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THE NURSING MANAGERIAL WORK: PROFESSIONAL NURSES KNOWLEDGE ABOUT THEIR SKILLS MANAGEMENT

O TRABALHO GERENCIAL DA ENFERMAGEM: CONHECIMENTO DE PROFISSIONAIS ENFERMEIROS SOBRE SUAS COMPETÊNCIAS GERENCIAIS

EL TRABAJO DE ENFERMERÍA GERENCIAL: CONOCIMIENTO PROFESIONAL DE ENFERMERAS CON SUS HABILIDADES DE GESTIÓN

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ABSTRACT

Objective: to know the skills of nurses in the field of management in public health institutions. **Method:** A descriptive, observational study with qualitative approach developed in public health institutions of Teresina, PI, Brazil. Twelve nursing managers were selected in accordance with the inclusion criteria. For data collection was applied semi-structured questionnaire. For data analysis, was used content analysis technique. **Results:** it was observed that the idea of coordination, control and service continuity is rooted in the thoughts of almost all the nurses in the study, when it comes to management in nursing. However, there is a growing concern in demand for nursing care quality. **Conclusion:** nursing managers, despite not dominating administrative theories, demonstrated sufficient knowledge of hospital administration, which allowed them a good managerial performance. **Descriptors:** Nursing; Administration; Management.

RESUMO

Objetivo: conhecer as competências do enfermeiro no campo da gestão nas instituições públicas de saúde. **Método:** estudo descritivo e observacional com abordagem qualitativa desenvolvido em instituições públicas de saúde de Teresina-PI, Brasil. Participaram 12 gerentes de enfermagem selecionados de acordo com os critérios de inclusão. Para a coleta de dados aplicou-se questionário semiestruturado e analisou-se pela Técnica de análise de conteúdo. **Resultados:** observou-se que a ideia de coordenação, controle e continuidade do serviço está enraizada nos pensamentos de quase todos os enfermeiros que participaram do estudo quando o assunto é gerência em enfermagem, contudo, destaca-se uma preocupação crescente, presente nos depoimentos, na procura da qualidade na assistência de Enfermagem. **Conclusão:** os gerentes de enfermagem apesar de não dominarem as teorias administrativas, demonstraram conhecimento suficiente sobre administração hospitalar, o que lhes permitem um bom desempenho gerencial. **Descritores:** Enfermagem; Administração; Gerência.

RESUMEN

Objetivo: conocer las habilidades de las enfermeras en el campo de la gestión de las instituciones de salud pública. **Método:** Estudio descriptivo, observacional con enfoque cualitativo desarrollado en las instituciones de salud pública de Teresina, PI, Brasil. Participaron 12 gerentes de enfermería seleccionados de acuerdo con los criterios de inclusión. Para la recolección de los datos se aplicó cuestionario semi-estructurado y analizados por la técnica de análisis de contenido. **Resultados:** se observó que la idea de la coordinación, el control y la continuidad del servicio tiene sus raíces en el pensamiento de casi todas las enfermeras en el estudio cuando se trata de la gestión en enfermería, sin embargo, existe una preocupación cada vez mayor, presente en las declaraciones, en la demanda de calidad en los cuidados de enfermería. **Conclusión:** los responsables de enfermería a pesar de no dominan las teorías administrativas demostrado un conocimiento suficiente de la administración del hospital, lo que les hace una buena gestión de rendimiento permiten. **Descriptores:** Enfermería; Administración; Gestión.

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INTRODUCTION

The role of management in health, at any institutional level, come across with a number of challenges that need to be addressed. To assume its responsibilities, the manager is faced with situations and problems of various types, which can be approached in different ways, depending on combinations of techniques/methods and technologies/equipment available to the work processes organization, as well as a large variety of articles and resources they will have to deal in their daily lives.¹

Based on scientific studies and researches on how to manage the assistance and material and human resources, nursing management has gone through many changes. The nurse manages the knowledge concerning the practice of care of nursing, and has autonomy to assess care needs of the patient, deciding which care to follow.²

The work of nurses is of vital importance in hospitals. There is no hospital without the presence of the nurse, regarding to patient care, as also in all procedures that are their responsibility. In nursing education, there is little attention to prepare the future nurse for administrative and management area, presenting to the professional the leadership positions in management activities, allowing him to stand out in managerial context, with an administrative view, essential for hospital management. The nurse stands on the role of articulator and service manager in the hospital organizations, although their initial skills are caregiver's.³⁻⁴

Whereas the term administration is associated with running a business, it should be noted that the manager must have professional skills to perform efficient management, once the hospital is not a joint venture, since it deals with the assistance of human health.

