

Importance of Managerial Skills as Perceived by Head Nurses at Main Mansoura University Hospta



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ABSTRACT

Background: In now day's constantly competitive health care organization, managers must not only fulfill their daily responsibilities only, they've had the ambition to advance their managerial skills as well as qualification to maintain health care quality and their career. **Aim:** To assess importance of managerial skills as seeming by head nurses at Main Mansoura University Hospital. **Methods:** A sample of 98 head nurses was used in a descriptive research proposal, by utilizing managerial skills questionnaire. **Results:** Near half of head nurses agreed that managerial skills are importance, the first rank was team work skills while the conflict management skills were ranked as the last skills as well as majority of head nurses agreed that proposed integrating conflict management style were important Also, the total agreement score of the proposed managerial skills guidelines importance and the head nurses' years of experience were significantly correlated. **Conclusions:** The importance of managerial skills enables head nurses and nurses to learn, develop and improve their performance. **Recommendation:** Enhancing the awareness of what property managerial skills, and what they can do to improve the standard of care and encourage safety.

Key words: Head Nurses, Managerial Skills

Introduction

Improving the skills and knowledge of those in managerial roles is crucial to completing tasks or operations.. An effective manager needs several skills in many simple and complex situations. Some manager need to improve their skills to manage effectively and efficiently (Ibay & Pa-alisbo, 2020). Responding to the evolving requirements of patients and the shifting landscape of society presents challenges for nurses and other healthcare professionals today. It is impossible to overstate the significance of the head nurse's administrative role in the success of healthcare organizations. (Roghieh, Zohreh, Sima, Ebrahim, 2018).

Head nurses have more specific nursing service areas and are answerable to nurse executives. The fundamental responsibilities of nurse managers include advocating for and distributing available resources to support safe, efficient, and compassionate care in accordance with standards of practice. These managerial tasks are carried out by the head nurse in order to provide patients with healthcare in their units. (Roussel, Harris, James & Thomas, 2020). Head nurses can be defined as the person who leads and manages nursing care for patients, families and communities in a variety of settings. They also are responsible for direction of human and material resources to achieve a desired goal (Menem, Farouk, Eid & El-Shahat, 2019).

Managerial responsibilities have been delegated to head nurses, particularly in the area of human resource administration both in hospitals and in other healthcare organizations. They are not only a competent person and are technically competent, but also, they need managerial skills (Azizollah, Golnaz, Hamed, Nasrin & Abbas, 2017).

Managerial skills are subset of specialized skills expressing the intention to have some specific effects. These specific intensions are particularly important for managers, managerial skills considered necessary for a standard performance level or for superior performance (Chirita, 2016).

These skills include teamwork, analytical and problem solving skills, risk taking, decision making, communication, delegating, and conflict management. The truth is that educational institutions fail to educate their students for their future careers, and there is a disconnect between what head nurses learn in school and what they require in the real world so developing deadlines of skills of what really found in work place is most important (Arifin, Sukarmin & Sarwanto, 2022).

The traits and competencies that enable team members to collaborate effectively during discussions, meetings, and other interactions are known as team work skills. The head nurse must be able to communicate effectively, listen intently, and be accountable and truthful in order to have collaborative skills. Gaining expertise in teamwork might benefit one's career and job search. when seeking new opportunities (Chinoy, et al, 2022).

The capacity to use cognitive processes to comprehend and solve problems when the solution is not immediately apparent is known as problem solving talent. The ability to solve problems can be developed throughout one's life. Experience is a component of problem-solving abilities. (Zascerinska, Scheepers, & Kühn, (2024).

