

Conference Paper

Caring Behavior of Nurse Managers: A Literature Review

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The primary objective of this review was to examine the research literature for evidence about the caring behavior of Nurse Managers. After searching, we found 14 themes from five articles, then we rearranged the 14 themes into three themes of caring behavior of manager nurses. The first theme is the duty of nurse managers to improve nurse caring by coordinating nurses' care of patients. This includes increasing continuity and accessibility of care for patients, promoting nurse's careers professionally, supporting work balance, implementing caring behavior, and managing a caring culture. The second theme is the character of a nurse manager, such as democratic leadership, voluntary sharing, communication, respect, and feeling care. The third theme is the supporting and inhibiting factors for nurse managers such as formal organizational support, informal support from nurses, and a sense of mutual care between peers. The results suggest that nurse manager must have a strong role and character to maintain the caring culture of nurses.

Keywords: caring, nurse manager, care manager, qualitative

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1. Introduction

Caring in nursing is an attitude of caring and respect to others. This means need more attention to client and providing a basis for thought and action. Caring consists attention, responsibility, and sincerity [1]. Caring attitudes will also increase client confidence and reduce client anxiety [2]. The nurse manager is a leader who is responsible for the work of the people in the organizational unit and needs to have a caring attitude.

Nurse managers provide motivation and encourage nurses to behave in caring, develop caring relationships between managers and staff, staff-to-staff, and ultimately between nurses and their patients [3, 4]. Nurse manager caring is defined as reflecting the ten clinical caritas processes. The nurse manager is a cultural builder and a source of nurse caring in managing health care. Caring between managers and staff supports and encourages each other in the context of Caritas / love in the greater humanity

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everywhere [4]. Nurse managers have been shown to be effective in reducing the psychological pressure of nurses by caring for nursing staff [5].

Past research showed that there are differences in the caring behavior of nurse managers, and using quantitative and qualitative methods, while there is no literature review method.

2. The Review

2.1. Aim

The primary objective of this review was to examine the research literature for evidence about the Caring Behavior Of Nurse Manager. The review question was: How is the Caring Behavior in Nurse Managers?

2.2. Design

The study used a literature review to discuss information on certain subjects within a certain period of time to find out previous research on caring behavior of nurse manager. The assessment of the quality article used a standard from The Joanna Briggs Institute (JBI) Critical Appraisal Checklist for Qualitative Research.

2.3. Search Methode

PubMed and Google Scholar were thoroughly searched for publications from April 2005 to April 2020. The keywords included Nurse Manager, Caring Behavior and Qualitative Study and also in Indonesian. The inclusion criteria were: the nurse population as the head of the hospital room and articles in English or Indonesian using qualitative methods and full text available.

2.4. Search outcome

The 463 journals obtained according to keywords, then screened with inclusion criteria and obtained 5 journals. then tested for eligibility through the JBI format and obtained 5 journals. the stages of searching the journal can be seen in chart 1.

2.5. Data extraction

Each article processed by making a summary which includes, author, year, country of origin, methodologu, sample, results and conclusion. Data extraction can be seen in table 1.

