



DIFFERENCE OF HEAD NURSES MANAGEMENT COMPETENCIES AMONG PUBLIC AND PRIVATE HOSPITALS OF LAHORE

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ABSTRACT

Introduction of the study: Nursing Profession is an important part of the health care system, which works for the Wellbeing of health, inhibition of illness, and care of persons who are physically, mentally ill and disable people in all ages (Althabe *et al.*, 2015). According to the Armstrong *et al.*, (2015), the best evidence of nursing care can be assessed by their competencies. The nursing supervisor plays an important role organizing patient care activities. **Objectives:** To identify the difference in management competencies among head nurses of Public and Private Hospitals of Lahore. **Methodology:** Quantitative Cross-sectional descriptive study design was used. The instrument use for the data collection was adopted questioner and convenient sampling technique was used. **Conclusion:** A descriptive study was done to assess the difference of head nurses' management competencies among public and private hospital. Lickert scale was uses to assess the head nurses perception of competencies by questioner. The finding of the results are satisfactory because the results shows mostly positive response but indicate there is significant difference between public and private hospital head nurses management competencies in Pakistan.

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INTRODUCTION

Nursing Profession is an important part of the health care system, which works for the Wellbeing of health, inhibition of illness, and care of persons who are physically, mentally ill and disable people in all ages, in all types' health care sector like hospitals, clinics and community. Within this wide range of health sector, nurses provide care to individual patients, family members, and group people. They are also responses to actual or possible health problems (Althabe *et al.*, 2015). Management is a set of processes that keeps an organization functioning, and involves planning, budgeting, staffing, clarifying jobs, measuring performance, and problem-solving when processes do not go according to plan (Kantanen, Kaunonen, Helminen, & Suominen, 2017).

Head nurses' work for the organization development and for this purpose they work for the vision of the organization needs and development of organizational goals, they prepare strategic plan and goals. They also follow the physicians' notes and deliver care according to that requirement. Head nurses paly role in the budgeting, manage and allocation of the financial sources, they also need to update them according to the technology and manage the persons who work under supervisions, provision of training to subordinates and how to use the human resource for the delivery of the health (Sade & Peres, 2015).

Research Question

What is the difference in management competencies among head nurses of public and private hospitals of Lahore?

Aims of the Study : To identify the difference in management competencies among head nurses of Punjab Institute of

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Cardiology Hospital Lahore and Fatima Memorial Hospital Lahore.

Significance of the Study: Significant is discussed under the direction of head nurses, institutional management of government sectors and private sectors, policy maker, further researcher and nursing profession. This study will provide a view for Head Nurses to review about their competencies and role. They can assess themselves in management role and also prepare themselves for further requirement in job advancement. This study will be helpful for Organizations of public and private hospital to improve the head nurses competencies through consulting the lecture, workshops, refresh courses which impact on their best performance. This study help to modify their system according to head nurses' job requirement and also improve the quality of care and hospitals output.

Policy Makers: The study finding will help policy makers to improve the head nurses' management practices in the public and private hospital. It also provides a foundation for future research to utilize this study as a literature and guidance. Additionally this study will also help to identify the study gap. Nursing schools, colleges and universities will also be able to incorporate the results of this study into the leadership curriculums. The hospitals will also benefit to improve the head nurses competencies. This study will also improve the scope of nursing profession by using different modern technology, knowledge and skills. Head nurses have to deal with multiple jobs in hospitals. They have to deal with staff issues, salaries, supplies and patient. In addition, the nurses' responsibilities are of patient care, clinical issues, personnel issues and home concerns. However, it is always difficult to manage all of them by using these competencies the vision and mission on nursing profession can change.

Literature Review

Different Studies assessed that the private sectors is typically more proficient, responsible, or therapeutically successful than the public sector; anyhow health care professionals in general sector shows lack suitability and kindness for patients (Basu, Andrews, Kishore, Panjabi, & Stuckler, 2012). A study was conducted in South Africa, among 175 head nurses about the 51 management competencies proficiency in Public and Private Hospitals. The head nurses from public hospitals founded competent and proficient in controlling, planning and self-management as compare of legal and ethical competencies. Whereas the head nurses in the private hospitals feels competent and proficient in self-management, planning, leading and less competent in the skills of health care and ethical/legal competencies. The head nurses in private hospitals are more competent then head nurses of public hospitals (Pillay, 2008). In the UK, the core competency framework designed by the Royal Academy of Nursing which contains of 6 dimensions. The 6 areas are leadership, mutual respect, caring for colleagues and patients, team work, professional development and change each aspect is divided into different levels, each level is composed of behavioral indicators (Sullivan & Schoelles, 2013). There were only two medical colleges and mostly nurses migrated toward India. Only 350 nurses left including retired and in service. First nursing school was established in 1948 at Sir Gahgaram Hospital Lahore. In 1973 PNC (Pakistan Nursing Council) established that deals all nursing dealing, rules, regulation at

national level. Now there are 126 nursing school, 141 midwifery school, 30 public health school and 9 nursing college (Organization, 2011).

