

Management Competency of Chief Nurses in Selected Private Hospitals in the Province of Bataan

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Abstract: The study determined the management competencies of the chief nurses of selected hospitals in the province of Bataan. The management competencies of chief nurses considered in the study on the aspect of planning, organizing, directing and controlling. The study was limited in to the perception of the respondent's staff nurses based on the chief nurses' management competencies through a validated questionnaire checklist.

This research paper utilized descriptive evaluative and comparative research design and employed the quantitative method. The respondents have more females with 77 or 73.3 percent, with age of less than 25 with 46 or 43.8 percent and a highest educational attainment of bachelor degree with 73 frequency or 69.5 percent and years of services of 1-3 years has 56 frequency or 53.3 percent has a position of staff with 87 or 82.9 percent. This indicates the fact that the nursing profession is dominated by females than males.

There is a significant difference between the assessment of the respondents in the management competencies of chief nurses as to the to their profile in terms of gender, age, length of service, educational attainment and position in the hospital. It is further recommended that trainings on the development of managerial skills among chief nurses be continuously implemented. Activities and workshop on mentoring staff by the chief nurses managers should be made. Lastly, continuous seminar in planning personal and professional development must be conducted.

Keywords: Management Competency, Planning, Organizing, Directing, Controlling

1. INTRODUCTION

Nursing managers were identified as a key player in critical decision-making; and in the transformation of health care (Institute of Medicine of the National Academies, 2010). Scoble (2020) further indicated that the nurse manager is responsible for coordinating and managing personnel, arranging nursing care, encouraging cooperation, assessing the services rendered, and leading to optimum outcomes for both the organization and the patients. Nurse managers must be given appropriate and relevant knowledge, skills, and attitudes through leadership and management training to enable them to develop these critical competencies. Nurse manager competencies have been recognized as key contributors to a healthcare organization's success (Groves, 2020). Also, Nurse managers the special competence area is structured using four

categories as substantial knowledge, human resource management, operational management, and research and development. Thus nurse managers require knowledge and development to strengthen nursing manager's competence and leadership (Fennimore & Wolf, 2021).

Management competencies as a combination of skills, knowledge, attitude, and behavior that a person requires to be effective in a wide range of jobs, and various types of organizations, in addition, may be a source of sustained organizational performance (Gunawan & Aunguroch, 2017 & Manxhari., 2017 & Gonzalez Garcia., 2020).

The competencies of the nurse manager are based on the learning domain structure; and capture the skills, cognitive and abilities that drive these nurse leaders' practice. The American Organization of Nurse Executives (2015) indicated that the effective nurse manager needs to acquire experience. In

addition, Trivellas & Reklitis (2014) indicate that managers equipped with high levels of leadership competencies were found to produce enhanced levels of job performance and job satisfaction. The influence of leadership competencies on individual effectiveness of managers is explored, providing a course for action toward managerial excellence.

Caranca (2018) stressed that core management competencies are essential for nurse managers, efficiency and effectiveness. In this regards, the communication skills, team-working, proactiveness, vision, self-management, result-orientation, strategic orientation, ambition, persistence, decision making, risk taking and creativity, are the commonly used managerial competencies of successful and effective managers.

The nurse manager's competence is an important part of daily nursing practice. It is carried out in constantly changing circumstances which shape the management context, and which substantially affect the perception of the core mission of nursing leadership and management.

Leadership is defined as a process in which an individual influences other individuals or a group to achieve a specific goal. Leaders and followers must understand each other because leaders and followers are part of this process, it is important to address issues facing followers as have also issued facing leaders (Northhouse, 2016).

With this, the researcher prompted to determine the management competency of chief nurses in the province of Bataan.

