



Concept Analysis of Head Nurse's Effective Management

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Abstract. Nursing management entails the coordinated implementation of functions and activities to achieve interconnected objectives, involving nursing staff members to enhance the quality of nursing services. The effectiveness of a head nurse's management is determined by their ability to realize organizational goals through the engagement of nursing staff under their purview. An examination of the concept of readiness was conducted through the analysis of articles published between 2019 and 2023, utilizing Google Scholar as the primary data source. The findings of this analysis reveal that effective management comprises five distinct attributes: planning, organizing, actuating, controlling, and evaluating. In light of these attributes, the nurse conducts a comprehensive assessment of the effective management practices of a head nurse. The outcomes of this assessment serve as the foundation for the nursing room head to fulfil all managerial functions, fostering an environment and working conditions conducive to supporting nursing services in achieving patient safety and enhancing nurse performance.

Keywords: Concept Analysis, Effective Management, Head of the Room.

1. Introduction

Hospitals serve as health service institutions providing comprehensive individual health services, encompassing inpatient, outpatient, and emergency care [1]. As pivotal contributors to the healthcare landscape, hospitals are dedicated to enhancing health status and maintaining a community-oriented focus. The achievement of these objectives necessitates robust organizational structures and effective management strategies geared towards delivering high-quality services to the community.

Management, whether perceived as a science, art, or process, involves the coordination of efforts among individuals to attain predetermined goals. This process encompasses planning, organizing, directing, and controlling [2]. In the context of healthcare, nursing management specifically entails the execution of interconnected functions and activities by engaging nursing staff members to enhance the delivery of nursing services. A proficient head of the nursing unit must possess a comprehension of management principles to effectively carry out nursing practice. It is imperative for the head nurse to adeptly perform management functions to realize organizational goals [3].

The successful implementation of quality nursing management necessitates a responsible and competent nursing manager overseeing the orchestration of nursing services to ensure a high standard of care. To facilitate the application of nursing management within the inpatient setting, a head of the nursing unit must adhere to established managerial standards. The effectiveness of a head nurse is gauged by their ability to achieve organizational goals through the active involvement of the nursing staff under their purview.

2. Objective

This concept analysis endeavours to enhance the theoretical delineation of the effective management of a head nurse. The primary objective is to identify scholarly articles that elucidate the attributes, antecedents, and consequences associated with the effective management of the head of a nursing unit. By scrutinizing the existing literature, this analysis seeks to provide a more nuanced understanding of the essential components and contextual factors influencing the successful management practices of head nurses in healthcare settings. The exploration of these dimensions aims to contribute to the refinement and clarification of the theoretical framework surrounding the concept of effective head nurse management.

3. Method

The methodology employed in this concept analysis adheres to the framework established by Walker and Avant, encompassing the following systematic steps: 1) selecting a concept, 2) determining objectives, 3) identifying use of the concept, 4) determining attributes, 5) creating a case model, 6) creating a borderline case and contrary, 7) identify antecedence and consequences and 8) determine empirical referents [4]

The literature search for this concept analysis was conducted through Google Scholar, employing keywords such as "management," "effectiveness," "nursing management," "head of ward," and "concept analysis." The search was specifically focused on publications from 2019 to 2023, with an emphasis on terms such as effective management, nursing management, and head of ward. The synthesis of literature aimed to discern and identify attributes associated with the concept.

The identified attributes were further examined through a synthesis of case studies, encompassing model cases, limiting cases, related cases, and conflicting cases. These cases serve as illustrative examples that shed light on the multifaceted nature of effective management in the context of nursing management, particularly pertaining to the role of the head of the ward.

Furthermore, the analysis extends to an exploration of antecedents and consequences associated with the concept of effective management by ward heads. This examination delves into the factors that precede or contribute to the realization of effective management

practices, as well as the outcomes and repercussions resulting from such management approaches.

Empirical references, derived from the synthesized literature, are considered in both theoretical and operational dimensions. These empirical references serve as measurable indicators, contributing to the establishment of a tangible framework for assessing and understanding effective management by the head of the ward.

In summation, the comprehensive explanation of the concept, derived from the literature synthesis and empirical references, provides a foundational basis for clarifying the theoretical definition of effective management by the head of the ward. This analysis contributes to a more nuanced understanding of the essential components and contextual factors that characterize effective management practices in the realm of nursing management.