Conceptual Framework

A theoretical framework define by Katz (1955), as cited in thesis "Nurse Manager Competencies" by (Chase, 2010). According to this framework there are three skill approach expressed that the utilization of every one's abilities differs with the level of management responsibilities. At bring do down the levels technical skill is important to proficient task. As the nursing Managers moves encourage from positive activities the requirement for technical skill reduces. Then again, at the best level theoretical skill turns out to be progressively basic for productive organization. Human connection abilities are the region that is fundamental at all levels of administration.

MATERIALS AND METHODS

Setting: The setting for this study was all departments of Punjab Institute of Cardiology LHR (Intensive Care Unit, Operation Theater, Jillani Block, Irfan Block, Out Patient Department, Cardiology Ward etc.) and Fatima Memorial Hospital LHR (medical, surgical Intensive Care Unit, Gynae block, Operation Theater etc.).

Research Design: Quantitative Cross-sectional descriptive study design was used in this study.

Population: Study population is 200 female and male head nurses. There are 100 head nurses from Punjab Institute of Cardiology Lahore and 100 head nurses from Fatima Memorial Hospital Lahore.

Sampling: Study population was 133 female and male head nurses. 65 head nurses were from public hospital and 65 were from private hospital.

Research Instrument: Study tool contain close ended questionnaire derived from base article. The questioner contains two sections. Section A demographics which is about age, sex, qualification and working experience of the participants. Section B Management Competencies have seven parts like delivery of care, planning, organizing, leading, controlling, legal and ethical issues and also about the self-management. The options contain likert scale 1 (Very Poor). 2 (Poor).3 (Reasonable).4 (Good).5 (Excellent).

Data Gathering Procedure

Data for the research was collected by distributing the questioner among head nurses of public and private hospital. Reactions were given on a five-point Likert scale.

Methods used to Analyze Data

The data was quantitative and analyze by using the software Statistical Package for Social Sciences package (SPSS) to reduce errors. Frequencies and percentage was used to analyzing the demographic data whereas mean, median was used to assess perception of competency level.

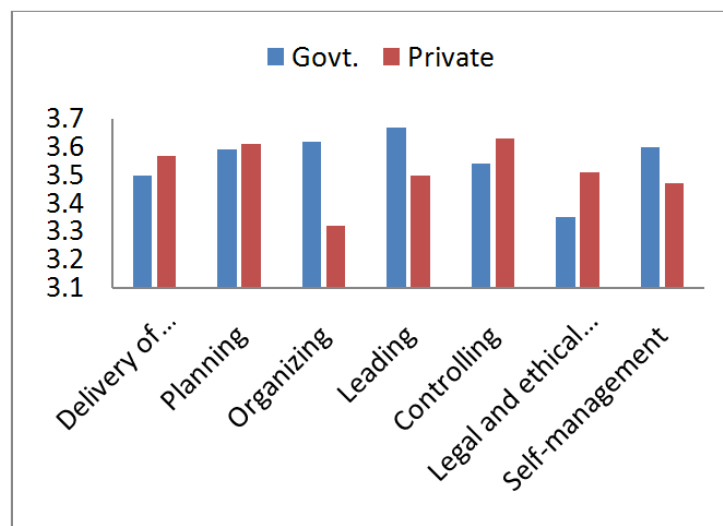
Study Timeline: Study duration was 4-5 months (January 2018- May 2018).

Table 1. Demographic Information of participants

Variables		Public		Private		Total	
		N	%	N	%	N	%
Age (years)	31-40	32	49	35	54	67	52
	41-50	20	31	23	35	43	33
	51-60	13	20	7	11	20	15
Experience (Years)	<10	19	29	16	25	35	27
	11-20	24	37	36	55	60	46
	21-30	22	34	13	20	35	27
	Diploma General Nursing	13	20	15	23	28	22
Qualification	BS Nursing Post RN	26	40	19	29	45	35
	BSN Generic	14	22	11	17	25	19
	MSN	4	6	6	9	10	8
	Diploma Ward Management	8	12	14	22	22	17