The main objective of this study is to determine the management competency of chief nurses in selected private hospital in the province of Bataan

In particular it will aim to answer the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1. Gender;
 - 1.2. Age;
 - 1.3. Length of service'
 - 1.4. Educational attainment; and
 - 1.5. Position in the hospital?
2. How do the respondents assess the managerial competencies of chief nurses in selected private hospital in the province of Bataan in terms of:
 - 2.1. Planning;
 - 2.2. Organizing;
 - 2.3. Directing; and
 - 2.4. Controlling?

3. Is there a significant difference between the assessments of the respondents on the management competencies of chief nurses when grouped according to their profile?

2.REVIEW OF RELATED LITERATURE

Planning

According to a study conducted by Armah, Okyere, and Afriyie (2019), chief nurses must possess several managerial competencies in terms of planning to effectively carry out their roles. The researchers identified four critical competencies that were essential for effective planning: strategic thinking, knowledge management, project management, and change management. In terms of strategic thinking, chief nurses must possess the ability to understand the organization's overall strategy and align their planning efforts with that strategy. They must also be able to anticipate future trends and adapt their plans accordingly.

Knowledge management is also vital for chief nurses in terms of planning. They must have the ability to gather, analyze, and use data to develop evidence-based plans. Effective knowledge management ensures that plans are practical, achievable, and relevant to organizational goals. Project management is another important competency for chief nurses in planning. They should be able to plan and execute projects efficiently while ensuring that resources are utilized effectively.

Chief nurses must possess effective change management skills to ensure that plans can adapt to changes in the organization's environment. Successful change management requires the ability to communicate effectively, motivate staff, and manage resistance to change. The importance of managerial competencies in effective planning by chief nurses. Armah, Okyere, and Afriyie (2019) recommend that chief nurses prioritize the development of these competencies to enhance their efficiency and effectiveness in planning.

Organizing

According to Dehghani, Mosadeghrad, and Koushavar (2020), chief nurses' managerial competencies in organization are classified as follows: planning and strategizing, resource management, leading and managing change, and quality management. Planning and strategizing involve the ability to develop objectives and methods for achieving them, forecasting future trends, and aligning resources with organizational goals. Resource management entails the efficient use of personnel, financial, and material resources to achieve the organization's

objectives. Leading and managing change involve the ability to establish a culture of change and innovation, developing stakeholder engagement, and facilitating communication and collaboration among team members. Quality management involves developing, implementing, and evaluating quality assurance programs to enhance patient care.

In a study by Shead and colleagues (2019), they argue that chief nurses should possess the following competencies in organizing: strategic thinking, decision-making, and problem-solving, planning and budgeting, delegation and team management, and stakeholder and resource management. Similarly, a review by Poisson and colleagues (2016) identified that chief nurses should possess competencies in communication, delegation, collaboration, resource management, and competency assessment, among others.

The managerial competencies of chief nurses are necessary for effective organizing in healthcare organizations. These competencies involve planning, strategizing, resource management, leading and managing change, and quality management, among others. Ensuring adequate training and support for chief nurses can enhance their competencies and contribute to improved healthcare services.

Directing

According to Dehghani, Mosadeghrad, and Koushavar (2020), chief nurses' managerial competencies in directing are classified as follows: coaching and mentoring, team leadership, communication and collaboration, conflict management, and staff development. Coaching and mentoring involves providing guidance and support to staff to enhance their knowledge and skills. Team leadership involves fostering a shared vision, promoting teamwork, and ensuring effective communication among team members. Communication and collaboration entail promoting effective communication and collaboration among staff, patients, and other stakeholders. Conflict management involves the ability to resolve conflicts and misunderstandings among staff, while staff development involves promoting staff education and training programs and ensuring staffing ratios.

The chief nurses should possess the following competencies in directing: promoting a culture of safety, developing and maintaining staffing plans, fostering effective communication, facilitating learning and development opportunities, and promoting a culture of continuous improvement. Similarly, a review by Cummings and colleagues (2018) identified that chief nurses should possess competencies in change management, coaching and mentoring, communication, leadership, and conflict resolution.