The abilities that help you choose solutions to problems are known as decision-making skills. These abilities enable head nurses to make well-informed judgments after gathering all pertinent facts and information and taking into account a variety of opinions. (Herrity, 2023) Effective head nurses requisite the assurance not only to take risks but also the skills to create a work atmosphere that encourages risk taking nurses. They promote the exchange and discussion of fresh, creative ideas among nurses. (Albuqami, Taie & Abdullah, 2020). Communication skills are art, includes a set of basic abilities for introducing, asking, listening, facilitating, and concluding with ultimate goal for patient care (Zakaria etal, 2022

The ability to delegate is a high-level skill that is crucial for the head nurse and gets better with practice. They become more influential and powerful inside and beyond the company as they develop the maturity and self-assurance necessary to delegate effectively. The authority and responsibility granted to subordinates boosts their sense of self-worth and job happiness, and the company advances toward its objectives. (Indeed Editorial Team, 2021).

Aim: To assess importance of managerial skills by means of by head nurses at Main Mansoura University Hospital

Research Questions

What are managerial skills importance perceived by head nurses at Main Mansoura University Hospital?

2-Method

2.1-Research Design

The research design that was employed was descriptive.

2.2-Study setting

Main Mansoura University Hospital, which provides a range of medical services in the Delta Region, was the site of the study. The specimen was enrolled from the in all departments in main building, that aims to design and validate a head nurse managerial skills guideline.

2.3-Participant

All available head nurses (٩٨) during data collection from setting that were originally specified.

2.4-Tool of Data Collection

Managerial skills scale divided into two parts

Part I: Involved personal characteristics about head nurses like years of experience, education and age.

Part II: A questionnaire of managerial skills was created by the researcher using a review of the literature.

(Shuayto,2001;Welch,2009;Askew,2011;Garneau,2012;;Southern cross questionnaire university,2013;Mitchum,2014;Briones,2015;Martinez ,2015; Kwabi,2017) to assess the importance of managerial skills as perceived by head nurses ,categorized under (7) dimensions that includes (ability to work in team (22), analytical and problem solving (10), decision making (15), risk taking (10),communication skills (20), delegation (27) and conflict management skills (30) items. Responses of the subject was measured with uses a four points Likert scale ranged (4 to 1 regarding important).

2.5- Validity of the toolsI

It was established to assess the individual items and the entire instrument to be relevant and suitable to test what it was intended to measure, which was 90%, through five experts in administration department in nursing faculty.

Reliability of the tools: Reliability test was judged by approximating how items that reflect the same construct revenue similar results will. which was **0.802**

2.6-Pilot study

It was conducted on data collection tools before performing the main research on ten percent of the head nurses (108). They were chosen at random and not allowed to participate in the study. The pilot study's objectives were to assess the questions' clarity and viability, find potential roadblocks and issues during data collection, gauge the language's clarity, and gauge how long it would take to complete the questions.

2.7-Data collection

The participants completed the questionnaire in order to gather their opinions about the importance of managerial skills.

Gathering information from participants by outlining the purpose of the study and obtaining their consent, Depending on the work environment, completing the questionnaire took 20 to 30 minutes. This study's fieldwork was carried out from beginning of June to the end of October, 2023.

2.8-Ethical Consideration:

The Mansoura University Faculty of Nursing's Research Ethical Committee provided ethical approval. The study was officially approved to move on by the hospital's competent administrator. Head nurses who agreed to participate in the study after being informed of its purpose and nature gave their informed permission. Every participant is free to leave the study at any moment. Every participant received assurances regarding the privacy of the study sample and the confidentiality of the data obtained.

Statistical Analysis

The data were coded, entered, arranged, and analyzed using SPSS (Statistical Package for Social Science) version 25 (IBM Corporation, Armonk, NY, USA). For quantitative data, the range, mean, and standard deviation were calculated. The Chi-square test (χ^2) was used to compare two groups and more in relation to qualitative data, which expresses a set of categorical data as a percentage, proportion, or frequency for each category.

The Z value of the Mann-Whitney test was used to compare the means of two sets of independent samples' non-parametric data. The Kruskal-Wallis (2) value was computed for comparisons between more than two means of non-parametric data. Pearson's correlation coefficient (r) was used to assess the correlation between the

variables. A p-value of less (than 0.01 and 0.05) was deemed statistically significant.

