

The Relationship between the Head Nurses' Managerial Competency and the Staff Nurses' Job Satisfaction



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ABSTRACT

Background: The healthcare system needed head nurses with managerial skills in order to implement change, foster an environment where nurses could give high-quality treatment and accomplish organizational goals, as well as foster high levels of staff nurses' cooperation and satisfaction. **Aim:** To assess the relationship between head nurses' managerial competency and staff nurses' job satisfaction. **Methods:** At Belqas Central Hospital, the study included 176 staff nurses and 44 head nurses. A descriptive correlational methodology was used to perform the study. By utilizing, two tools, the Competency Assessment Scale and the Employee Satisfaction Scale. **Results:** All head nurses and staff nurses exhibit a high level of managerial proficiency. More than two thirds of staff nurse expressed satisfaction in their work. High statistical significance positive correlation between total managerial competency and total job satisfaction. **Conclusion:** Total managerial competency and overall job satisfaction showed a highly statistically significant positive correlation. **Recommendations:** Encourage effective head nurse training to improve their knowledge and abilities in relation to various managerial competencies. Recognizing and appreciating the labor and effort of the head nurse and staff nurses, empowering them, and offering support, particularly in trying circumstances. Interacting with nurses on a daily basis and letting them talk about their interests and challenges.

Keywords: Competency, Head nurse, Job satisfaction, Managerial competency

Introduction:

Job satisfaction among staff nurses has become a critical issue that needs to be taken into consideration on a global scale. One of the crucial elements that affect staff nurses' levels of job satisfaction is management ability of head nurses. Thus, nurse managers are essential in ensuring that staff nurses deliver high-quality care to patients. In order to increase staff nurses' job happiness, it is crucial to identify the most effective managerial competency (Seabold, Sarver, Kline & McNett, 2020).

The cornerstone of any talent management initiative in healthcare is the nurse's capacity to demonstrate the knowledge, skills, attitudes, and judgments necessary to carry out duties at an appropriate level of competence within the stated scope of practice (Abd Elhay, et al., 2019). According to Gunawan et al., (2020) it is also referred to as all of the behaviors that are unmistakably identifiable, categorized, and defined in relation to quantifiable standards. It also includes all of the traits, abilities, attitudes, and values that the profession as a whole should exhibit.

According to Gunawan & Aunguroch, (2017) managerial competency is the ability to carry out particular managerial activities, duties, or responsibilities by applying knowledge, skills, and attitudes. It is also referred to as a set of competencies that a nurse management possesses and applies to his or her work in order to achieve outcomes that are consistent with the strategic goals of the organization (Gunawan, et al., 2019).

Working conditions, knowledge and attitudes, educational attainment, supervision and feedback, relationships and support, empowerment, work experience, organizational commitment, adherence to professionalism, and critical thinking are just a few of the many variables that influence a head nurse's managerial competency (Magbity et al., 2020).

The strategic mission, values, and objectives of the organization are operationalized at the unit level in a variety of ways by the head nurse. In addition to providing administrative and clinical leadership, they are responsible for resource planning and management, organizing nursing care, fostering teamwork, assessing the services provided, and aiding in the achievement of the best

results for the organization and the patients (**Kwashie, Ofei, & Paarima, 2020**).

The everyday responsibilities of a head nurse include a variety of management tasks. Some head nurses will innately adopt a good management style and fill manager while some people may find the idea of leadership management challenging to grasp or feel less than competent. The ability to positively influence others to achieve healthcare objectives should be judged by the head nurse's logical reasoning and great communication abilities. In order to provide safe patient care in accordance with nursing practice standards and to the satisfaction of the staff nurses, nurse managers must first inspire their staff members to be independent decision-makers (**Wang, Batmunkh, Samdandash, Divaakhuu, & Wong, 2022**).

A judgmental and cognitive process known as satisfaction refers to how nurses assess the value of their lives in light of a number of factors. More research is therefore required to better understand the connection between nurse satisfaction and workplace productivity. It is frequently believed that a content nurse will work well (**Haddad et al., 2018**). The most fundamental human psychological needs, according to **Pangarso (2019)**, are happiness and contentment, which have an effect on one's mental and physical wellbeing. These employees are also more efficient and eager to go above and beyond for the success and survival of the company.

A nurse's emotional orientation towards work is defined as job satisfaction, which is a general feeling or attitude towards many parts of a profession. Job satisfaction emphasizes all of the thoughts and emotions that nurses have towards their work. However, the nature and expectations of the job determine whether nurses are satisfied or dissatisfied with their jobs (**Madigan & Kim, 2021**).

Affective and cognitive job satisfactions are the two categories that define it. The term "affective job satisfaction" describes how nurses emotionally feel about their work in general. Cognitive job satisfaction takes into account how content nurses are with certain aspects of their employment, such as pay, hours, or benefits (**Aggarwal, Dhaliwal, & Nobi, 2018**).