Directing are essential for effective leadership and management of healthcare organizations. These competencies include coaching and mentoring, team leadership, communication and collaboration, conflict management, and staff development, among others. Ensuring that chief nurses possess these competencies can contribute to improved outcomes for patients, staff, and healthcare organizations.

Controlling

Hosseini et al., (2020) outlined that the competencies of chief nurses in controlling include strategic planning, monitoring and evaluation, financial management, quality management, and risk management. Strategic planning involves setting goals and objectives, formulating strategies and policies, and allocating resources to achieve organizational targets. Monitoring and evaluation entail the use of performance indicators, data analysis, and feedback mechanisms to monitor the progress and effectiveness of organizational activities. Financial management is essential in ensuring the effective utilization of resources allocated to the organization. Quality management involves promoting continuous quality improvement and ensuring compliance with quality standards. Finally, risk management involves identifying potential risks, developing risk management plans, and implementing risk mitigation measures.

Based on the study of Alharthy and colleagues (2019), they identified the competencies of chief nurses in terms of controlling as the ability to manage resources, ensure regulatory compliance, monitor and evaluate organizational performance, and promote a culture of safety. Competencies such as effective communication, budgeting and financial management, performance management, and data analysis and interpretation.

Controlling are critical for the efficient and effective management of healthcare organizations. These competencies include strategic planning, monitoring and evaluation, financial management, quality management, and risk management, among others. Ensuring that chief nurses possess these competencies can contribute to improved organizational performance, patient outcomes, and staff satisfaction.

Theoretical Framework

A competency model is a framework that describes the skills, knowledge, abilities, attitudes, and behaviors required for successful performance in a particular job or role. It outlines the specific competencies that are necessary to perform a job effectively and provides a roadmap for employees to develop and improve those competencies.

Competency models typically include a set of core competencies that are essential for all employees in a particular job or occupational field, as well as individual competencies that are required for specific positions or roles. These models are often used in hiring and selection, performance management, and training and development programs.

A competency model helps organizations to define what it takes to be successful in a particular role, and to align their HR practices with the competencies that are most important for success. It helps to identify specific training and development needs for employees and can be used to create career development programs that align with an organization's strategic goals.

A competency model is a framework that describes the skills, knowledge, abilities, attitudes, and behaviors required for successful performance in a particular job or role. Competency models are widely used in organizations to define job requirements, guide recruitment and selection, and develop training and development programs (Spencer & Spencer, 1993).

Emotional intelligence theory: This theory suggests that chief nurses need to possess competencies in understanding and managing their own emotions, as well as being able to recognize and empathize with the emotions of others in the workplace. This is important for building effective relationships with staff and maintaining a positive workplace culture.

Situational leadership theory: This theory proposes that chief nurses need to adjust their leadership style based on the situation at hand, such as the level of experience of their staff members or the complexity of the tasks involved. Therefore, chief nurses need to have competencies in assessing situations, making decisions, and adapting their leadership styles accordingly.

Transformational leadership theory: This theory emphasizes the importance of chief nurses being able to inspire

and motivate their staff to achieve goals beyond what they thought possible. Therefore, competencies in vision-setting, communication, and team-building are critical for effective transformational leadership.

Strategic leadership theory: This theory highlights the importance of chief nurses aligning their organization's goals and objectives with its resources and capabilities to achieve success. Competencies in strategic thinking, planning, and execution are therefore important for chief nurses to effectively lead their organization.

Relational leadership theory: This theory emphasizes the importance of chief nurses building strong relationships with their staff and other stakeholders to foster collaboration, trust, and mutual respect. Therefore, competencies in communication, networking, and interpersonal skills are important for successful relational leadership.

