



EFFECTS OF CARING LEADERSHIP IN NURSING SERVICES: SCOPING REVIEW

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ABSTRACT

Nurses have many complex problems when carrying out their nursing services affected high number of nursing turnover. The head nurse plays an important role in solving the problems faced by her staff. One of the leadership styles that can be used is caring leadership. The results of previous studies show that caring leadership has a positive impact to nurses. The purpose of this paper is to determine the effect of caring leadership carried out by the head nurse in nursing services. Method: The method used in this writing is scoping review. Literature search was taken from data based on Pubmed, Science Direct, Proquest, and EBSCO with restrictions on the year of publication 2019 – 2023. There are 2 outlines of the effects of caring leadership in nursing services including: direct effects on nursing service work and indirect effects. Caring leadership is one of the leadership styles that can be used by the head nurse. The results of this paper can be used as a consideration in nursing for the selection of leadership style to be used.

Keywords: caring leadership; head nurse; nurse; nursing services.

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INTRODUCTION

Nurses are the largest health workers with a percentage of 60% worldwide. Nursing is a complex job that is physical, emotional, and cognitive (Jackson et al., 2021). Nursing is also known as a stressful job related to job demands and needs, high expectations, and lack of authority which are the main triggers of stress (Cornelia & Lourens, n.d.). Nurses have a unique way of working where nurses are present in addition to patients providing services 24 hours a day (Jackson et al., 2021). Nurses provide services to help the overall needs of patients ranging from basic needs to education needed by patients (Richards et al., 2018). The quality of services provided by nurses will affect the relationship between nurses and patients (Gallo-estrada & Molina-Mula, 2020), on the other hand nurses face many problems in carrying out their work (Babapour et al., 2022).

Nurses are a vital in health services but the problem faced now is the lack of nursing staff in health services (Tamata & Mohammadnezhad, 2023). High nurse turnover rates in countries such as Jordan 36.6%, Canada 20%, UK 17.5%, and USA 17.1% illustrate the lack of nurses in health services (Marufu et al., 2020). The turnover experienced by nurses can be caused by several problems experienced by nurses in their work, such as job dissatisfaction, resulting in suboptimal services (Alloubani et al., 2019), unsupportive work environment (Marufu et al., 2020), heavy workload, and the big issue is burnout (Tamata & Mohammadnezhad, 2023). In the last 10 years, the prevalence of burnout in nurses has been 30% globally (Ge et al., 2023). To overcome these things, leadership and management skills of a head nurse are needed (Marufu et al., 2020; Alloubani et al., 2019; Wei et al., 2020).

Leadership and management are one of the things that affect the problems faced by nurses in the world of work and affect the quality of nursing services (Marufu et al., 2020; Zaghini et

al., 2020). The leadership style of a head nurse can influence the staff either directly or indirectly (Niinihuhta & Häggman-Laitila, 2022). In the health care system, human resources have an important role in the entire nursing process based on caring (Zaghini et al., 2020). Caring is the basis of nursing which can also be done by the head nurse in managing her staff (Zhang et al., 2022;Wati et al., 2021). Caring behavior according to Swanson is an effort to build relationships based on responsibility, commitment, a sense of belonging and respect for others (Wati et al., 2021).Nurses feel that caring leadership carried out by the head nurse means giving positive feelings, being a good listener, motivating, providing good experiences, being proactive, and fighting for subordinates. Caring leadership is a new and evolving leadership style (Wati et al., 2021). Caring leadership helps the head nurse to balance the interests of policy makers, increasing the positive consequences of nurses, patients and health organizations (Zhang et al., 2022). The results of previous studies show that caring leadership has a positive impact on nurses (Zhang et al., 2022;Wu et al., 2022;Steinbinder & Sisneros, 2020;Solbakken et al., 2022). The purpose of this paper is to determine the effect of caring carried out by the head nurse in the nursing service.