For healthcare organizations, job satisfaction (JS), particularly in the nursing field, is a crucial concern. It has been discovered that it favorably corresponds with the dedication to one's work and adversely with job burnout. About 30–

40% of nurses intend to leave the organization and the profession due to a lack of job satisfaction (**Boamah, Hamadi, Havaei, Smith, & Webb, 2022**).

Senior leadership style, level of responsibility, autonomy in decision-making, workload, recognition, and open communication by nurse's boss are the key determinants of staff nurses' job satisfaction. Additionally, the nurses' work environments, possibilities for professional development, interpersonal relationships, and support from peers and managers have a greater impact on their happiness and stability (**Jankelová, & Joniaková, 2021**).

Nurses make up the largest professional group of workers in healthcare systems, so job satisfaction should be a top concern for all parties involved in the industry, including healthcare organizations. According to various studies, improving job satisfaction should be one of the key objectives in resolving challenges with achieving and maintaining quality standards, ensuring patient satisfaction, and staff retention (**De Simone, Planta, Cicotto, 2018**).

Head nurses will enjoy job satisfaction if they perform their jobs correctly and in line with what the nurse team expects. The installation of the management function improved both nurse job satisfaction and the head nurse's management skills. To effectively manage nursing services, the head nurse needs a particularly specialized set of skills and competences (**Pranata, Rini, Surani, 2017**).

Significance of study

To manage the complicated environment, hospital heads of nursing should possess strong managerial skills. The question of how head nurses may benefit society as professionals is frequently raised. In low- and middle-income nations, they are expected to continuously provide direct treatment, protect patients, and make sure that healthcare facilities function at a high degree of effectiveness and efficiency (**Tuong & Thanh, 2017**).

Aim of the study

This study aims to assess the relationship between the head nurses' managerial competency and the staff nurses' job satisfaction at Belqas Central Hospital.

Research questions

Q1: What is the head nurses' managerial competency?

Q2: What is staff nurses' job satisfaction?

Q3: What are the relationships between head nurses' managerial competency and staff nurses' job satisfaction?

Methods

Study design:

Descriptive correlational approach was employed in the study to identify relationships between variables without attempting to establish a causal connection (**Bormann & Abrahamson, 2014**). It was used to carry out the current study's objective, which was to assess the connection between head nurses' managerial skills and staff nurses' job satisfaction.

Setting of the study:

All inpatient units at Belqas Central Hospital (BCH), which is connected to the Dakahlia Governorate's ministry of health, participated in this study. This hospital has a 300 bed capacity and offers a variety of services in the Delta region. It consists of four buildings, the first of which has two floors and is used for renal dialysis. The second structure has four stores, with the administrative offices and emergency room located on the first floor and the operations, gynecology, and men's surgical departments on the second. The intensive care unit, the women's surgical unit, and the heart section are all located on the third level. The neonatal care unit, heart care unit, and children's department are located on the fourth level. The third structure, which has two stores, is for fever departments. Lastly, there are three in the fourth building.

Participants:

All head nurses (n=44) and staff nurses (n=176) who were available and willing to participate in the study at the time of data collection at the aforementioned various departments were included in the study sample, with the exception of nurses with experience of less than one year.

Data collecting tools:

Competency Assessment Scale and Employee Satisfaction Scale were the two tools used to collect the data.

Tool I: Competency Assessment Scale:

It was adopted by Thailand Nursing and Midwifery Council (TNMC) in 2013, which reflect frequency of actions and it consists of two parts:

Part I: It covers information about the personal and professional traits of head nurses such as age, years of experience, marital status, and educational background, as well as gender.

Part II:

52 items make up Part II, which is divided into five competencies: management (8 items), communication and relationships (13 items), leadership (15 items), and professional ethics (9 items). Part II also includes a communication and relationships section. A five-point likert scale with the following values will be used to evaluate their responses: 1 for scarcely ever, 2 for never, 3 for rarely, 4 for occasionally, and 5 for practically usually.

Scoring system:

According to a cut-off point, head nurse competency was divided into three levels outlined below:

- Moderate level of proficiency (50.0%)
- Moderate competency level (50–75%)
- High degree of proficiency (about 75%)

Tool II: Employee Satisfaction Scale

It was created in 2013 by Alpern et al. It tries to gauge employee satisfaction among nurses. It is divided into two parts:

Part I: It covers information about the personal and professional traits of staff nurses, such as gender, age, years of experience, marital status, and educational background.