4. Results and Discussion

4.1. Concept Analysis

The selection of the concept of effective management for theoretical analysis is underpinned by the elevated significance it holds within the community's demands for the quality of nursing services [3]. In this context, nursing managers are entrusted with the responsibility of adeptly performing all management functions. The overarching objective is to cultivate an environment and working conditions conducive to supporting nursing services in their pursuit of ensuring patient safety and enhancing the performance of nurses [5]. The imperative for effective management emerges as a pivotal response to the community's expectations for high-quality nursing services, underscoring the critical role played by nursing managers in orchestrating and optimizing healthcare delivery.

4.2. Identify All Use of the Concept

A thorough exploration of literature spanning diverse scientific fields, inclusive of language dictionaries, was conducted to discern the characteristics associated with the utilization of the chosen concept [4]. This endeavour was undertaken with the objective of enriching the understanding of the concept by delving into its multifaceted characteristics through the lenses of various scientific perspectives. The outcomes of the literature searches reveal that management concepts find application in a range of domains, including education, socio-economics, nursing, and health. This cross-disciplinary insight enhances the complexity of our comprehension of the concept, providing a nuanced understanding when examined from different scientific viewpoints..

The term "management" originates from the verb "to manage," signifying the act of administering, overseeing, or caring for. Scholars in the field of management offer diverse definitions, presenting varying perspectives on this concept. Gillies (1989) defines management as a process involving the execution of work through the coordination of individuals. Hersey and Blanchard conceptualize management as a process that entails

conducting activities or businesses to attain organizational objectives through collaborative efforts. On the other hand, H. Weihrich and H. Koontz characterize management as the process of structuring and upholding an environment in which individuals collaborate within an organization to achieve predetermined goals with utmost efficiency. These diverse viewpoints contribute to a comprehensive understanding of the multifaceted nature of management [2]. Management is getting work done (getting things done). Management is expressing what you want to do and then completing it [6]. Management in the field of education as a process of planning, organizing, implementing and supervising in managing resources in the form of people, money, materials, methods, machines, markets, minutes and information to achieve effective and efficient goals in the field of education [7].

Management in the socio-economic field is used, including transportation management [8], management of an institution [9], strategic management [10]. Management in the health sector includes management of occupational health and safety [11], hospital information system management [12], medical equipment logistics management [13], medical record management [14]. Nursing management according to Bassie, L (2013) consists of: operational management and nursing care management [6].

The word Effective in English means successful, something that is done successfully, according to P Robbins, explaining that effectiveness can be defined as the level of organizational achievement of short-term (goal) and long-term (means) goals. This means that effectiveness can be known from the level of organizational achievement, where the greater the percentage of targets achieved, the higher the effectiveness. According to the KBBI, the word effective is related to the word effect, effective means causing consequences, efficacious, successful and valid. From these words, effective can be said to be a result that is positive and successful. However, in another general sense, effectiveness is an effort to achieve the expected goals, results and targets in a timely manner. So it can be concluded that a job can be said to be effective if the goals previously set are successfully achieved. Organizational effectiveness is the main measure of success in carrying out roles and functions to achieve set goals. An organization is considered effective if it is able to efficiently realize predetermined targets [15]. Nursing management is an activity related to planning, organizing, staffing, leadership, and control nursing activities in order to comprehensively improve the quality, quality and quantity of services in the health sector in accordance with health standards set by the government [6].

According to Holander (1978), effective leaders require ability to use problem solving processes, maintain the group effectively, have good communication skills, demonstrate honesty in leading, competence, creativity, and ability to develop group identification [16]. Head nurse is the operational manager who is the leader who directly manages all resources in the care unit to produce quality services [17]. According to Suarli & Bahtiar, 2009, the head of a room is a person who has the obligation to carry out management functions which consist of planning functions, organizing functions, mobilizing functions and supervisory functions [3].

4.3. Attribute Definition

Determining attributes is a core part of the concept analysis process. This is because at this stage the characteristics or attributes that form the concept are defined. The attributes that have been identified will differentiate one concept from another [4]. The attributes that form the concept of effective management include planning, organizing, third actuating, controlling and evaluation [6].

The first attribute of planning, planning is: a description of what will be achieved, preparation for achieving goals, formulation of a problem to be achieved, preparation for actions, formulation of goals does not have to be written only in the mind, every organization needs planning. In the nursing room, nursing tasks must be prepared and designed carefully and well, including the time for carrying out tasks, reporting and so on. The head of the nurse's office plays an important role in planning and organizing nursing tasks. The second attribute of organizing is the arrangement after planning, arranging and determining what the work tasks are, types, types, work units, tools, finances and facilities. The third attribute is actuating, moving people to want/like to work. Carrying out the work atmosphere is not just because of orders, but must be self-aware, motivated at intervals. The fourth attribute of control/supervision (controlling), is the monitoring function so that goals can be achieved according to plan, whether the people, method and time are right. Control also functions so that errors can be corrected immediately.