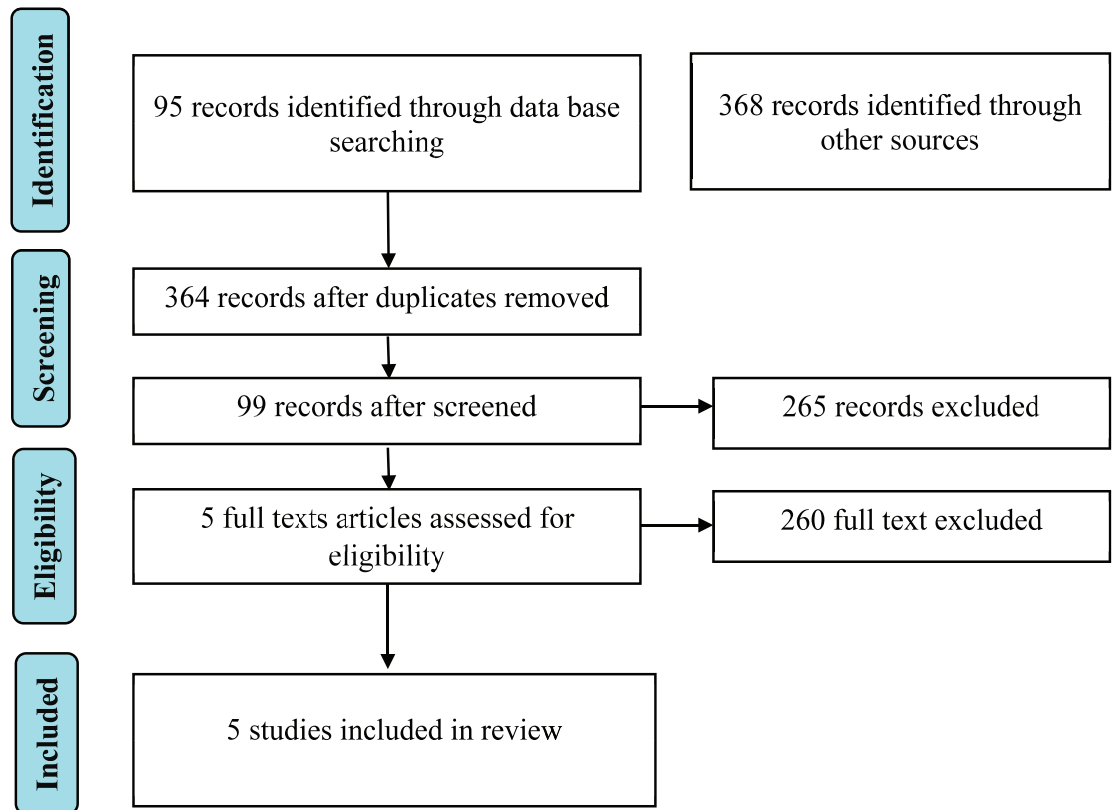


Figure 1: Flow chart of decisions made for selection

3. Result

Five articles published from 2007 to 2018. From the five reviews included, two were a phenomenology; two were qualitative; and one review was quantitative design with elements of a qualitative research Approach (Table 1). All articles used semistructure interview guidelines. This five-article research was conducted in various countries such as Sweden, Indianapolis, Australia and China.

The five articles were analyzed and obtained 14 themes. The themes are promoting professional growth, involved career guidance, empowerment, constructive criticism and recognition for work; exhibiting democratic leadership, included mutual respect and fairness; and 3) supporting work-life balance, embodied in flexible working arrangements[5]. Another themes are communication, respect, and felling care. The

TABLE 1: The authors, type research and other descriptors of the five reviews

No	Author, Year	Country of origin	Methodology	Sample	Result	Conclusion
1.	Irene Svenningsson, et al. 2018	Sweden	qualitative	Eight nurses	The role of care managers: <ul style="list-style-type: none"> •providing additional support •working in teams to follow, support, and constitute a safety net for patients •increased continuity and accessibility to primary care for patients 	The nurses perceived that working as care managers enabled them to follow and support patients with depression and to maintain close contact during the illness. The care manager function helped to provide continuity in care which is a main task of primary health care.
2.	Xiao Peng., Yilan Liu., & Qingsong Zeng. 2015.	China	Qualitative study, descriptive phenomenological approach	Fifteen Registered Nurses	Three themes of first-line nurse managers' caring behaviours emerged: promoting professional growth, exhibiting democratic leadership and supporting work-life balance.	A better understanding of the first-line nurse managers' caring behaviours is recognised. first-line nurse managers can do to promote nurses' professional growth, increase the influence of democratic leadership, as well as support their work-life balance.
3.	Rebecca A Feather., Patricia Ebright., & Tamilyn Bakas. 2014.	Indianapolis	phenomenology	28 RNs working in two community based hospitals	The findings identified two conceptual categories of RN perceptions of nurse manager behaviors: manager behaviors supportive of RNs (communication, respect, and feeling cared for) plus the RNs' perceived disconnect of work issues from the manager's role.	Findings support past research in relation to the perceptions of RNs wanting to be respected, included in communication, and the need to feel cared for by nurse managers to have higher levels of job satisfaction.
4.	Penny Palladellis., Mary Cruickshank., Alison Sheridan. 2007.	Australia.	Qualitative Feminists	20 nursing unit managers employed in the public healthcare system	The results indicated that participants did not feel supported by the wider organization, but gained support from within their own ranks.	The results showed a strong support system within the participant group, despite evidence in the literature that nurses, generally, are not supportive of each other
5.	Salmela Susanne., Koskinen Camilla., & Eriksson Katie. 2016.	Finland	quantitative design with elements of a qualitative research	all of the staff at eight selected hospital units and included outpatient, inpatient and other service units	NLs manage a care culture that rests on a solid foundation, where staff are cocreators of an ethically sustainable caring culture that includes good traditions for the praxis of care. NLs as managers are therefore responsible for realizing and passing on ethically sustainable caring cultures and creating prerequisites for staffs growth and development.	Management NLs have a responsibility to nurture and protect the core of caring and create contextual, professional and cultural prerequisites to maintain the core and art of caring as well as care staffs ethical and professional competence.