The hospital is part of a medical and social organization, which basic function is to provide the full Health Medical Assistance to the population, both curative and preventive, under any regime of care, including home, which external services radiate to the family environment. It's also an educational, empowerment of human resources and health research center, as well as the referral of patients, and shall supervise and guide the health facilities technically linked to it.¹

Among the features that the nurse manager must perform within its position in a health institution, the leadership is an essential tool. The nurse, besides being manager, must have

leadership skills, such as flexibility, the ability to discern the needs of people that oversees and to motivate the employees, making better use of their skills, without exploiting them.⁵⁻⁶

The interest in conducting this study was born during the management discipline, during which appeared the question whether the graduates in nursing are able to manage a health institution and the main difficulties, coordinating the work process in nursing with principles of ethics and bioethics, with resoluteness both individually and collectively, in all areas of professional practice? Thus, this study becomes relevant because of the need to know the reality of the nurse managers working in municipal health public institutions in Teresina-PI, aiming to getting to know the skills of nurses in the field of management in public health institutions.

METHOD

Descriptive study, with a qualitative approach.⁷⁻⁹ The population consisted of 12 nursing managers who, upon availability and agreement to participate in the study, signed the Term of Consent.

The locations of the interviews were in the nursing management rooms of municipal hospitals in Teresina-PI present in the FHT. For data collection, it was initially applied a semi-structured questionnaire containing two parts: the first part, with identification data of participants with open-ended questions, where respondents had the opportunity to discuss the theme.

Data analysis was performed using the content analysis technique.¹⁰ Data were categorized into five areas: Nursing management setting in the view of nurses; importance of managerial work in nursing; challenges in nursing management; improvements in hospital management; and relevant facilities to nurse manager, which were discussed on the basis of relevant literature.

The field research followed the parameters established in the ordinance 466/12 (CNS). A consent form Clarified, which was read and explained about the possibility of abandoning the search at any time without physical or financial loss, since the data collection was carried out only through documents was prepared.

This project was approved by the Research Ethics Committee of the FHT with opinion number 013/2013.

RESULTS

◆ Characterization of study participants

The professionals who participated in this study were selected by the pre-established criteria, mentioned above. In seeking to preserve the anonymity of the same, when their answers were mentioned, we used the

name of flowers. Initially, it was made a table to characterize the sample with the identification data of each survey participant (Figure 1).

Participant	Gender	Age	Service Time	Time since graduation	Post-Graduation
Margarida	Fem.	30	09 months	08 years	Urgency and emergency
Orquídea	Fem.	20	10 months	02 years	Teaching Higher Education
Rosa	Fem.	40	05 years	15 years	Intensive care
Cravo	Male	29	09 months	05 years	Work nurse
Alfazema	Fem.	25	02 years	03 years	Intensive care
Dália	Fem.	28	03 years	04 years	Urgency and emergency
Cacto	Male	30	05 years	07 years	Intensive care
Azaleia	Fem.	29	08 months	05 years	Work nurse
Girassol	Fem.	23	01 month	01 years	Urgency and emergency
Hortênsia	Fem.	60	20 years	25 years	Work nurse
Anis	Male	36	04 years	14 years	Public health
Açucena	Fem.	40	04 years	08 years	Family Health

Figure 1. Characterization of participants according to sex, age, length of service and training and graduate. Teresina-PI, 2014.

The second part of the questionnaire consisted of open questions about Nursing Management, in which professionals could discuss the managerial understanding and its mission.