METHOD

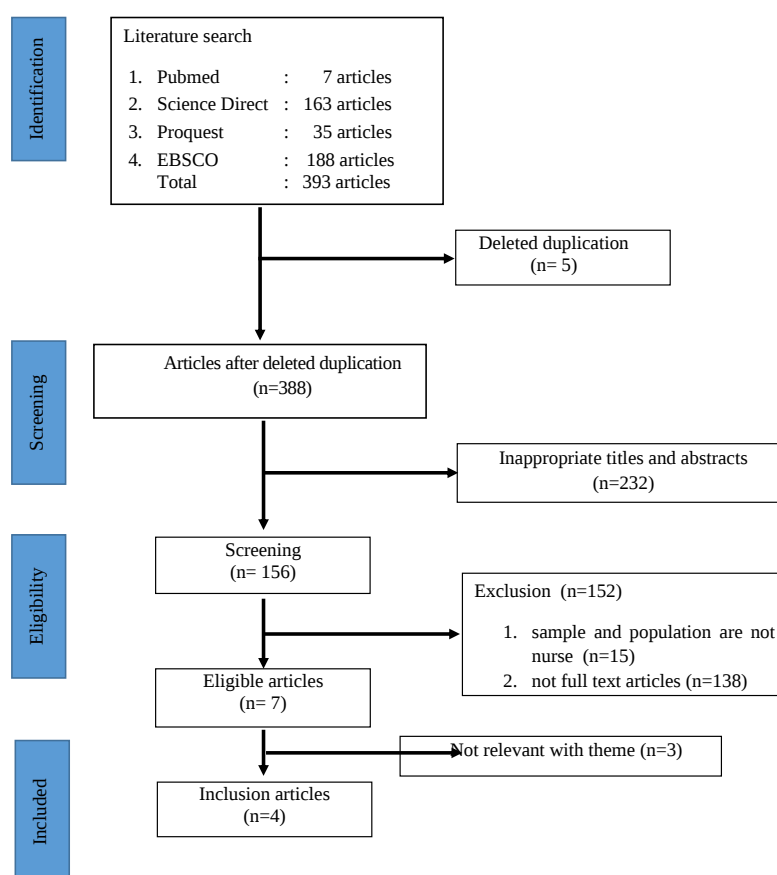


Figure 1. PRISMA Extension for Scoping Reviews (PRISMA-ScR)

The method used in this writing is scoping review. The outline concept used for the guidelines uses the scoping review concept introduced by Arksey and O'Malley using 5 stages in the form of: identifying research questions and objectives, identifying relevant articles, selecting articles in journals, making graphs, collecting, summarizing and reporting results (Arksey & O'Malley, 2005). In this paper, the research question is "how is the effect of caring leadership carried out by the head nurse on nursing services?". Literature search was taken from data based on Pubmed, Science Direct, Proquest, and EBSCO with restrictions on the year of publication 2019 – 2023. Literature search was taken from data based on Pubmed, Science Direct, Proquest, and EBSCO with restrictions on the year of publication 2019 – 2023. Figure

1 shows the process of selecting articles using Preferred Reporting Items for Systematic reviews and Meta-Analyses Extension for Scoping Reviews (Prisma-SCR) (Figure 1) (Tricco et al., 2018).

RESULT

Table 1.
Matrix of Effects of Caring Leadership in Nursing Services

Author	Title	Objectives	Population and Sample	Research Design	Results
Fengjian Zhang, Xiao Peng, Lei Huang, Yilan Liu, Juan Xu, Jiao Chunyan Guan, Hongwei Chang Yuqin Chen, 2022(Zhang et al., 2022)	A caring leadership model in nursing: A grounded theory approach	Developing a theoretical model of caring leadership for nurses	N= 454 Nurses n= 168 head nurses n= 286 nurses	Qualitative study Corbin and Strauss's (1990) grounded theory Semi-structured interview & open-ended questionnaire survey	- a theoretical model of caring leadership developed using 5 core attributes: policy in others, appreciation of uniqueness, facilitating self-actualization, mutually instructing, and motivating with charisma. - Directly effect of caring leadership is increases nurses' well-being, job satisfaction, job performance, patient recovery, and nursing becomes a superior organization.
Hui-Chuan Wu, Yueh-Chu Peng and Hsiu-Hung Wang, 2022(Wu et al., 2022)	Intensive Care Unit Nurses' Perceptions of and Coping Strategies for Motherhood Experiences: A Qualitative Study	Explore the perceptions of ICU nurses on the relationship of motherhood experiences and their coping strategies.	n= 10 ICU nurses	In-depth interviews for 90 minutes	- The results show that there are 3 major themes faced by ICU nurses during motherhood, (1) motherhood challenges and conflicts (2) dilemma between life and work The two themes were obtained by participants while pregnant, (3) motherly bonding, including coping strategies used. - through caring leadership, head nurse can help nurses to develop a motherly identity to encourage better work and family life.
Amy Steinbinder, Dorothy Sisneros, 2020(Steinbinder & Sisneros, 2020)	Achieving Uncommon Results Through Caring Leadership	Identify the behaviours key that lead leaders to achieve unusual outcomes and how they serve as an action to others.	N= 3 head nurse performed caring leadership	Interview	- five specific behaviors of caring leadership that can eliminate unusual advantages include: self-awareness, good listeners, curiosity, assertiveness, and empathy. - The effect of caring leadership performed by the Head Nurse: Get "Fifth magnet designation" (the highest and prestigious nursing credentials that can be

