

Nurse Managers' Competency Toward the Anticipated Turnover of Staff Nurses at Madinah City, Saudi Arabia

Dr. Md Dilshad Manzar
Assistant Professor in Microbiology
Department of nursing science
College of Applied Medical Sciences Majmaah University, Saudi Arabia

Mansor Abdulrahman Abu Hussain
Department of nursing science
College of Applied Medical Sciences Majmaah University, Saudi Arabia

Kayd Ayed Al_Erwi
Department of nursing science
College of Applied Medical Sciences Majmaah University, Saudi Arabia

Bander Saleh Alrasheedi
Department of nursing science
College of Applied Medical Sciences Majmaah University, Saudi Arabia

Abstract

Nurses' turnover in health institutions is a global issue, and nurse managers' influence can be useful in providing work satisfaction, which may lessen this problem. In this article, the researcher aims to determine the skills of nurse managers that have a relationship with the anticipated turnover of staff nurses. The researcher used quantitative article utilizing three designs, descriptive-evaluative, descriptive-comparative and descriptive correlational. The article has a total of 219 respondents, of whom 69 are nurse managers, and 150 are staff nurses and used an online survey in selected hospitals in Madinah City. The researcher used weighted mean and Pearson's r to identify the relationship between nurse managers' skill and anticipated staff nurse turnovers. Among the results of the article, the overall answer of the nurse managers is "somewhat true." The highest grand mean of 3.9568 was for the interpersonal skills, and the lowest was of 3.4417 for the conceptual skills. With regard to the anticipated turnover of nurses, they answered that they strongly agree that "if I got another job offer tomorrow, I would give it serious consideration" with a total mean of 3.2733. Furthermore, the interpersonal skills of nurse managers have a significant relationship with the anticipated turnover of staff nurses, as assessed by nurse managers. For the nurses' assessment, the conceptual skills have a significant relationship with the anticipated turnover of the staff nurse. With this result, the article concluded that the staff nurse has a high possibility of leaving the organization, and among leadership skills, interpersonal skills are the strength of nurse managers, and their conceptual skills were their weakness. Health institutions should strengthen nurse managers' skills through training and education since conceptual skills are a relevant factor of nurse managers' competency in managing a health organization. Further paper with a larger sample is recommended.

Keywords: Nurse Managers, Competency, Anticipated Turnover, Staff Nurses

DOI: 10.7176/JHMN/100-05

Publication date: May 31st 2022

1. Introduction

A nurse manager occupies a prime and challenging position in healthcare institutions. The performance of an organization is greatly influenced by their management skills, knowledge, and abilities. Competent nurse managers must be skilled in three domains: administrative, interpersonal, and conceptual.

Nurse managers can inspire, lead, and motivate others to achieve greater goals if they have a clear idea about their purpose. They should know how to manage themselves. Showry, Mendemu, and Manasa (2014) stated that one of the mainstays of administrative abilities that predicts administrative viability and leadership success is self-awareness. Managers identify gaps in their management skills and uncover areas that need additional improvements.

Leading people is one of the management skills that is difficult for managers. Nurse managers lead a diverse personality, despite the fact that they are leading the largest workforce in the healthcare institution. Nowadays, nurse turnover is one of the global concerns that needs to be addressed. According to the report of National Healthcare Retention Staffing (Wells, 2018), the average hospital turnover rate in 2017 was 18.2%. Roche, Duffield, Dimitrelis, and Frew (2015) noted that the role of nursing managers is relevant in the retention of nurses because they have a substantial influence on the quality and stability of the working environment. In

Saudi Arabia, nurse turnovers are a significant issue in healthcare institutions. According to Alharthi, Sheikh, and Damanhour (2018), nursing careers face multifaceted challenges such as significant staff shortages, lack of educational development, and subspecialties. As Falatah and Salem (2018) observed, nurses' demographics, job-related factors, leadership, and management have a significant effect on nurse turnover.

Nurse managers have an integral role to perform in a health organization's success. Their role is significant in providing effective quality care and ensuring clients' safety, as well as the safety of all employees working in the organization. Understanding the business and managing the organization are vital to a sustainable and successful enterprise. According to Baxter and Warshawsky (2018), to plan strategically for quality care and financial stability of their area of responsibility, nurse managers must be skilled in the science of business. In addition, they should be able to lead individuals by drawing others toward shared objectives, fostering teamwork, and managing conflicts. In this article, the researcher aims to determine nurse managers' skills to reduce nurse turnover.

