, and do not want to follow existing regulations. Then the demand to continue providing services calmly and friendly when facing participants who behave unfavorably is also a stressor felt by *frontline* employees of the Health Social Security Implementing Agency in South Tangerang City.
4. The personality of employees is also a source of stress. For example, in the mental state of individuals, if their emotional state is unstable and they are required to provide excellent service and remain friendly to participants, it can be a stressor for employees.
5. Supporting facilities when providing services is also one of the causes of stress for *frontline* employees of the Health Social Security Implementing Agency in South Tangerang City. When providing services, computer devices or networks experience problems and make the service have to be delayed some. It becomes a stressor for employees because they must provide services quickly and precisely. However, their supporting facilities experience problems that cause the service not to run efficiently.

To overcome the stress experienced, some efforts have been made to improve the stress management ability of frontline employees of the Health Social Security Implementing Agency in South Tangerang City. Efforts to improve the stress management ability of frontline employees of the Health Social Security Implementing Agency in South Tangerang City include individual handling strategies, organizational handling, and social support. The individual handling strategy carried out by frontline employees of the Health Social Security Implementing Agency in South Tangerang City is to carry out activities that can make feel more relaxed, such as traveling, shopping, doing hobbies they have, playing with friends, listening to music, or by taking a break from sleep.

Meanwhile, the organizational handling strategy carried out by the Health Social Security Organizing Agency in South Tangerang City is always to check and prepare before the service starts, as well as certify employees, this is done to minimize the occurrence of technical obstacles when carrying out activities, and certification is intended to increase employee confidence because it is proven that employees can do service to participants. In addition, the implementation of supportive supervision is also included in organizational handling strategies to deal with stress experienced by employees. Moreover, the strategy of handling social support received by frontline employees of the Health Social Security Implementing Agency in South Tangerang City comes from the closest environment, such as from colleagues and family, in the form of encouraging, providing support to each other and also helping each other, as well as reminding each other of positive things to be able to cope with stress well.

Implementation of Supportive Supervision

Based on the results of field findings, the most influential factor in efforts to improve the stress management ability of frontline employees of the Health Social Security Implementing Agency in South Tangerang City is the implementation of supportive supervision. Therefore, the implementation of supportive supervision needs to be a concern to overcome the stress experienced by employees and so that services to participants can be carried out properly. Paying attention to the dimensions of supportive supervision is necessary to carry out supportive supervision. In addition, the method of implementation, the relationship between the Supervisor and employees, and the skills of the Supervisor

are also important things that need to be considered in carrying out supportive supervision. The implementation of supportive supervision at the Health Social Security Implementing Agency in South Tangerang City includes five dimensions of supportive supervision, as stated by Hammer (2011), namely the dimensions of emotional support, instrumental support, award support, informational support, and social integration support. In addition, Health Social Security Implementing Agency in South Tangerang City also carries out supportive supervision with spiritual support, as found in Saleh's theory (2014).

1. The emotional support provided in the form of sympathy and empathy is built when listening to employees share stories about problems or obstacles experienced. Then the Supervisor provides input, advice, and motivation to the employee to revive the declining emotional state. Suppose the employee feels sad due to the participant's poor attitude. In that case, the Supervisor will arouse employee trust by mentioning that what is done is correct because it is by regulations, then motivate employees to be more patient when doing services because participants have different traits and characters.
2. Instrumental support is provided by assistance in improving facilities needed by employees to support the service delivery process. In addition, supervisors also provide direct assistance if they feel that employees are experiencing difficulties doing their jobs.
3. The award support is not in the form of a physical such as giving a certificate or award certificate, but in the form of praise given by the Supervisor to employees to be a positive encouragement and can trigger employee morale. Then, the Supervisor also gives awards by inviting employees to take vacations or eat together, which can make employees *refreshed* from their work.
4. Informational support is provided by providing input, information, and direction when employees experience obstacles or difficulties so that employees can overcome difficulties experienced when doing work.
5. Social integration support. Supervisors often invite their employees to gather together. This can support social integration because it can cause a sense of belonging and harmony between employees. This support makes the relationships established in the work environment positive, such as helping each other, providing support, and strengthening each other. Therefore, with the social integration support contained in the Health Social Security Implementing Agency in South Tangerang City, employees can reduce the stress when providing services to participants.
6. The Supervisor provides spiritual support by inviting Muslim employees to carry out prayers. After the prayer, the Supervisor will give advice and motivation, be reminded us to think and practice patience, then remind us that the service is worship because it helps fellow human beings. With this support, it can cause a feeling of calm and tranquility felt by employees, making them more patient when facing problems or obstacles and making them feel calmer and more sincere in providing services.