♦ Definition of management in nursing from nurses’ point of view

The manager Nursing is an administrator of the nursing care, with activities geared not only to the admission of employees and work schedules, but also for the well-being on-site service, with favorable conditions for the implementation of activities and well-being of patients until their discharge.¹¹

Thus, some of the nurses, when questioned how they would define the management in Nursing, related administrative techniques developed to its action as follows:

Assigning a nurse in a service to coordinate and manage all relevant services to Nursing, and the technician responsible for nursing. (Margarida).

Most nurses occupying management positions have lack of administrative knowledge and especially on elements that guide the decision-making process¹². The management nurse acts as team leader, responsible for the unit and intermediary between management and the Nursing team.¹³

Nursing Management is the link between people who belong to nursing in an attempt to organize health-care actions, service, people and materials in order to continue

the progress of institutions dealing with health in general. (Orquídea).

Assignment that requires donation, domain, self-control, knowing exercise authority without being dictator, bargaining power, act in all spheres of nursing. (Rosa).

Agreeing with Rosa, the nursing manager should put as inspiring his team leader to achieve the goals set out in the commitment to improving care, since the leadership competency encompasses organizational development of human resources and excellence in customer service.²

It is an organizational, normative and cate work of every part of the health service of Nursing that requires dedication and great responsibility. (Cravo)

It is observed that the idea of coordination, control and continuity of service is in the thoughts of almost all the nurses in the study when it comes to management in nursing. However, there is a growing concern in the search for nursing care quality.

♦ Importance of managerial work in nursing

The work of the Nursing manager has the importance of the dynamics of nursing care that enables every care to keep united nursing team and influencing the quality of patient care.¹¹

When asked about the importance of nursing manager job, the following answers were obtained:

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The nursing managerial work: professional...

Be the voice of nursing staff, to ensure working conditions, sizing compatible with the service and supervise the most numerous team and stays longer with the patient (Margarida).

As spokesman, the leader transfers information from your organization to the external environment. Invested of formal authority, he is called to represent the organization and, therefore, possess the information necessary for effective performance of this role.³

Organize the health service is of fundamental importance, therefore, the managerial Nursing work becomes the foundation for the development of activities applicable to nursing, being essential for the ongoing care to patients or clients in health care. (Orquídea).

Fundamentally, the manager centralizes and coordinates all actions that require nursing work, both the supervisory point as assistance. (Rosa).

Through the management of the nursing service that will reflect a good health care to the population. The better the service organization, the better the care provided. (Cravo).

There was some facility to report the importance of the manager's job. The research emphasizes the supervision and coordination as important parts of the manager in the work process, because the supervision is an educative and continuous process that fundamentally motivates and guides the supervised in the performance of activities based on standards, in order to maintain high quality of provided services. Coordination aims to harmonize all acts of an institution, seeking success, balancing physical, material and human. When the nurses talk about the importance of the nursing manager job, do it featuring the work process. Consider each step important for assistance as a whole.

♦ Challenges in nursing management

The difficulties faced by nurses in relation to leadership are insecurity, ineffective communication, conflict resolution, difficulties in organizing the work of other professionals, difficulties in decision making, lack of experience, difficulties in making management and medical staff decisions and take the role of leader in the health system.⁵

When asked about the main difficulties faced in nursing management, we have heard the following testimony of nurses:

We have several difficulties, but the main and most worrying are non-adherence management to correct

dimensioning of nursing staff, the conviviality and fight with occupational addictions, lack of support, say, poor support permanent/continuing education. (Margarida).

Problems of human and material resources; issues related to civil service benefits (health certificates - shows a misfit in teams); lack of commitment by some employees, using the slogan "I am a civil servant" and think they can do everything, etc. (Orquídea).

Absenteeism is a troublemaker factor for the nursing team, as it covers the absence of a professional on staff, burdening the others and calling for a faster pace and blaming others for a greater volume of work in the care of patient. This overload may affect workers' health, causing physical, psychological, social and spiritual wear and, as a result, the illness.¹⁴

The practice of working with many different personalities, from various backgrounds and age, and nursing professionals, always have a heavy workload. (Pink).

Relationship manager-employee; lack of material resources; lack of financial support; reduced employee frame; staff shortages. (Cravo).