2. Aims and Objectives of the Article

This article aims to determine how nurse managers' skills affect the anticipated turnover of nurses in selected hospitals in Madinah City. Specifically, the objective of the article is to: 1. Determine the level of nurse managers' skills through self-assessment and staff nurse assessment. 2. Identify the staff nurse level of agreement on the anticipated turnover as assessed by nurse managers and staff nurses.

3. Hypotheses of the Article

With the following objectives, the null hypothesis is formulated as: H1. There are no significant differences between the nurse managers' assessment of their skills and staff nurses' assessment of their managers' skills when compared to their profile. H2. There are no significant differences between the nurse manager assessment of the staff nurse turnover and staff nurse assessment of the anticipated turnover when compared to their profile. H3. There is no significant relationship between nurse managers' skills as assessed by the staff nurse when correlated with their agreement on the anticipated turnover. H4. There is no significant relationship between nurse managers' skills and staff nurse anticipated turnover as assessed by nurse managers.

4. Significance of the Article

Nurse managers' skills are of great importance in healthcare organizations. The findings of the article will be significant as they will enlighten nurse managers about their level of competency in management and leadership. The article will help nurse managers identify their weaknesses and strengths and motivate them to reform and enhance their management capability. They will realize that developing nurse managers' skills is a continuous learning process, which is relevant for them to reduce people's intention to leave, and for the organization to provide quality care to clients and community.

For the nurses, having a skilled nurse manager will help inspire them to accomplish the goals and tasks assigned to them. Nurse managers will be able to coach and mentor them to be better individuals and enable them to explore their abilities in their career and for professional growth.

The findings of the article will help the hospital administrators and the human resource department to develop a strategy to professionally improve nurse managers' management skills, which will lessen nurse turnover. Seminars and training for enhancing nurse managers' skills may be held for their continuing education.

Furthermore, this article gives a chance to the nursing staff in administrative positions to improve their administration, initiatives, and aptitudes, and to assess the impact of their leadership skills on their subordinates.

For future researchers, the article may serve as a guide in determining the skills of nurse managers in administrative, interpersonal, and conceptual domains as practiced in Madinah City, and compare them to other variables to determine the effectiveness of nurse managers' management in healthcare organizations.

5. literature review

5.1 Nurse manager competency and skills

The nurse manager has numerous responsibilities in leading and managing a healthcare institution. Besides the clinical output and patient outcomes, they are responsible for managing the staff. According to the WHO (2007), to strengthen healthcare systems, appropriate skills of nurse managers are required to establish a strong leadership and management of healthcare organizations. Competency and skills are earned and developed by an individual through training, formal education, but most importantly, through experience. As Baxter and Warshawsky (2014) observed, the knowledge, perceived competence, and skills of nurse managers increase with experience. Likewise, a article by Warshawsky and Creamer (2019) disclosed that the nurse managers rate themselves as competent after being in the position for 1–6 years, and rate themselves as proficient after seven years of experience. The nurse managers' competence has a remarkable association with the length of experience. As stated by Narajee, Sibiy, and Ngxongo (2019), nurse managers lack the knowledge and necessary skills and

competency in financial management. Alomairi, Seesy, and Rajab (2018) also observed that front-line nurse managers have inadequate leadership and managerial competencies because of performing non-managerial tasks, and lack of training, education, and preparation for the position assigned. The researcher aims to determine if there is a significant difference between the nurse managers' self-assessment of their competency and their profile, which includes the years of experience as a manager and their highest educational attainment. The researcher aims to determine if their length of experience and education are associated with their self-assessment of their competency from the AONE standard. Health organizations need competent nurse managers to lead and manage teams. Nurse managers are responsible for managing and leading a huge number of employees in an health organization. If they have good management skills, they can work effectively and efficiently in leading and managing their staff. Their interpersonal skills influence and inspire their people to stay and may lessen nurse turnover.

5.2 Nurse turnover

in the organization is influenced by nurse managers. According to Duffield, Roche, and Frew (2015), to reduce turnover intention and greater job satisfaction of staff nurses, the nurse manager should have firm leadership qualities. Avery (2019) stated that an effective and engaged nurse manager impacts the morale of staff, which results in quality patient care. The nurse managers act as models to their subordinates, and they can inspire others to be as dedicated as they are.