Part II:

It has 20 questions, the first 18 of which were answered using a 4-point Likert scale with 1 being "strongly disagree" and 4 being "strongly agree." In the final two items, which measured overall staff satisfaction, it was asked of the staff nurses if they would recommend the hospital to other staff nurses (item 19) and how they would assess the hospital as a place to work (item 20). On a 4-point Likert scale, where 1 equals "definitely no" and 4 equals "definitely yes," item (19) was evaluated. On a scale of 1 to 10, with 1 representing the worst, item (20) was scored. The average of the first 18 items, with higher scores

indicating higher levels of satisfaction, served as the measure of overall employee satisfaction.

Scoring system:

According to a cut-off point, staff nurses' job satisfaction was divided into two levels as follows:

- Satisfied $\geq 75.0\%$ (≥ 54.0)
- Unsatisfied $<75.0\%$ (< 54.0)

Validity:

It was assessed for clarity, relevance, applicability, comprehensiveness, understanding, and ease of implementation by a panel of five experts from the nursing department at Mansoura University, who verified it for both face and content validity. They offered suggestions, and the tools were changed in accordance with them. A few sentences have to be rewritten as part of the modifications.

Reliability:

Cranach's Alpha test was used to assess the internal consistency of the study's instruments, and the results for the employee satisfaction scale and the competency evaluation scale were (0.96) and (0.87), respectively.

Pilot study:

Five head nurses and eighteen staff nurses, or 10% of the study's total (220) participants, took part in a pilot study to evaluate the questions' clarity, viability, and applicability, spot any potential issues or problems, and determine how long it would take them to finish. Participants in the pilot study were excluded from the whole sample in order to assess the tools' clarity, feasibility, and usefulness. The appropriate adjustments were subsequently made in response to their feedback.

Ethical considerations:

The research ethical committee of Mansoura University's nursing gave clearance based on ethical grounds. The capable administrator of the hospital gave the study's execution official approval. Head nurses and staff nurses who volunteered to participate in the study verbally consented after being informed of its goals and purposes. All study participants were informed that their participation was completely voluntary and that they might withdraw at any time. All participants were given guarantees about the confidentiality of the data collected and the privacy of the study sample at every stage of the investigation.

Field work:

Beginning in early March 2019 and lasting through the end of May 2019, the actual fieldwork began. The employees and head nurses who were available for the study received the questionnaire papers. Each participant in the study was given a questionnaire to fill out and was interviewed by the researcher throughout the morning, afternoon, and night shifts of work. The researcher went into detail about the purpose of the study and how to fill out the tools. Studying nurses filled out the surveys on their own after reading them. 20 to 25 minutes are needed for the sheets.

Statistical analysis:

The collected data were coded, computed, and statistically analyzed using SPSS (statistical package of social sciences), version 22. The data was presented using qualitative qualitative variables (frequency and percentages) and quantitative continuous variables (mean SD). When comparing categorical variables, chi square (χ^2) was used; however, Fisher exact test (FET) or Mont Carlo exact test were replaced if any cell's expected value was less than 5. Using the Student's t test, two groups of continuous quantitative variables were compared. The correlation coefficient was evaluated using Pearson's correlation to ascertain whether there is a correlation between the overall competency score and the overall work satisfaction score. The significance of the difference was set at P 0.05 (Cai, Song, Xu, & Wang, 2004).

Results

Table (1) shows the personal characteristics of the studied groups. According to the table, all head nurses were females and most of them (77.7%) were in the age group (30-40), nearly half of them (45.5%) had from 10 -15 years of experience; the majority of them (86.4%) were married and (72.7%) of them had bachelor degree of education. While in staff nurses, (91.5%) of them were female, and most of them (83.5%) were in the age group (<30 years). (81.8%) of them had less than 10 years of experience, the majority of them were married (86.9%) and nearly half of them (46.6%) had institute degree of education. The difference between both groups are statistical significant as regard: gender (P0.046), Age (P <0.001), years of experience (P <0.001) and educational level (P <0.001) while, no significant difference as regard marital status (P 0.561).

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Table (2) represent mean score of head nurses' managerial competency as perceived by the studied head and staff nurses .The total mean score of head nurses' managerial competency was (242.11 ± 14.75), while in staff nurse was (210.79 ± 30.12) .There was statistical significant difference between them (P<0.001).leadership competency was the highest mean score category in both head nurses and staff nurses (69.43 ± 5.05 , 61.34 ± 7.66) respectively. While environment management competency was the lowest mean score category in both head nurses and staff nurses (33.05±2.27, 29.41±4.39) respectively. Moreover there was statistical significant difference among all categories (P<0.001).

Table (3) and figure (1) shows levels of head nurses' managerial competency as perceived by the studied head and staff nurses. According to the table, total managerial competency of head nurses and staff nurses presented in high level (100.0%, 85.2%) respectively .The difference was statistically significant (P=0.025).