Author	Title	Objectives	Population and Sample	Research Design	Results
					achieved by health care organizations), achieving 99 percent for employee commitment and being recognized as Fortune 500 Best Place to Work, directing 2 organizations to be able to successfully collaborate and continue the excellence of the newly formed organization.
Rita Solbakken, Terese Bondas, Anne Kasén, 2020(Solbakken et al., 2021)	Relationships influencing caring in first-line nursing leadership : A visual hermeneutic study	Exploring and interpreting relationships that influence caring behavior in nurse leadership in Nordic urban health centers	n = 11 nurse manager	Qualitative research with Visual hermeneutic design through The 3 stages of process interpretation according to Drew and Guillemin	• First-line nurse manager struggle to balance their vision with the administrative needs of caring behavior in patients and imply caring behavior in staff. Support from superiors makes first-line nurse managers able to care for patients in accordance with their goals. • The effect of caring leadership carried out by the nurse manager is in the form of improving patient safety and improving the quality of work life.

Literature search resulted in 393 articles obtained from Pubmed 7 articles, Science Direct 163 articles, Proquest 35 articles, and EBSCO 188 articles. There were 5 duplicate articles or similarities of the data based used, the remaining 388 articles. The article was then further filtered, there were 232 articles with inappropriate titles and abstracts, leaving 156 articles. Of the remaining articles, 15 articles did not conduct research on caring leadership for nurses and 138 articles were not complete articles, so they were excluded and produced only 4 articles to be analyzed. The four articles analyzed contained caring leadership carried out by the head nurse and proved to have several effects to nurse. The results of the study were then summarized into 2 outlines of the effects of caring leadership on nursing services including: the effect on nursing service work directly and the effect obtained indirectly. Tabel 1 shows the resume of article analyse (Tabel 1).

Theme 1 Effects on nursing service work

The head nurse who carries out caring leadership to the implementing nurse will have a direct or indirect effect on the work of the nurse. Three research articles show the results that caring leadership provides positive results for nurses at work. These effects are in the form of improving the occupational welfare of nurses, increasing job satisfaction, improving work performance, improving patient recovery (Zhang et al., 2022), achieving the highest and prestigious nursing credentials, increasing employee commitment and ensuring that the institution is included in the category of being the best place to work (Steinbinder & Sisneros, 2020), continuing organizational excellence (Zhang et al., 2022;Steinbinder & Sisneros, 2020), improving patient safety and improving the quality of life at work (Solbakken et al., 2022).

Theme 2 Indirectly effects

In addition to the effect on caring leadership to nursing tasks, it also has an indirect impact on the lives of nurses in families. One article discusses the effect of caring leadership in nursing services that has an effect on nursing services as well as family life (Wu et al., 2022). Previous studies result that nurses who experience work-family conflict are more likely to make turnover decision (Yildiz et al., 2021). The results found that caring leadership can improve family life for the better. The head nurse who performs caring leadership helps the implementing nurse to develop her identity in the family to develop a better family life (Wu et al., 2022).