3. METHODOLOGY

Descriptive comparative and evaluative techniques were applied. Based on four management functions, the chief nurses' management competencies were evaluated in this study. The Philippines' Bataan province served as the study's site. Six hospitals from various Bataan towns were provided with survey questionnaires. There were 105 respondents from the six hospitals that were chosen; these individuals are supervisors and head nurses using purposive sampling technique

4. RESULT AND DISCUSSION

1. Demographic Profile

As seen in the Table 1 revealed that the highest frequency of sex is female with 77 or 73.7 percent, while the male has 28 or 26.7 percent.

Table 1. Distribution of the Respondents According to Sex

| Sex | Frequency | Percentage |
|--------|-----------|------------|
| Male | 28 | 26.7 |
| Female | 77 | 73.3 |
| Total | 105 | 100.0 |

Table 2 shows that the highest frequency of age is less than 25 with 46 or 43.8 percent, while the lowest is 55 and above with 2 or 1.9 percent.

Table 2. Distribution of the Respondents According to Age

| Age | Frequency | Percentage |
|--------------|-----------|------------|
| Less than 25 | 46 | 43.8 |
| 26-34 | 29 | 27.6 |
| 35-44 | 20 | 19.0 |
| 45-54 | 8 | 7.6 |
| 55 and above | 2 | 1.9 |
| Total | 105 | 100.0 |

Table 3 shows that the highest educational attainment of the respondents is bachelor degree with 73 frequency or 69.5 percent, while the lowest is doctor's degree with 8 respondents or 7.6 percent.

Table 3. Distribution of the Respondents According to Highest Educational Attainment

| Highest Educational Attainment | Frequency | Percentage |
|--------------------------------|-----------|------------|
| Bachelor Degree | 73 | 69.5 |
| Ongoing Master's Degree | 11 | 10.5 |
| Master Degree | 13 | 12.4 |
| Doctor's Degree | 8 | 7.6 |
| Total | 105 | 100.0 |

In glance at table 4 shows that years of services of 1-3 years has 56 frequency or 53.3 percent, while 7-9 years has 9 or 8.6 percent.

Table 4. Distribution of the Respondents According to Years in Service

| Years in Service | Frequency | Percentage |
|------------------|-----------|------------|
| 1-3 | 56 | 53.3 |
| 4-6 | 19 | 18.1 |
| 7-9 | 9 | 8.6 |

| | | |
|----------|-----|-------|
| 10 above | 21 | 20.0 |
| Total | 105 | 100.0 |

Table 5 shows that the highest frequency of the position is staff with 87 or 82.9 percent, while the lowest is chief nurse with 6 or 5.7 percent.

Table 5. Distribution of the Respondents According to Position in the Hospital

| Position in the Hospital | Frequency | Percentage |
|--------------------------|-----------|------------|
| Chief Nurse | 6 | 5.7 |
| Supervisor/Head Nurse | 12 | 11.4 |
| Staff | 87 | 82.9 |
| Total | 105 | 100.0 |

2. Assessment of the Managerial Competencies of Chief Nurse

Table 6 shows that the assessment of the managerial competencies of chief nurse in terms of planning has a grand mean of 2.86 with an interpretation of agree. The highest

weighted mean is 2.97 “Devise and select course of action directing toward the achievement of hospital’s goals and objectives” with an interpretation of agree, while the lowest is 2.43 “Evaluates the efficiency of programs to meet the existing goals” can be interpreted as disagree.

Table 6. Planning Competencies of Chief Nurses as Assessed by Different Groups of Respondents.