Results

Table 1: Illustrates the individual characteristic of head nurses (n=98). This table showed that individual characteristics of the studied head nurses. Which revealed equal percent 50% for age year 28-60 with Mean \pm SD 39.79 \pm 7.60, more half studied head nurses 53.1% had years of experience ranged from 10 - 20 years with mean \pm SD 17.37 \pm 7.87, the most of them 99.0 had bachelor degree.

Figure 1: According to the figure, nearly half of head nurses 45.9% concurred that substances of managerial skills were important, and 40.8% accepted that they were extremely important. Conversely 8.2% agreed that managerial skills items were uncertain important while a percentage of 5.1% of head nurses agreed managerial skills items were not important.

Figure 2: It revealed that regarding to importance of managerial skills, head nurses categorized the capacity to work in a team as the most important skill, then the ability to take risks, analyze and solve problems, make decisions, communicate, and delegate. On the other hand conflict management skills were ranked as the last skill.

Table 2: Showed total agreement scores of importance the proposed managerial skills pertaining to demographic information. It showed that the head nurses' years of experience and the overall agreement score of the proposed managerial skills guidelines importance were significantly correlated. (p. 0.002*).

Figure 3: Showed agreement related different conflict styles importance. It described that 80.6% of head nurses agreed that proposed integrating style were important then compromising and obligating one respectively. The low percentage 3.1% agreed that avoiding style were greatly important

Table (1): Personal characteristics of the head nurses (n=98).

Demographic data		The studied head nurses (n=98)	
	n	%	
Age years:			
28-<40	49	50.0	
40-60	49	50.0	
Range	28-60		
Mean±SD	39.79±7.60		
Experience years:			
4-<10	19	19.4	
10-20	52	53.1	
>20-37	27	27.6	
Range	4-37		
Mean±SD	17.37±7.87		
Education level:			
Bachelor	97	99.0	
Master degree	1	1.0	

Figure: 1: Ranks of agreement among the head nurses under study about importance of managerial skills