Dawson, Stasa, Roche, and Homer (2014) stated that nurse turnover is affected by different factors, such as limited career opportunities, lack of recognition, staff's negative attitude, and lack of support from the management. Furthermore, a article by Heideri, Seifi, and Gharebagh revealed that nurse retention is influenced by job stress, social support, and organizational satisfaction. Seventy- five percent (75%) said that they enjoyed working with their supervisor. Different studies show that the nurse manager is a big factor in nurse turnover. There are only a few studies regarding the effect of nurse managers on staff nurses' anticipated turnover.

In Saudi Arabia, nurse turnover is a pertinent issue in healthcare organizations. The researcher will determine nurse managers' competencies that affect staff nurses' anticipated turnover. Based on these findings, the researcher would recommend which competencies need to be enhanced to strengthen the capability of nurse managers to mitigate nurse anticipated turnover.

5.3 Theoretical Framework

The article was anchored with Patricia Benner's model of caring, clinical wisdom, and ethics, which is applicable for the assessment of nurse managers' skills. The model used knowledge development, from novice to expert, by learning from clinical processes. Benner stated that expertise in nursing practice affirms the importance of learning skills and the caring theory of practical experience. In this article, the Benner model is applied by determining the strengths of nurse managers' leadership skills. The acquisition of skills and knowledge by nurse managers will be assessed to determine their strengths and weaknesses and help them overcome the weakness in their skills to enhance competency in their management abilities. In this article, the researcher aimed to assess the skill levels of the nurse managers. Comparing the significant differences arising from the years of experience as a manager and educational attainment, the researcher will determine if these affect the competency of nurse managers and determine if the skills of nurse managers affect the anticipated turnover of staff nurses in healthcare institutions.

6. Limitation

The article aims to determine the effect of nurse managers' competency on nurse turnover. The researcher had two groups of respondents: nurse managers and staff nurses in Madinah hospital. For the nurse manager, the article determined the profile according to their gender, area of assignment, years of experience as a manager, and highest educational qualification. Their management skills were assessed on the basis of administrative, interpersonal, and conceptual skills. The researcher determined the significant difference between the nurse managers' assessment of their skills and their profile. The other respondents were the staff nurses, who assessed their nurse managers' skills. Furthermore, the researcher compared the significant difference between nurse managers' assessment and their skills as assessed by their staff nurses. The relationship between nurses anticipated turnover and nurse managers' skills, as assessed by the nurses, was determined to identify what skills of nurse managers affect the staff nurses' anticipated turnover. The article was conducted from January to April 2020.

7. Paper Methods

This article is a quantitative type of research. The researcher utilized three designs: descriptive evaluative, descriptive comparative, and descriptive correlational. The descriptive evaluative design was used to determine the skills of the nurse managers and the nurses' assessment of the Anticipated Turnover Scale (ATS). The

descriptive comparative design was utilized to determine the significant differences between the two variables, and the significant difference between the nurse managers' assessment of their skills and their profile. Likewise, it was also used to assess the significant differences in the nurse manager assessment of their level of competency and staff nurse assessment. The descriptive correlational design was used to determine the significant relationship between the nurse managers' skills as assessed by the staff nurse and their agreement on the anticipated turnover.

The article was conducted in Madinah City, where the researcher conducted an online survey at a different hospital under the Ministry of Health. The respondents were nurse managers and staff nurses, constituting a total of 291 samples. Among the nurse managers were head nurses, nurse supervisors, and nurses working in the administration and training divisions. The respondents had an experience of six months or more as managers, regardless of their area of assignment and educational attainment. For the staff nurses, all were included, irrespective of their assigned area. Those who were on leave or absent were excluded from the article. Population sampling was utilized in the article wherein all nurses in the area at the time of data collection were part of the article.

8. Analysis

For data analysis and interpretation of the article, the researcher used the following statistical treatment.

Frequency and percentage. This was used to treat and analyze the results of the profile of the respondents.

Weighted and standard deviation. This was used to treat and analyze the nurse managers' skills as assessed by the nurse managers, and the assessment of the staff nurse regarding anticipated turnover and nurse managers' competency.

Analysis of variance (ANOVA). This was used to treat and analyze the significant difference between the nurse managers' assessment of their skills and ATS and their profile, and the significant difference between the staff nurse assessment of nurse managers' skills and ATS, and nurse managers' assessment.

Pearson's *r*. This was used to treat and analyze the data on the significant relationship of the nurse managers' skills and ATS as assessed by the staff nurse and as assessed by the nurse managers.

Cronbach's alpha. This was used to determine the reliability of the questionnaire for local use.