| Planning | Staff | | Head Nurse | | Chief Nurse | | Total | |
|--|-------|----|------------|----|-------------|----|-------|----|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| 1. Assist in the development and revision of applicable policies, procedures and standards | 2.98 | A | 2.42 | D | 3.83 | SA | 2.96 | A |
| 2. Participates in promoting growth and development of personnel | 2.97 | A | 2.25 | D | 3.83 | SA | 2.93 | A |
| 3. Determines amounts and kinds of equipment and supplies needed for clinical areas. | 2.92 | A | 2.42 | D | 4.00 | SA | 2.93 | A |

| | | | | | | | | |
|---|------|---|------|---|------|----|------|---|
| 4. Devise and select course of action directing toward the achievement of hospital's goals and objectives | 2.98 | A | 2.42 | D | 4.00 | SA | 2.97 | A |
| 5. See emerging problems and anticipates solutions in close perspective. | 2.93 | A | 2.33 | D | 3.83 | SA | 2.92 | A |
| 6. Evaluates the efficiency of programs to meet the existing goals | 2.47 | D | 1.83 | D | 3.00 | A | 2.43 | D |
| Total | 2.88 | A | 2.27 | D | 3.74 | SA | 2.86 | A |

Table 7 shows that the assessment of the managerial competencies of chief nurse in terms of organizing has a grand mean of 2.85 with an interpretation of agree. The highest weighted mean is 2.96 “Sets-up organizational structure,

identify by grouping / role relationship” with an interpretation of agree, while the lowest is 2.72 “Communicates with the staff nurses and mentor them to achieve quality health care services” can be interpreted as agree.

Table 7. Organizing Competencies of Chief Nurses as Assessed by Different Groups of Respondents

| Organizing | Staff | | Head Nurse | | Chief Nurse | | Total | |
|--|-------|----|------------|----|-------------|----|-------|----|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| 1. Analyzes and determines the staffing needs | 2.96 | A | 2.42 | D | 3.83 | SA | 2.94 | A |
| 2. Develop job description and define qualifications and functions of personnel. | 2.92 | A | 2.25 | D | 4.00 | SA | 2.91 | A |
| 3. Sets-up organizational structure, identify by grouping / role relationship | 2.98 | A | 2.33 | D | 4.00 | SA | 2.96 | A |
| 4. Makes survey, analyzes all factors and conditions requiring modifications | 2.88 | A | 2.00 | D | 3.50 | SA | 2.81 | A |
| 5. Place job materials and ideas into concrete structure. | 2.81 | A | 2.00 | D | 3.67 | SA | 2.77 | A |
| 6. Communicates with the staff nurses and mentor them to achieve quality health care services. | 2.73 | D | 2.00 | D | 4.00 | A | 2.72 | A |
| Total | 2.88 | A | 2.17 | D | 3.83 | SA | 2.85 | A |

Table 8 shows that the assessment of the managerial competencies of chief nurse in terms of directing has a grand mean of 2.83 with an interpretation of agree. The highest weighted mean is 3.01 “Assuming responsibility for her staff

and personnel” with an interpretation of agree, while the lowest is 2.60 “Supervises staff nurses in their designated task and guides them to achieve quality health care services” can be interpreted as agree.

Table 8. Directing Competencies of Chief Nurses as Assessed by Different Groups of Respondents

| Directing | Staff | | Head Nurse | | Chief Nurse | | Total | |
|--|-------|----|------------|----|-------------|----|-------|----|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| 1. Assuming responsibility for her staff and personnel | 3.02 | A | 2.42 | D | 4.00 | SA | 3.01 | A |
| 2. Delegates activities to subordinates. | 2.94 | A | 2.58 | A | 3.83 | SA | 2.95 | A |
| 3. Implements policies, procedures and standards | 2.89 | A | 2.17 | D | 4.00 | SA | 2.87 | A |
| 4. Follow-up, observes and assess personnel in the performance of their duties | 2.99 | A | 2.25 | D | 4.00 | SA | 2.96 | A |
| 5. Conducts nursing research in her area of supervision. | 2.60 | A | 1.92 | D | 3.67 | SA | 2.58 | A |
| 6. Supervises staff nurses in their designated task and guides them to achieve quality health care services. | 2.60 | A | 2.33 | D | 3.17 | A | 2.60 | A |
| Total | 2.84 | A | 2.27 | D | 3.78 | SA | 2.83 | A |

Table 9 shows that the assessment of the managerial competencies of chief nurse in terms of directing has a grand mean of 2.95 with an interpretation of agree. The highest weighted mean is 3.07 “Makes rounds and inspects work areas for cleanliness, safety and comforts and provides assistance

when necessary” with an interpretation of agree, while the lowest is 2.80 “Recommends personnel action such as promotions, transfer, suspension and recognition” can be interpreted as agree.