4.4. Model Case

Creating a case model is an attempt to explain each characteristic of the concept in the exemplary case. Cases can come from facts that occur in the environment, literature or the result of the author's construction[4].

Mrs. R, 50 years old, head of a child care unit. The duties of head nurse have been carried out by Mrs. R for the last 10 years. At the beginning of every month Mrs. R always makes planning and organizing such as dividing guard schedules, dividing tasks, reports, schedules, etc. Mrs. R becomes a place to ask staff under him, he provides guidance on what his subordinates ask for. Mrs. R teaches all the knowledge and experience he has. In providing services to patients, Mrs. R invites cooperation and involvement of all existing service providers, including fellow nurses, medical and other health personnel. Apart from collaborating with other service providers, Mrs. R supervises all service providers and support departments, with superiors to report on the performance of their subordinates. At the end of the month and year Mrs. R will evaluate the performance of his subordinates, evaluate nursing services in the children's room.

This case accommodates all the attributes of the concept. Mrs. R did planning, organizing, mobilizing by inviting cooperation and inviting subordinates to participate in patient care, supervising services and finally carrying out routine evaluations.

4.5. Borderline Case

Mrs. R, 50 years old, head of a child care unit. The duties of head nurse have been carried out by Mrs. R for the last 10 years. At the beginning of every month Mrs. R always makes

planning and organizing such as dividing guard schedules, dividing tasks, reports, schedules, etc. Mrs. R in providing services to patients, Mrs. R invites cooperation and involvement of all existing service providers, including fellow nurses, medical and other health workers. At the end of the month and year Mrs. R will evaluate the performance of his subordinates, evaluate nursing services in the children's room.

This case accommodates all the attributes of the concept. Mrs. R did planning and organizing, carrying out mobilization by inviting cooperation and inviting subordinates to participate in patient care, carrying out routine evaluations, but Mrs. R does not carry out supervision

4.6. Related Cases

Mrs. R, 50 years old, head of a child care unit. The duties of head nurse have been carried out by Mrs. R for the last 10 years. While serving as head of the room, Mrs. R is always reminded by the head of nursing to carry out planning and organizing such as dividing guard schedules, dividing tasks, reports, schedules, etc. Mrs. R becomes a place to ask staff under him, he provides guidance on what his subordinates ask for. Mrs. R teaches all the knowledge and experience he has. In providing services to patients, Mrs. R accepts invitations for cooperation from other service providers or other health workers. Apart from accepting invitations to collaborate with other service providers, Mrs. R receives coordination with all service providers and support departments. At the end of the month and year Mrs. R will be asked to report an evaluation of subordinate performance and evaluation of nursing services in the children's room.

Although Mrs. R is able to carry out activities in the room but these actions are more directed towards simply carrying out the duties of his superiors or other people

4.7. Contrary Cases

Mrs. R, 50 years old, head of a child care unit. The duties of head nurse have been carried out by Mrs. R for the last 10 years. While serving as head of the room, Mrs. R does not make planning and organizing such as dividing guard schedules, dividing tasks, reports, supervision schedules, etc. Mrs. R became a place to ask staff under him, but he did not provide guidance on what his subordinates asked for. Mrs. R is lazy about teaching all the knowledge and experience he has. In providing services to patients, Mrs. R does not invite cooperation and does not involve all existing service providers, everything is done alone. Mrs. R is reluctant to supervise all service providers and support departments. At the end of the month and year Mrs. R did not evaluate the performance of his subordinates, evaluate nursing services in the children's room.

Mrs. R does not do planning and organizing, not collaborating and not inviting subordinates to participate in patient care, being reluctant to coordinate services and finally not carrying out routine evaluations

4.8. Identifying Antecedents and Consequences

Antecedents are factors that have occurred previously that influence the attributes that are characteristic of the concept [4]. Antecedents in effective management are factors that influence planning, organizing, third movement, controlling and evaluation.

Knowledge

The head nurse is required to possess a thorough understanding of the essence of management, including its meaning and fundamental principles. This encompasses a comprehensive knowledge of established management principles and the adeptness to implement effective management practices. By acquiring this knowledge, the head nurse can navigate the complexities of healthcare administration, ensuring a well-informed and skilful approach to leadership. The mastery of management concepts equips the head nurse with the capacity to execute effective managerial strategies, thereby contributing to the overall efficiency and success of nursing services under their purview.