DISCUSSION

Leadership style in nursing has a very strong influence on implementing nurses (Niinihuhta & Häggman-Laitila, 2022). The Head Nurse plays an important role in the complex and unique nursing health system (Solbakken et al., 2018). A head nurse will be a "nurturing mother" who takes care of the welfare of staff, hears anxiety, creates a good working atmosphere, mediates during conflicts (Levay & Andersson Bäck, 2022) and is responsible for all nurses to continue to provide services according to standards (Angelo, 2019). The head nurse also plays an important role in balancing the system of health workers, nurses and patients, and maintaining good service to patients (Zhang et al., 2022). The head nurse has an important role in building a positive work environment and culture. The support provided by the head nurse can have a positive effect (Maunder et al., 2021).

One of the behaviors that can be done by leaders is caring behavior. Caring is the core and essence in nursing that is rooted in fundamental issues in human life and existence (Zhang et al., 2022). The caring behavior of a leader to his staff is known as caring leadership (Wati et al., 2021). Caring leadership uses caring theory in nursing which is applied in leadership. Through caring behavior, the head nurse is committed to coming and knowing the problems faced by patients, families, and staff, which is then carried out in an action that increases nurse satisfaction (Boykin et al., 2021). Caring leadership is carried out by the head nurse in the form of policies towards others, appreciating the uniqueness of staff, facilitating self-actualization, maintaining mutually beneficial relationships, motivating staff with charisma (Zhang et al., 2022), having self-awareness, being a good listener, having high curiosity, assertiveness, and having high empathy (Steinbinder & Sisneros, 2020).

Caring leadership style provides many advantages for implementing staff, both directly and indirectly. Directly, caring leadership has an impact on improving the well-being of nurses' lives (Zhang et al., 2022). This is in accordance with the results of the study that the leadership style practiced by the head nurse affects the welfare of nurses related to nursing service work (Niinihuhta & Häggman-Laitila, 2022). Nurse job satisfaction is also an effect of the application of caring leadership, in line with the results of research that a leader must be aware of conflicts in nurse job satisfaction, so that leaders who apply the right style increase nurse job satisfaction (Anastasiou, 2020). When nurses are satisfied with the leadership provided, nurses feel minimal burnout that impacts good interpersonal relationships. This then has an impact on the small number of errors made when caring for patients, making patients feel satisfied with the quality of service provided by nurses (Boykin et al., 2021). The effect of caring leadership also provides job satisfaction for nurses so that it can accelerate recovery in patients because nurses provide quality nursing services (Zhang et al., 2022), and increase patient safety (Solbakken et al., 2022).

As we know, there are more female nurses than male nurses. This shows a gender imbalance in the nursing profession (Terry et al., 2020). Women will experience various role changes in

their lives, such as becoming a wife, getting pregnant, giving birth, and becoming a mother. As a mother who has a family, nurses often experience dilemmas and conflicts in their work, where their children must be entrusted either to caregivers, parents or entrusted to child care centers. As a mother who has a family, nurses often experience dilemmas and conflicts in their work, where their children must be entrusted either to caregivers, parents or entrusted to child care centers. The role of the head nurse is very important to realize this, and by caring leadership the head nurse is able to help the implementing nurse in developing the identity of the implementing nurse in the family and have an impact on a better family life (Wu et al., 2022).

Nurses are known as one of the jobs that have high pressure so that it can have an impact on the mental health experienced by nurses. Previous research has shown that one of the factors that affect nurses' mental health is work-family conflict (Mohamed et al., 2022). Work-family conflict often occurs in nursing service work because of the dual roles and responsibilities borne by nurses. This can be a trigger for nurses to quit their jobs (Yildiz et al., 2021). A head nurse must be able to identify conflicts and facilitate conflict resolution as quickly as possible (Gulo et al., 2020). The head nurse is the first-line manager at the workplace responsible for preventing and resolving conflict (Wu et al., 2022). Through caring leadership carried out by the head nurse, a nurse is able to understand the role conflicts experienced, accept and find solutions to the conflicts experienced. Caring leadership carried out by the head nurse well is also able to increase the commitment of nurses so that nursing is the best place to work (Steinbinder & Sisneros, 2020). The limitation of this study is that are still few studies that specifically discuss caring leadership in nursing services. Although performed by head nurse caring leadership also performed by head master in school.

CONCLUSION

The leadership style of the head nurse has an impact on nursing services both directly and indirectly. Caring leadership is one of the leadership styles that can be performed by the head nurse. The results of this paper can be used as a consideration in nursing for the selection of leadership style to be performed depends on situations of the workplace.

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