Table (4) shows responses of the studied staff nurses regarding their job satisfaction. For the first 18 statements, it was found that the higher percentage of their responses lied in cell agree, "The management of this organization is supportive of me "had the highest percent item of agreement (75.6%). For the statement 19 "I would recommend this health facility to other workers as a good place of work", 57.4% of the studied staff nurses responded by definitely "yes". For the question 20 " How would you rate this health facility as a place to work ,the response of 65.4% of the studied staff nurses was from 5 to 10.,while 34.6% of them was below "5".

Table (5) and figure (2) represents job satisfaction levels as perceived by studied staff nurses. According to the table, (66.5%) of staff nurses were satisfied with their job, while (33.5%) of them were not satisfied.

Table (1): Personal traits of the studied groups (n=44 HN, 176 SN)

Characters	Head nurses 44		SN		Significance test
	No	%	No	%	
Gender					
• Female	44	100.0	161	91.5	FET, P 0.046
• Male	0	0.0	15	8.5	
Age (years					
• < 30	3	6.8	147	83.5	$\chi^2=95.910,$ P< 0.001
* 30-40	32	77.7	21	11.9	
* >40	9	20.5	8	4.5	
Experience years					
• < 10 years	7	15.9	144	81.8	$\chi^2=77.840,$ P< 0.001
* 10 – 15	20	45.5	25	14.2	
* >15	17	38.6	7	4.0	
Marital Status					
• Single	2	4.5	15	8.5	$\chi^2=2.060,$ MEP 0.561
• Married	38	86.4	153	86.9	
• Divorced	3	6.8	6	3.4	
• Widow	1	2.3	2	1.1	
Educational qualification					
• Diploma	11	25.0	45	25.6	$\chi^2=43.770,$ MEP<0.001
• Institute	0	0.0	82	46.6	
• Bachelor	32	72.7	49	27.8	
• Doctorate	1	2.3	0	0.0	

Table (2): Mean scores of head nurses' managerial competency as perceived by the studied head and staff nurses (n=44 HN, 176 SN)

Competency categories	Max Score	Head Nurse 44	Staff Nurse 176	Significance test
		Mean ± SD	Mean ± SD	
Leadership	75	69.43 ± 5.05	61.34 ± 7.66	t=6.648, P<0.001
Environment management	35	33.05 ± 2.27	29.41 ± 4.39	t=5.299, P<0.001
Communication & relationship	65	59.91 ± 4.67	52.20 ± 8.94	t=5.525, P<0.001
Management	40	36.64 ± 3.97	31.22 ± 8.40	t=5.361, P<0.001
Professional Ethics	45	43.09 ± 2.52	36.61 ± 6.76	t=6.240, P<0.001
Total score	260	242.11 ± 14.75	210.79 ± 30.12	t=6.692, P<0.001

Table (3): Levels of head nurses' managerial competency as perceived by the studied head and staff nurses (n=44HN, 176 SN)

Level of competency	Value	Head Nurse 44		Staff Nurse 176		Significance test
		No	%	No	%	
Mild (<50.0%)	< 130	0	0.0	5	2.8	$\chi^2=7.371$, MEP 0.025
Moderate (50-<75.0%)	130 – 195	0	0.0	21	11.9	
High (≥ 75.0%)	≥ 195	44	100.0	150	85.2	

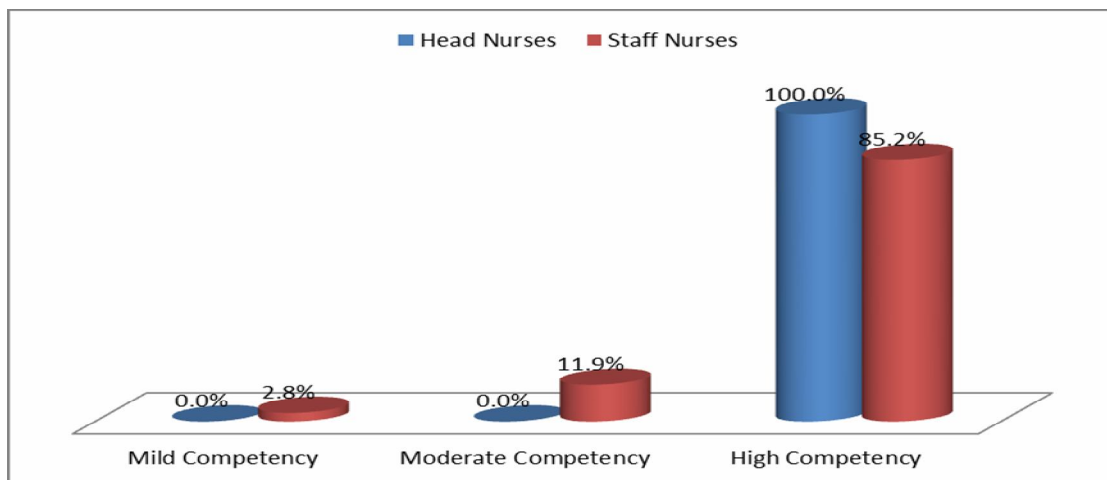


Figure (1): Levels of head nurses' managerial competency as perceived by the studied head and staff nurses ((n=44HN, 176SN)