Table 2. Comparison of Public and Private Head nurses On Competencies

Competencies	Public		Private		t-test	
	Mean	SD	Mean	SD	T	P
Delivery of health care	3.50	0.30	3.57	.23	-1.37	0.174
Planning	3.59	0.34	3.61	.83	-0.12	0.909
Organizing	3.62	0.26	3.32	.79	2.88	0.005
Leading	3.67	0.41	3.50	.52	2.03	0.045
Controlling	3.54	0.58	3.63	.91	-0.66	0.508
Legal and ethical issues	3.35	0.97	3.51	.66	-1.11	0.270
Self-Management	3.60	0.55	3.47	.98	0.94	0.352

**Fig. 1. Comparison of public and private nurse manager on competencies**

Ethical Consideration: At the authority level official permission was taken to conduct the study from higher authority of Lahore school of nursing. Ethical clearance to conduct the study was obtained from management of public and private hospitals. Permission was also taken from deputy chief nursing superintendent of Punjab Institute of Cardiology Lahore and also from Deputy Director Nursing of Fatima Memorial Hospital Lahore. To every participant, an informed consent was asked before active Participation and participant confidentiality was assured by using Code numbers on each questionnaire instead of names and participants were Isolated from other research participants during information gathering.

RESULTS

The distribution of head nurses regarding age, experience, and qualification of public. And private hospital is similar. Sixty-five percent head nurses were selected from public hospital and same number of head nurses from private hospital. Independent samples t-test was conducted to compare public and private sector head nurses on competencies.

There was significant difference between mean score of Public head nurses ($Mean=3.62, SD=0.26$) and private head nurses ($Mean=3.32, SD=0.79$) on organizing competency ($t=2.88, p=.005$). Public head nurses were better than private head nurses in Organizing. There was significant difference between mean score of Public head nurses ($Mean=3.67, SD=0.41$) and private head nurses ($Mean=3.50, SD=0.52$) on leading competency ($t=2.03, p=.045$). Public head nurses were better than private head nurses in leading competency. There was no significant difference ($p>.05$) between Public head nurses and private head nurses on delivery of health care, planning, controlling, Legal and ethical issues and Self-Management

DISCUSION

This chapter covers the summary of results, discussion on the finding and limitations of study. There are also new suggestions for supporting head nurses in the role performance, for practice education and research. Head nurses' plays very important role in building healthy working

environment. The purpose of this study was to assess the skills and competencies of head nurses and a comparison of competencies among public and private hospitals of Lahore. The respondents from demographic in gender were female both from public and private hospital. The demographics of the participants emulate the dominantly female nature of the occupation in spite of the fact that the relative portrayal of male nurse managers includes 5.67% of enrolled nurse managers (Pillay, 2011). Mostly head nurses were in the age below 40 years where as in private hospitals the rate in private hospital about age of head nurses above 50 years were less than public hospitals. This recommends that arranged professional ways in administration and efforts at administration advancement which thus promises well for the supportability of administration limit inside the hospital. The nurses working in public hospitals are more experienced as compare to private hospitals head nurses experience. In qualification post RN head nurses from public hospitals are more and in private hospitals there is high ratio in ward management. Independent samples t-test was conducted to compare public and private sector head nurses on competencies. There was significant difference between mean score of public head nurses and private head nurses on organizing competency. Public head nurses were better than private head nurses in Organizing.

There was significant difference between mean score of public head nurses and private head nurses on leading competency. Public head nurses were better than private head nurses in leading competency. There was no significant difference between public head nurses and private head nurses on delivery of health care, planning, controlling, Legal and ethical issues and Self-Management. This proposes in spite of the fact that they can plan and imagine the path forward and make an empowering domain for themselves and their staff, they are generally less capable at making an interpretation of these qualities into authoritative execution. This absence of execution aptitudes ought to hence drive the plan of future administration improvement and preparing programs went for head nurses. The moderately high appraisal of their capacity to self-management is steady and isn't shocking given that the nursing is by nature an exceptionally organized and taught one (with respect to all health care professionals) which regularly expects nurses to balance residential and work responsibilities. It is a basic competency as it enables one to maintain a strategic distance from surged judgments, examine openings, profit by ones qualities and keep away from circumstances in which you might probably decrease level (Waddell, Spalding, Navarro, Jancar, & Canizares, 2015).

Limitations

The study is limited to difference of head nurses' management competencies between one public and private hospital. This is also Short period of time for research.

Conclusion

A descriptive study was done to assess the difference of head nurses' management competencies among public and private hospital. Lickert scale was uses to assess the head nurses perception of competencies by questioner. The finding of the results are satisfactory because the results shows mostly positive response but indicate there is significant difference between public and private hospital head nurses management

competencies in Pakistan. This study also recognizes the parts in which there is lack of knowledge or skills is most important for every hospitals of Pakistan.

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