Table 9. Controlling Competencies of Chief Nurses as Assessed by Different Groups of Respondents

| Controlling | Staff | | Head Nurse | | Chief Nurse | | Total | |
|--|-------|----|------------|----|-------------|----|-------|----|
| | WM | VI | WM | VI | WM | VI | WM | VI |
| 1. Makes rounds and inspects work areas for cleanliness, safety and comforts and provides assistance when necessary. | 3.10 | A | 2.42 | D | 4.00 | SA | 3.07 | A |
| 2. Manages resources | 2.96 | A | 2.17 | D | 3.83 | SA | 2.92 | A |
| 3. Participates in the quality assurance program of the nursing service. | 3.03 | A | 2.33 | D | 3.67 | SA | 2.99 | A |
| 4. Evaluates and counsel personnel | 2.91 | A | 2.42 | D | 3.83 | SA | 2.91 | A |
| 5. Recommends personnel action such as promotions, transfer, suspension and recognition | 2.78 | A | 2.50 | A | 3.83 | SA | 2.80 | A |
| 6. Completes, submit report, projects and assignments | 3.03 | A | 2.33 | D | 3.83 | A | 3.00 | A |
| Total | 2.96 | A | 2.36 | D | 3.83 | SA | 2.95 | A |

3. Test of significant difference between the assessment of the respondents in the management competencies of chief nurses when grouped according to their profile

Table 10 revealed that there is a significant difference between the assessment of the respondents in the management

competencies of chief nurses when grouped according to their profile in terms of gender with 0.001 p-value, age 0.000, length of service 0.002, educational attainment 0.005 and position in the hospital 0.000 p-value, their p-value is less than the set significant level of 0.05. Therefore, reject the hypothesis and remark it as significant.

Table 10. Test of significant difference between the assessment of the respondents in the management competencies of chief nurses when grouped according to their profile

| Indicators | P-value | Decision | Remark |
|--------------------------|---------|----------|-------------|
| Gender | 0.001 | Reject | Significant |
| Age | 0.000 | Reject | Significant |
| Length of Service | 0.002 | Reject | Significant |
| Educational Attainment | 0.005 | Reject | Significant |
| Position in the Hospital | 0.000 | Reject | Significant |

4. CONCLUSION

This section presents a synthesis of the result and discussion. It includes the summary of the findings, conclusion based on the findings of the study as well as the recommendations that could help solve the problem in the study.

1. Demographic Profile

The respondents have more female with 77 or 73.3 percent, with age of less than 25 with 46 or 43.8 percent and a highest educational attainment of bachelor degree with 73 frequency or 69.5 percent and years of services of 1-3 years has 56 frequency or 53.3 percent has a position of staff with 87 or 82.9 percent.

2. Assessment of the Managerial Competencies of Chief Nurse

The assessment of the managerial competencies of chief nurse in terms of planning has a grand mean of 2.86 with an interpretation of agree.

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Recommendations

1. Trainings on the development of managerial skills among the chief nurses should be continuously done as one of

- the professional development activities of the staff and manager.
2. Trainings on the conduct of nursing research should be given among chief nurses to further enhance their ability on this skill though the activities on how to promote good communication among staff and managers should be done.
 3. Activities and workshops on mentoring staff by the chief nurses and managers should be made.
 4. Continuous seminar in planning development among chief nurses should be conducted.
 5. Further study that will determine the strength and weaknesses of chief nurses in terms of management should be conducted.

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