Table (4): Responses of the studied staff nurses regarding their job satisfaction(n=176)

Items	Completely disagree 1		Disagree 2		Agree 3		Strongly Agree 4	
	No	%	No	%	No	%	No	%
1. The leadership of this company is on my side.	13	7.4	22	12.5	133	75.6	8	4.5
2. My immediate supervisor gives me the appropriate amount of support and direction.	10	5.7	46	26.1	73	41.5	47	26.7
3.I am provided with all trainings necessary for me to perform my job	10	5.7	17	9.7	114	64.8	35	19.9
4. In this employment, I've learnt a lot of new professional skills.	7	4.0	13	7.4	114	64.8	42	23.9
5. My boss has given me the go-ahead to make ideas and improvements.	10	5.7	36	20.5	85	48.3	45	25.6
6. Based on my recommendations and input, the management makes adjustments.	11	6.2	52	29.5	69	39.5	44	25.0
7. When I excel at my routine tasks, I receive the proper recognition.	10	5.7	35	19.9	79	44.5	52	29.5
8. The guidelines of the company make it simple for me to perform well.	12	6.8	38	21.6	88	50.0	38	21.6

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9. I am happy with the improvements I made for the promotion.	14	8.0	33	18.8	86	48.9	43	24.4
10. I have enough chances to enhance my professional abilities.	7	4.0	30	17.0	100	56.8	39	22.2
11. I have a precise job description in writing.	8	4.5	27	15.3	90	51.1	51	29.0
12. The workload I must complete each week is realistic.	11	6.2	40	22.7	88	50.0	37	21.0
13. My job assignments are always communicated to me in detail.	11	6.2	21	11.9	99	56.2	45	25.6
14. Based on a just system of performance standards, my work is sensed.	8	4.5	24	13.6	101	57.4	43	24.4
15. My department provides all the tools, materials, and resources I need to carry out my job responsibilities.	13	7.4	44	25.0	81	46.0	38	21.6
16. This facility's structures, grounds, and layout allow me to carry out my job.	7	4.0	34	19.3	98	55.7	37	21.0
17. My coworkers and I get along great.	8	4.5	9	5.1	82	46.6	77	53.8
18. I believe I can communicate with people in this organization at all levels with ease.	9	5.1	18	10.2	86	48.9	63	35.8

19. To other employees, I would suggest this healthcare facility as a great place to work.	Definitely No1		Probably No2		Probably Yes3		Definitely Yes4	
	No	%	No	%	No	%	No	%
	11	6.2	21	11.9	43	24.4	101	57.4

20. On a scale of 1 (worst) to 10 (best), how would you assess this medical facility as a place to work?

Degree	No	%
1 (worst)	14	8.0
2	11	6.2
3	9	5.1
4	27	15.3
5	21	11.9
6	23	13.1
7	24	13.6
8	26	14.8
9	11	6.2
10 (Best)	10	5.7

Table (5): Employee perceptions of job satisfaction in the study of staff nurses (176):

Satisfaction Level	Value	No	%
Not satisfied	< 75.0%	59	33.5
Satisfied	≥ 75.0%	117	66.5