Self-awareness

As a manager, the head nurse must possess a heightened sense of self-awareness, encompassing an understanding of both personal attributes and those of others within the team. This entails a keen awareness of one's own strengths and weaknesses. Through acknowledging these internal aspects, the head nurse cultivates flexibility, independence, and a reduced reliance on others. This self-awareness empowers the head nurse to effectively delegate tasks, aligning responsibilities with the unique abilities of the nursing staff under their supervision. In essence, this self-awareness fosters a leadership approach that optimally leverages individual strengths while mitigating potential challenges within the healthcare management context.

Communication

An effective manager, such as a head nurse, should exhibit strong listening skills and effective communication to pre-empt misunderstandings. When providing feedback to subordinates, it is crucial for the head nurse to refrain from assigning blame. Additionally, the head nurse should be open to receiving feedback from subordinates, fostering a culture of constructive communication. A significant impact on the team is achieved when the head nurse effectively communicates the vision and mission of the nursing unit, aligning the team towards common goals and objectives. This proactive and positive communication approach contributes to a cohesive and well-functioning healthcare environment.

Spirit

The enthusiasm demonstrated by a head nurse or room leader during activities has the potential to positively influence and resonate with subordinates, thereby enhancing overall effectiveness in the workplace. The leader's passion and energy can serve as a motivating force, inspiring team members to approach their tasks with a heightened sense of commitment and dedication. This infectious enthusiasm creates a positive work environment, fostering increased engagement and productivity among the nursing staff. The leader's ability to convey and share enthusiasm becomes a valuable tool in promoting a

dynamic and motivated team, contributing to the overall success and efficiency of the nursing unit.

Objective Attitude

Each treatment room should have a well-defined purpose, and the head nurse, in establishing goals, must ensure alignment with and transparency to the nursing staff. In order to achieve this, it is beneficial for managers to seek input from their subordinates and engage in collaborative discussions. This approach not only fosters a shared understanding of the objectives but also promotes a sense of inclusivity and teamwork within the healthcare setting. The involvement of subordinates in goal-setting enhances communication, encourages a sense of ownership, and contributes to a more cohesive and effective work environment under the leadership.

Moreover, consequences are the outcome of the concept. The consequence of the effective management of head nurse is the implementation of a patient safety culture [18] and improving nurse performance [19].

4.9. Determining Empirical Referents

Empirical referents are actual data whose presence indicates the occurrence of a concept and can be used to identify the characteristics or attributes that form a concept[4].The consequences of effective management can be measured through maintaining a culture of patient safety and improving nurse performance. Patient safety can be measured by the absence of undesirable events (KTD) and near misses (KNC). Improving nurse performance can be measured through observing nurse behaviour, such as nurses always being there when needed by patients, always giving a smile, saying hello and greetings when meeting patients or families, nurses also always respecting and respecting patient rights.

4.10. Concept Model

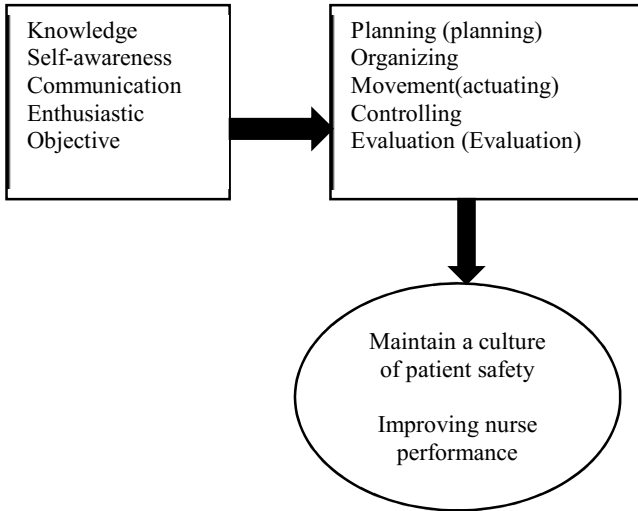


Fig 1. Concept analysis model

5. Conclusion

Tentative definitions, attributes, antecedents and consequences of effective management of ward heads have been discovered. Continued analysis and future studies are needed as this concept develops. Clarity of meaningful concepts has the potential to increase the productivity of further research. The current description of the concept can provide an important basis for clarifying the theoretical definition of effective headroom management

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