theme of communication was identified to be made aware of the decision-making that was occurring within their organization. The theme of respect was described as being present when the manager promoted fairness in interacting with the employees on the unit. The theme of feeling cared for was identified how it made them feel to have a nurse manager willing to defend them in situations with other employees, patients, and physicians [6].

We also obtained five categories emerged: Coordinating care, Working together, Empowered or powerless, Providing person-centered care, and Following and supporting the patient. Coordinating care described as providing additional support to the already existing care at the primary care center. Working together mainly involved working and having more open communication in teams with a person-centered focus. Empowered or powerless that the care manager was empowering for the nurse's professional role. Providing person-centered care made the patient feel acknowledged, listened to, and not felt left alone. Following and supporting the patient provided a safety net for the patients that they experienced had been lacking [7].

The another article stated that nurse managers received little formal support from the organization, but gained informal support they from other nurse managers and nurses [8]; and responsible for realizing or conveying caring cultural ethics to nurses for the growth and development of nurses and staff. Then the nurse manager can also manage a caring culture to form strong foundation [9].

4. Discussion

Five-article research from various countries are different but complementary to the caring behavior of nurse managers which resulted in 14 themes. From these 14 themes, there are three themes that can represent the whole: the duty of the nurse manager to improve nurse caring, the character of the nurse manager, the supporting and inhibiting factors for the nurse manager. The three themes describe the nurse manager's caring behavior in carrying out their duties. Caring behavior is a behavior that can improve organizational performance or nurse performance [10].

The first theme is the duty of nurse manager to improve nurse caring

The duty of nurse manager is care coordination that liaises patients with doctors or nurses and assesses patient needs [7, 11]. Care managers can also improve the continuity and accessibility of care so that patients can receive the complete services needed and do not repeat unnecessary procedures [7, 12]. The duty of nurse manager promotes the nursing career such as providing nurse support for continuing nursing education and

sharing the latest information or new ideas. The duty of nurse manager also supports balance in work-life balance to meet the needs of the nurse for the nurse can meet the needs of the patient [5]. In addition, the nurse manager is also responsible for managing a caring culture so that it forms a strong foundation to improve the caring behavior of nurses [9]. The caring behavior of nurse managers can also increase collaboration with other medical personnel where they have the potential to share their responsibilities [13].

The second theme is the Manager's Nurse Character

Nurse managers have transformational leadership attitudes and democratic leadership. Democratic leadership can enhance the humanistic environment in the workplace. Caring behavior in democratic leadership such as mutual respect and justice, good attitudes, more encouragement, and less commanding tone, encourages nurses to participate in the decision-making process [5]. The nurse manager also shares her experiences as a nurse manager and describes her role as support for nurses [7]. Important things in nurse manager caring are communication, respect and feeling care. Communication is a key element between nurse managers and staff, especially to tell what happened in the hospital and to discuss decisions made in the organization [6]. Respect is described as increasing fairness in interaction and enforcement of policies and discipline, as well as accountability [6]. Feeling care means helping nurses in any situation. Such as, ensuring that nurses get rest and meals, schedule flexibility, provide time off to take care of themselves or their family's needs, and manage their workload [6].

The third theme is the supporting and inhibiting factors for nurse managers

Nurse managers have supporting factors such as informal support from nurses [8], other staff, interpersonal alliances, relationships with outside organizations [14]. Inhibiting factors are lack of formal organizational support, lack of respect and support from organizations, and non-nursing colleagues [8], less professional nurse manager attitudes such as attitudes between nurses, attitudes in communication with patients or nurses, and the ability to respond to complaints patient. This unprofessional attitude causes nurses and hospitals to get complaints from patients [15].

5. Conclusion

Nurse manager must have a strong role and character to maintain the caring culture of nurses. Caring behavior of nurse manager shows their duties as nurse managers and to

improve nurse caring, to be role models by showing a strong character, use supporting factors from nurses to improve nurse caring instead of focusing on inhibiting factors

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