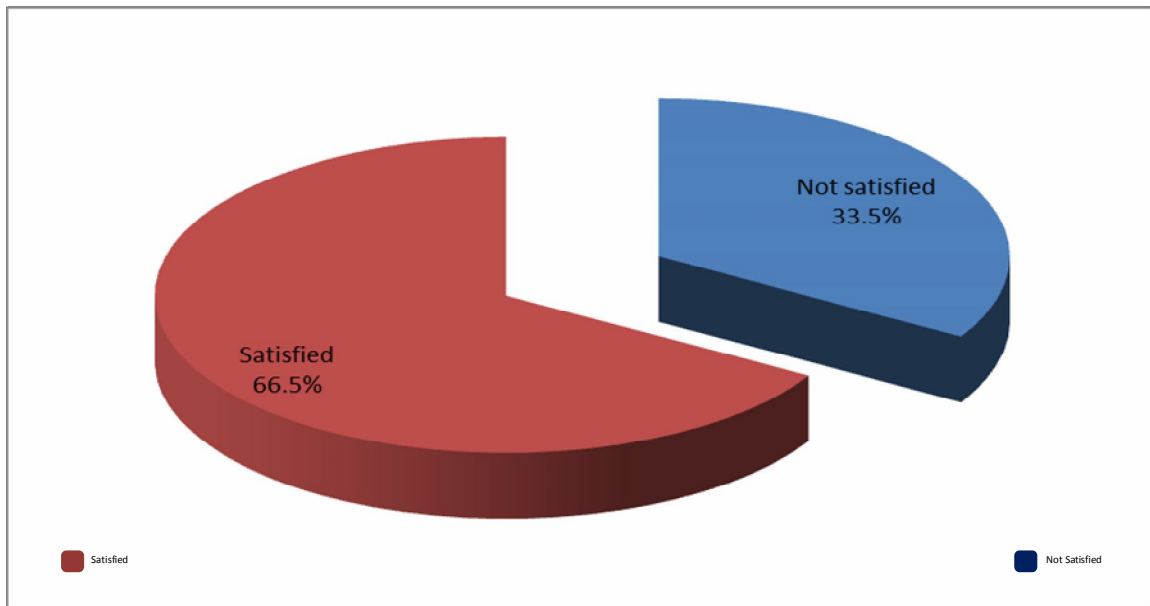


Figure (2): Staff nurses who participated in the study's evaluation of job satisfaction (n=176)

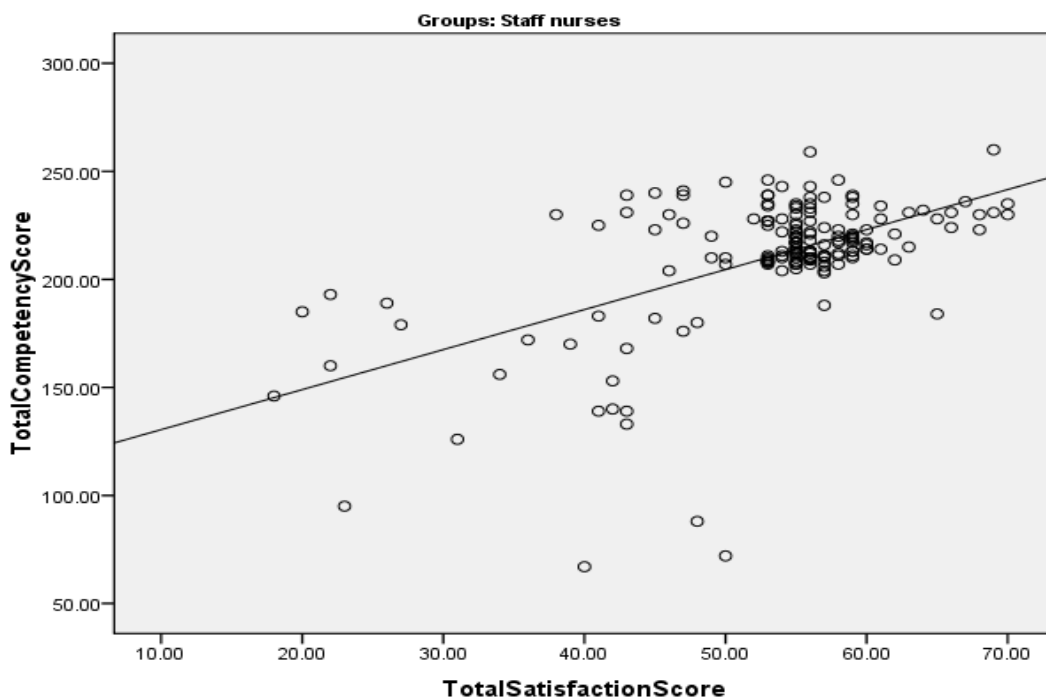


Figure (3): Correlation between total head nurses' managerial competency score and total job satisfaction score among studied groups

Discussion

Today's healthcare organizations place a high priority on nursing management, and the advancement of healthcare depends on the success of professional head nurses. They should be equipped with the fundamental skills that will help them move in this direction and satisfy their staff

nurses in order to carry out their duties successfully. Within the nursing staff, job satisfaction is a major concern. According to **Paarima, Kwashie, Asamani, & Ofei, (2022)** staff nurses who are People who are content with their work are more to be innovative, productive, and devoted to their employers.

The present study aims to assess the relationship between the head nurses' managerial competency and the staff nurses' job satisfaction at Belqas Central Hospital (BCH).

As seen by the head and staff nurses who participated in the study, head nurses generally possess managerial ability. The current study demonstrated the high level of managerial proficiency possessed by the head nurses. This may be as a result of the fact that head nurses constantly evaluate practice through consensus, analyze issues and the overall unit's status, handle conflicts, and influence the nursing team to provide innovative, high-quality nursing services. Additionally, they collaborate with the nursing team in the unit to plan objectives, vision, and mission. They also regularly organize meetings with staff nurses, communicate concisely with team members through verbal and nonverbal cues, and establish two-way communication with staff nurses.