Supportive Supervision Methods

Supervisors of the Health Social Security Implementing Agency in South Tangerang City carry out supportive supervision individually and in groups, as contained in the theory of Kadushin and Harkness (2014).

1. Individual supportive supervision is carried out conditionally by looking at the condition of employees, and the Supervisor carries this supportive supervision personally with a counseling method.
2. Supportive supervision in groups is carried out once a week with all employees. Group supervision at the Health Social Security Implementing Agency in South Tangerang City is a *sharing session*. All employees are welcome to provide complaints, opinions, and input during the sharing session. Then the Supervisor becomes the mediator and moderator who regulates the course of the *sharing session* process and becomes a decision maker that all employees have discussed.

Skills Used by Supervisors

According to Allyson Davis (2017), to create adequate supportive supervision, supervisors need to have the following skills:

1. Listen and respond
2. Silence
3. Self-disclosure

4. Closed-ended question
5. Reciprocal
6. Open-ended questions
7. Logical consequences

As is contained in the implementation of supervision at the Health Social Security Implementing Agency in South Tangerang City, Supervisors at the Health Social Security Implementing Agency in South Tangerang City have applied these skills, including:

1. Listening and response skills are applied when the Supervisor listens with a focus on what is conveyed by the employee, after which the Supervisor provides solutions and motivations that can improve the employee's emotional state. The response shows that the Supervisor listens, pays attention, and cares about what the employee conveys.
2. The Supervisor applies Silent skills when it comes to making a decision. Then the Supervisor will be silent to think for a while about choosing the best decision to make.
3. Self-disclosure skills to provide solutions and input by reflecting on previous experiences.
4. When the Supervisor wants to verify the *case* that occurred or ensure the employee understands what is being conveyed, the Supervisor will use the closed question skills to confirm the answer quickly.
5. Reciprocal skills are also applied by the Health Social Security Implementing Agency's Supervisor in South Tangerang City to make employees feel more recognized and valued.
6. Supervisors also apply open-ended question skills to dig up information about how the service process is running and to find out the condition of employees more deeply.
7. The Supervisor of the Health Social Security Implementing Agency in South Tangerang City also used logical consequence skills to explain to employees the possibilities that will occur in performing services to participants, and if this is the case, employees should behave like what

The results of interviews and observations conducted by researchers show that supportive supervision at the Health Social Security Implementing Agency in South Tangerang City has been running well and is supported by external and internal factors. An external factor that supports supportive supervision to improve the stress management ability of frontline employees of the Health Social Security Implementing Agency in South Tangerang City is role play, namely, employees playing role-playing as officers and participants to prepare to provide services properly. Then, do a morning cheers by singing marches and hymns from the Health Social Security Implementing Agency to refresh the mood before starting work. Then the work environment, such as positive relationships, mutual support, and mutual assistance established with supervisors and co-workers, can be supportive support for supportive supervision to improve stress management skills. Meanwhile, internal factors that can support supportive supervision to improve stress management skills are derived from the employee's personality and ability to deal with the stress experienced so that it is not allowed to drag on.

However, in its implementation, supportive supervision at the Health Social Security Implementing Agency in South Tangerang City also has obstacles stemming from external and internal factors. External factors that hinder supportive supervision in improving the stress management of frontline employees are derived from the attitude of participants who are not good during the service process, the implementation of schedules work from the office and work from home, which makes employees unable to gather entirely in the group supervision process, and also the lack of record keeping in dealing with problems, thus bringing up the same solution as before. In addition, internal factors that become obstacles can also come from the personality of employees who are experiencing unstable emotional conditions. Then some problems or obstacles can cause stress. Then the employee will be more challenged to cope with the stress she is experiencing.

CONCLUSION

Based on the results of the research that has been obtained, it can be concluded that the causes of stress experienced by frontline employees of the Health Social Security Implementing Agency in South Tangerang City are caused by workload, role ambiguity, participant attitudes, individual mental states of employees, and job support facilities. To cope with the stress experienced by employees. Supportive supervision is carried out to improve employee stress management skills. The supportive

supervision at the Health Social Security Implementing Agency in South Tangerang City includes the dimensions of emotional support, instrumental support, reward support, informational support, social integration support, and spiritual support. The implementation of supportive supervision is carried out through two methods: supportive supervision with individual and group methods. Supporting factors for implementing supportive supervision in improving the stress management ability of employees of the Health Social Security Implementing Agency in South Tangerang City come from role play, relationships in a positive work environment, and sharing sessions. Meanwhile, the inhibiting factors are the attitude of the participants, the lack of recording, the group supervision schedule that clashes with the work of other supervisors, as well as the personality of the employees.

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