Based on Cravo's testimony, there is the need for the nursing manager to have knowledge of labor laws, in order to organize the service and support have the rights and duties of the nursing team.

On the whole, it was noted some points in common, such as the lack of human, physical and financial materials; failure in planning; concern for the smooth running of shifts and standardization of care of nursing services.

♦ Hospital management improvements

The constant search for quality and excellence of services brought changes in management models and, consequently, managing people has also changed. Investing in people is now reclaimed, since there has been strong tendency to leave the scientific approach of management by a more sophisticated approach of human relations,¹⁵ therefore, on the engagement to improve the management in nursing municipal hospitals in Teresina-PI, some suggestions were raised based on the testimony of Nursing managers:

Implementation and enforcement of management boards; adherence to staff dimensioning according to the current legislation. (Margarida).

Electronic point; validation needs expertise in health certificates; support of an

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administrator; training courses etc. (Orquidea).

Training of hospital manager. (Rosa).

Managers and hospitals must invest in the training of human resources, considering the socio-political-economic contexts and current health ¹⁶. The human resources manager of Nursing, as well as other health managers should provide conditions to ensure the effective contribution of professionals and workers in achieving the institutional objectives, the establishment of collaborative relationships among workers, users and institutions and their respective managements.¹⁷

Better and greater investment in health services: more materials, more staff, more investment and capacity thereof; greater financial resources to be transferred to the service. (Cravo).

Based on the statements and mentioned authors, the emphasis is on professional training, as well as greater financial resources with better distribution of the same.

♦ Relevant facilities to nurse manager

Bearing in mind that the nurse manager is a Nursing staff supervisor, who constantly participates in an educational process, it is necessary to him to get into the habit of motivating and guiding the team to achieve a quality service.

The experience was my biggest facilitator when I took over the management. See both sides (management and support) facilitates the process of management and decision making. (Margarida).

The most common effects of job satisfaction shows up on productivity, performance, absenteeism, turnover, organizational citizenship, health and well-being, life satisfaction and customer satisfaction, so it has become a source of concern for organizations, including in the health area, in which there is, on the one hand, the satisfaction to alleviate the suffering of others and, on the other, dissatisfaction with the work overload and its poor conditions which lead to physical and mental exhaustion, low self-esteem and loss of interest in comfort customer, triggering behaviors ranging from attention, joy, speed and efficiency to irritability, lack of interest, moodiness and unkindness.¹⁸

A good nursing services provision, good acceptance by the user of the health institution. (Orquidea).

The nurse manager, who is at his work being recognized, has several facilities in developing their assignments. (Rosa).

The nursing managerial work: professional...

Knowledge of the workplace; having worked in the place where I am manager; good relationship with the nursing staff; good relationship with the whole management team. (Cravo).

Based on the testimonies, the satisfaction is a very complex and subjective element, and varies greatly among people. Deponents surveyed said that the facilities are linked to the good relationship with the management team and the work team of the institution.

CONCLUSION

Although not dominate in administrative theories, nursing managers demonstrated sufficient knowledge of hospital administration, allowing them a good managerial performance. Among the aspects considered important in managerial work, this study highlights the guarantee of working conditions, a compatible design with the service, supervision of nursing staff and organization of health care activities.

From the testimony of the professionals surveyed, it was found that during the undergraduate nursing, the theoretical grounds were not sufficient for the managerial understanding of them, but the daily practice exercised in the position of manager, and the deficiency remains in the institutions in which they work, without support in continuing education. Another challenge in the management appointed by respondents is the lack of commitment of some employees. This lack of personnel directly affects the relationship manager-employee, besides causing an overload of work.

It is necessary to consider the responsibility of the undergraduate courses, for the profile of teachers in providing a deepening of managerial issue as one of the duties of the nurse as a leader of a nursing team. It takes specific knowledge, often not emphasized during the training, and also later as a professional.

From this deficiency in academic education, there is a need for further research, aiming at training qualified professionals to develop their functions while exercising the office of nursing managers. A manager wants to achieve agreed and expected results by the employees. Manage goes beyond the ability to manage human and material resources, it is necessary to acquire sensitivity to the other, recognizing the potential of every human being.

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