The findings of **El-Sayed, (2021)**, who discovered that nurse managers thought highly capable managers, were in line with this. A reasonable degree of leadership competencies was also discovered by **Paarima et al.,(2022)** in their study of first-line nurse managers (FLNMs). In addition, **Martina et al. (2012)** observed that after training interventions, the competency level of 80% of the study sample was raised to a high level. Furthermore, **Aslan & Pamukcu, (2017)** showed that the examined group had considerably higher mean ratings for overall competency.

This is consistent with a study by **Johnson & Shaiju ,(2017)** that examined how the performance and job satisfaction of staff nurses were impacted by the leadership abilities of frontline nurse leaders. More over half of these leaders were considered to be extremely competent. Similar findings were made by **Munyewende, et al., (2016)** who discovered that clinical nurse managers in South Africa had average levels of leadership skills. The presence of mentorship, coaching, leadership development, and experiential learning was cited as the reason for this. A moderate level of leadership ability has also been reported for nurse managers (**Garcia et al., 2020; Kantanen et al., 2017**).

The current study's findings refute **Pillay, (2009)** claim that the public health sector lacks management competence and skill. **Meretoja et al., (2004)** also underlined the necessity of jointly establishing guidelines as a method for enhancing the managerial competency of front line nurse managers.

The analysis of managerial skill categories in the present study revealed that leadership, as rated by head and staff nurses, had the highest mean score. This may be the result of the head nurses' primary responsibility for leadership tasks, which include assisting staff in achieving organizational goals, managing conflicts in units, persuading the nursing team to create high-quality, innovative nursing services, and involving their staff nurses in decision-making.

This was in line with a study conducted by **Al-Makhaita et al., (2014)** that examined nurses employed in primary and **secondary** hospitals and discovered improvements in leadership. This was confirmed by **Paarima et al., (2022)** who found that the leadership competency was the one that was given the highest rating. They also noted that head nurses had the ability to resolve conflict, effectively delegate task responsibility and authority to subordinates, and facilitate nursing staff collaboration to foster mutual trust and respect with other healthcare professionals.

This was consistent with **Bucur, (2013)** claim that head nurses generally have strong managerial skills, especially in terms of their leadership qualities. This result is also in line with research by **Tidd & Bessant ,(2020)** which revealed that leadership abilities were seen as the most important domain. The ability of head nurses to plan tasks, take command, and recognize their own decision-making style may be the reason for this. They also held the opinion that effective leadership development was essential to implementing organizational change.

On the other hand, **Bahreini et al., (2010)** found that nurse leadership had a low score while being an important aspect of managerial ability. Additionally, managerial competency in leadership needs to be enhanced, according to **Gunawan, (2019)**.

The findings of the current study also showed that environment management was regarded by head and staff nurses as having the lowest managerial skill levels. This might be because the head nurse doesn't manage the unit's supplies for infection control, hardly ever manages the environment to support the health of healthcare professionals and clients, and doesn't manage the biological, chemical, and physical factors impacting those individuals. The lowest category, according to **Moghaddamet al. ,(2019)** was environment management.

It should be noted that head nurses do not have the task of fostering a positive work environment for staff nurses because hospitals frequently experience a shortage of nurses and lack of resources.

According to the study's findings, the head nurses' group outperformed the staff nurses' group in terms of mean scores in every area of management competency. study of the development of a competency assessment scale for head nurses in community hospitals, **Tongmuangtunyatep, Kunaviktikul, Nantsupawat&Akkadechanunt,2015** found a significant difference in the scores for the new nurses' graduate group and the head nurses group regarding all managerial competencies. This result confirms our own.

The results of the current study showed that when asked about their job satisfaction, a sizable portion of the staff nurses agreed. This might be the case because the management of the company is on their side, their direct supervisor provides the proper amount of support and guidance, they receive all the necessary training to perform their duties, and they have learned a lot of new abilities while holding this position. In addition, they feel that they have easy access to colleagues from other departments and that their job assignments are always presented to them clearly. They are also satisfied with their chances for promotion. The organization's guidelines also make it simpler for them to perform well.

This result is in line with study by **Morsiani, Bagnasco, & Sasso, (2017)** who looked at staff nurses' perceptions of the impact of nurse managers' leadership style on their level of job satisfaction and found that the majority of staff nurses agreed with their conclusions. In addition, **Salahat & Al-Hamdan,(2022)**study on Jordanian nurses' job satisfaction, quality of nursing work life, and desire to leave revealed that most nurses concurred that they were satisfied with their positions.

The study's conclusions regarding satisfaction statements showed that staff nurses most strongly agreed with the claim that "management of this organization is supportive of me." The assistance that staff nurses receive from their coworkers and managers at the workplace may be responsible for this outcome. This was supported by **Thakre et al., (2017)** who noted that receiving support at work had the highest mean score among head nurses and suggested that this result may be explained by the fact that head nurses

collaborate with others, receive support from them, and can get along well with others.