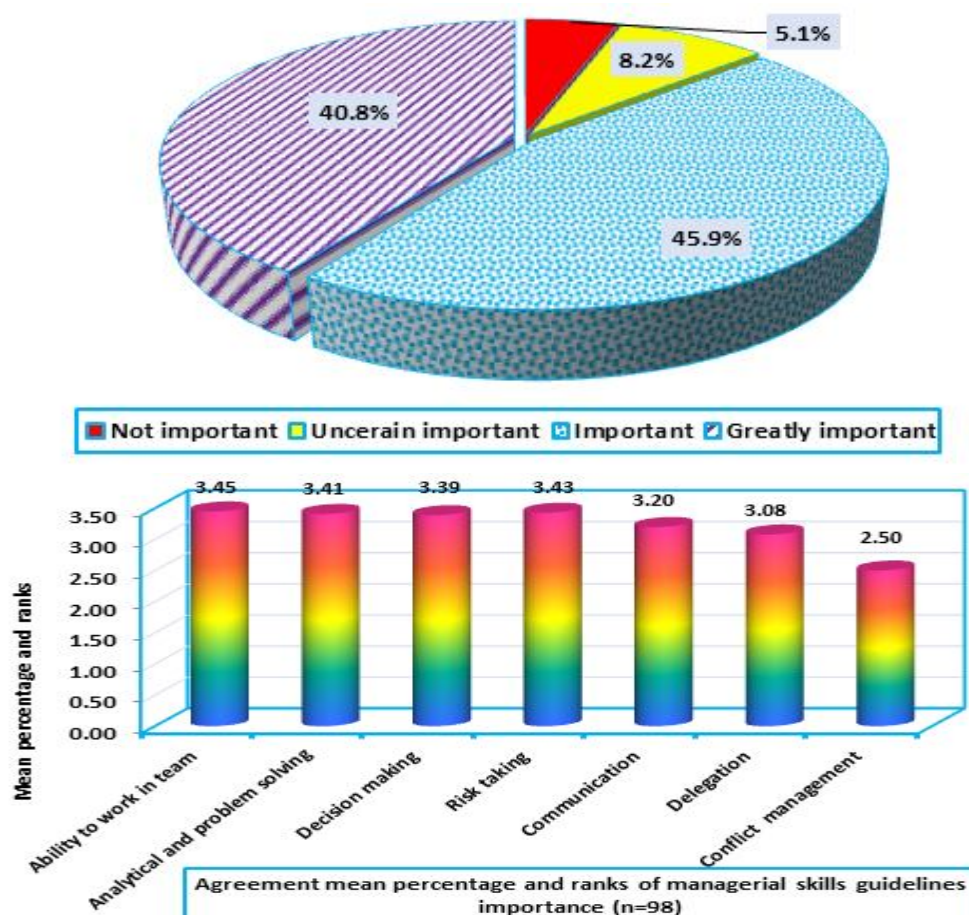


Figure (2): Ranks of agreement among the head nurses under study about importance of managerial skills

Table (2): Total agreement score of importance of the proposed managerial skills guidelines in connection with demographic information

Demographic data	No.	Total agreement score of the proposed managerial skills guidelines importance of the studied head nurses (n=98)		
		Mean±SD	Z value or χ^2 value	P value
Years of age:			1.064	
28-<40	49	414.08±34.95		0.290
40-60	49	421.28±32.00		
Experience years:				
4-<10	19	427.42±47.39	12.190	0.002*
10-20	52	408.63±29.38		
>20-37	27	428.26±24.44		
Education level:				
Bachelor	97	417.45±33.63	0.667	0.506
Master degree	1	440.00		

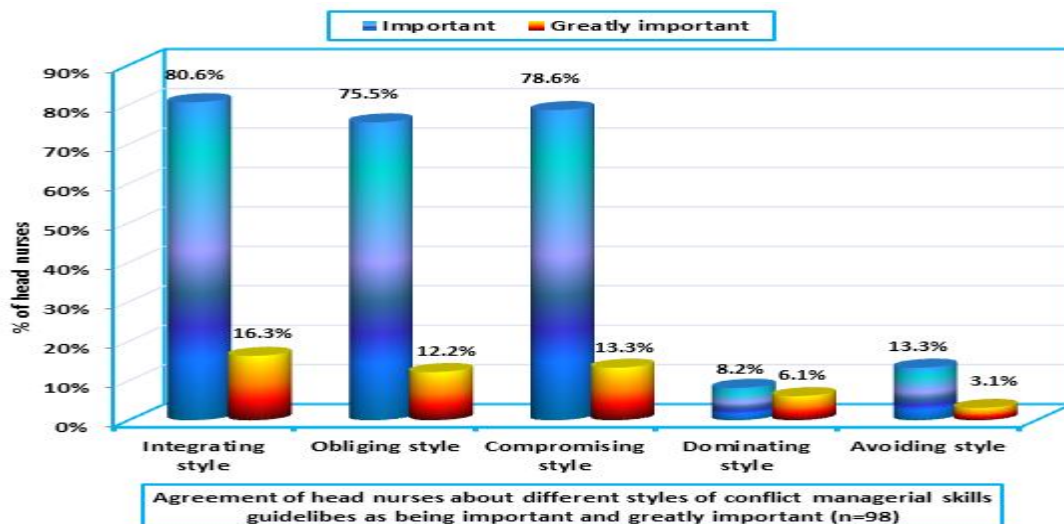


Figure 3: Agreement mean Scores and Ranks Among Head Nurses Under study Around Different Styles of Conflict Skills Importance.

*Significant(P<0.05

Discussion

Head nurses play an important part in creating health care policies that support the execution of initiatives to promote patient safety. Additionally, patient safety is at risk from head nurses who fail to update their knowledge and procedures as well as from seasoned head nurses who lack the necessary abilities and expertise (Kalsoom, Victor, Virtanen & Sultana, 2023).

The present study highlighted that managerial skills sub items were agreed upon its importance by head nurses. This might be because head nurses at hospital were not given the guidance they needed to facilitate their managerial duties and they included in daily unit activities without complete exposure to situations for increasing their

managerial skills in life situations to practice these skills.

These results were in the same line with **Chow, Ahmat, Leung & Chan, (2023)** who revealed interventions need concentrated particularly on enhancing non-technical skills, which include social and cognitive abilities including leadership, decision-making, teamwork, communication, situational awareness, and job management.

The present study revealed that head nurses agreed that teamwork skills were graded highest, this may due to nature of health care environment needs which required collaborative effort from all work individuals. Also, patient usually need more than service at one time that required organized work from different individuals .Also, head nurses

being over loaded with unite work and to facilitate work and enrich work achievement they must use a team.

This was consistent with **Barbee (2020)** as they reaveld that teamwork was the most important ability that head nurses needed Also, it was determined to be the four most crucial abilities thought to be required to a job following graduation. that's exactly reflect what we need in our hospital environment.

This result were in the same line **Mistry, Hight, Okumus & Terrah (2022)** who mentioned that nurses emphasized that they valued their supervisors, trusted them as a team, and avoided micromanaging while working together. Nurses mentioned that they appreciate this by their head nurses, as they suggesting, not setting direction while trusting them.

Conflict management skills ranked as the least important skills, this may have to head nurses' ability to sympathize, keep doors open, listen to others, and regulate their wrath, treat problem before being source of conflict among staff being near from them as possible and more readily adjust to the social context and solve problems in a more democratic way, leave choice for them in different tasks as time schedule, vacation rotation

This result was in the same line with **Binyamin (2018)** who showed that better problem solving and conflict management skills enable organizations to see conflict as a constructive or neutral exchange of ideas, viewpoints, and information. They also improve relationships with clients and foster better working relationships among coworkers at all levels.

While **Fierke, Lepp, & Jones (2023)** noted that while managing conflict they have experience through situation that may have a direct impact on their confidence in their ability to engage in skill development. This appeared not matched with **Albert & Pappas (2024)** who showed high importance of conflict skills as the presence of conflict indicated that a system is healthy and energetic; it enables manager of the system to see differences that exist.

The study result revealed that different conflict management styles, integrating conflict management style was ranked first by head nurses then compromising and obliging conflict management style. This result may be due to that in a team they incorporate others' ideas into their own, altering activities, exchanging information, sharing resources with mutual consideration of benefits following to a common purpose. [Lawani,](#)

[Arias Abad, Craig, Hare, Cameron](#) (2024) showed that an integrating and compromise styles were also top preferences. Because it explores win-win techniques in an equal context, the integrating approach is typically seen as the most suitable and efficient. Additionally to **Li et al (2021)** study showed that integrating conflict management style was preferred to use.

The study revealed that total agreement score of the proposed managerial skills guidelines importance and the number of years of experience of head nurses were significantly correlated. score of the proposed managerial skills guidelines importance respectively. This relation appears in the above interpretation related to different managerial skills may be related to that with increase experience through situations, feeling of importance of different skills appear .Also, need for learning about skills increased. Low experienced head nurses need to be guided in certain situation so importance of guideline appears. This was in the same line with **Santos (2021)** who concluded that with age and professional experience, managerial experience increases.

Head nurses needs to managerial skills increased with different position, age, responsibility and experience. This clearly appeared in this study and in the same line with **Samanci & Mazlumoglu (2023)**.

Conclusion

The study concluded the importance of managerial skills enables head nurses and nurses to learn, develop and improve their performance.

Recommendation

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

- **In services training program for head nurses**
- Enhance a culture of respect, acknowledgment of the importance of providing care, and being a valued member of the healthcare team to be the foundation for head nurses' improved organizational socialization
- Establish a positive atmosphere in the hospital that can improve staff communication, which will ultimately raise the standard of nursing care.

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