Similar findings were made by **Chang, Cohen, Koethe, Smith, & Bir ,(2017)** who examined job satisfaction among healthcare professionals in the United States. They found that receiving appropriate support and the chance for advancement were what elicited the most favorable replies. According to **Cheng,&Yang, (2018)** who investigated job crafting, burnout, and satisfaction as moderating roles of perceived organizational support, the most common response was for receiving suitable aid. These findings did not support **Devi &Hajamohideen, (2018)** claim that the majority of head nurses struggle to find adequate support at work.

The results of the current survey also revealed that the statement that management makes adjustments based on my thoughts and feedback had the lowest percentage of yes replies from staff nurses. Ideas and feedback for change received the least support from staff nurses, according to **Johnson & Shaiju, (2017)** research on the relationship between frontline nurse leaders' leadership qualities and staff nurses' job satisfaction. This discovery supports our findings. On the other side, **Abdelhafiz, Alloubani, & Almatari ,(2016)** shown that when assessing the effect of the leadership styles selected by head nurses on job satisfaction, leaders prioritize nurses' input and suggestions for change within their units.

The degree of job satisfaction as reported by the staff nurses in the study is alarming. More over two thirds of the staff nurses were found to be content with their positions,according to our research. This might be because management is on their side, their direct supervisor offers them the correct amount of support and direction, and they receive all the training they need to do their jobs. Additionally, they are given sufficient chances to advance their professional abilities, and their tasks are constantly made apparent to them. These results are consistent with a study by **Ibrahim et al., (2018)** which discovered that head nurses were respected by their superiors and reported a moderate level of job satisfaction.

This is also in accordance with a study by **Johnson & Shaiju, (2017)** which looked at the leadership abilities of frontline nurse leaders and their impact on the performance and job satisfaction of staff nurses. They discovered that two thirds of staff nurses were happy with their jobs. On the other hand, an Asian study by **Jagadale &Chinchpure, (2016)** that evaluated the

level of job satisfaction among the nursing staff at a few hospitals in Pune discovered that about half of the staff nurses were dissatisfied with their jobs.

Regarding the relationship between staff nurses' overall job satisfaction and head nurses' overall managerial competency score. In the present study, a statistically significant positive relationship between the overall job satisfaction of staff nurses and their overall competency score was found. It is corroborated by rising head nurse management competency and rising staff nurse satisfaction. This assertion was supported by **Dandridge, (2019)** who asserted that a leader's competence has a positive impact on staff nurses' contentment. In order to boost employee engagement and happiness, effective managers mentor and support their team, assist them in gaining access to necessary resources, provide them with all the necessary training and opportunities, and keep lines of communication open with them.

Additionally, first line nurse managers with managerial competency, according to **Boikanyo & Heyns., (2019)** are capable of enhancing two-way communication, ensuring that staff nurses have all the tools necessary to do their jobs, providing adequate training to improve their knowledge and skills, and developing reward systems where good job performance is rewarded through various financial and non-financial rewards. By promoting hard work and maintaining success stories, concentrating on top-performing nurses will also aid in lowering turnover and raising employee satisfaction. In addition to holding managers and nurses responsible for their conduct at work, a robust performance management system will do the same.

According to research by **Nurmeksela et al., (2020)** who looked into the relationships between nursing management, nurses' job satisfaction, patients' satisfaction, and medication errors at the unit level, nurses' job satisfaction was strongly correlated with nurse managers' work and leadership. **Faskhodi & Siyyari, (2018)** research, which found that managerial abilities such problem-solving, trust-building communication, management transformation, continual learning, decision-sharing, emotional intelligence, and nurse empowerment all boost nurses' satisfaction, also lends credence to this finding.

Conclusion

The study's findings led to the conclusion that head nurses and staff nurses had excellent levels of overall managerial competency. Additionally, almost two thirds of staff nurses expressed satisfaction with their employment. Additionally, there was a strong positive association between overall managerial competency and overall job satisfaction that was statistically significant.

Recommendations

The following suggestions are made in light of the study's results:

For hospital administration:

- Encouraging head nurses to participate in continuing education programs to increase their knowledge and skills related to different managerial competency.
- Providing open channels of communication and trustful relationships with head and staff nurses to provide them with constructive feedback and support.
- Showing recognition and appreciation for head and staff nurses' work and effort, empowering them and providing support especially in difficult situation.
- Encouraging head nurses to express about work problem, work load and regular ask for comments and take feedback.

For head nurses:

- Participating nurses in continuous education programs, workshops and scientific conferences to increase their knowledge and skills that enhance their abilities, self-confidence and satisfaction.
- Meeting regularly with nurses and allowing them to discuss their problems and interests.
- Encouraging cooperation among nurses and working as a team to facilitate knowledge and experience sharing.
- Maintaining adequate staffing as possible in different shift to relieve nurse's workload.
- Providing regular monitoring and constructive feedback to nurses to motivate them

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