9. Limitation

The article aims to determine the effect of nurse managers' competency on nurse turnover. The researcher had two groups of respondents: nurse managers and staff nurses in Madinah hospital. For the nurse manager, the article determined the profile according to their gender, area of assignment, years of experience as a manager, and highest educational qualification. Their management skills were assessed on the basis of administrative, interpersonal, and conceptual skills. The researcher determined the significant difference between the nurse managers' assessment of their skills and their profile. The other respondents were the staff nurses, who assessed their nurse managers' skills. Furthermore, the researcher compared the significant difference between nurse managers' assessment and their skills as assessed by their staff nurses. The relationship between nurses anticipated turnover and nurse managers' skills, as assessed by the nurses, was determined to identify what skills of nurse managers affect the staff nurses' anticipated turnover. The article was conducted from January to April 2020.

10. Findings

Among nurse managers' self-assessment of skills in terms of three categories: administrative, interpersonal, and conceptual skills, interpersonal skills had the highest. The lowest was conceptual skills. Similar to the article of Ofei, Paarima, and Barnes (2020) the highest score of nurse managers' skills was technical skills and interpersonal skills.

For the administrative skills as noted by Felix (2015), administrative skills are important for managers to perform their duties and responsibilities effectively and efficiently for the achievement of organizational goals.

Nurse managers on leadership skills among the three indicators, interpersonal skills had the highest. According to Okoro, Washington, and Thomas (2017), the effectiveness of interpersonal skills, specifically communication, contributes to increases in workforce performance and overall organizational productivity and the lowest was conceptual skills which are similar to the article of Kodikal and Suresh (2015), that the least impactful among managerial skills were conceptual skills.

Managers' ability to solve problems is important. As Kim, Choi, Sung, and Park (2018) observed, problem-solving ability positively influences opportunity perception and innovation behavior.

Nurse managers' assessment of staff nurses' anticipated turnover. Among the indicators, the highest answer was for "deciding to stay or leave her/his position is not a critical issue for nurses at this point in time," Likewise, "if they got another job tomorrow, they will give it serious consideration,". The article of Albougami, Almazan, and Roque (2020) stated that the dimensions of quality of life, physical and psychological health predict nurse

intention to resign from their current job.

In terms of nurse managers' skills and the profile of staff. The values in terms of administrative skills and gender and years of experience, there is a significant difference. Moreover, the values in terms of interpersonal skills and gender and years of experience there is a significant difference. Along with this, results show, as Radu, Deaconu, and Frasinianu (2017) observed, that male and female managers differ in terms of their skills. Female managers are better at motivating staff, communication, giving feedback, and aspiration, while male managers are better at building knowledge on past experiences, innovating, making strategy, delegating, and persuading.

The anticipated turnover of staff nurses was high in this article. Al-Ahmadi (2013) stated that predictors of anticipated turnover included work environment, organizational factors, personal variables, and availability of alternative employment.

11. Conclusion

The management skill of nurse managers is an influential factor in staff nurses' anticipated turnover. Its effect may be positive or negative, depending on how they manage their people and the organization. The article found that in the nurse managers' assessment, their strength was interpersonal skills, which had the highest mean, while conceptual skills had the lowest mean. In the staff nurses' assessment of their nurse managers' skills, the highest was administrative skill, and the lowest was conceptual skills—the same as assessed by the nurse managers. Thus, the conceptual skills of nurse managers need to be enhanced through training and education.

For the anticipated turnover of staff nurses, as assessed by the nurse managers, the highest mean was for “deciding to stay or leave the position is not a critical issue at this point of time.” On the other hand, for the staff nurse assessment on anticipated turnover, the highest mean was for “if they got another job offer tomorrow, they would give it serious consideration.” This only shows that the staff nurse has a high tendency to leave the organization. This may be one of the predictors of nurse turnover, and nurse managers should be able to sense possible turnovers.

With regard to nurse managers' skills and their profile, there was no significant difference, and the null hypothesis is accepted. Furthermore, in the staff nurses' assessment of their nurse managers' skills, the administrative and interpersonal skills have significant differences in terms of their gender and years of experience; therefore, the null hypothesis is rejected. Considering this result, administrative skills and interpersonal skills should be strengthened through training and education.

With regard to the significant difference in the assessment of nurse managers about the staff nurses' anticipated turnover and their profile, only the position has a significant difference; therefore, the null hypothesis is rejected. As for the significant difference between the staff nurses' assessment and their profile, the gender and years of experience have significant differences; therefore, the null hypothesis is rejected. These are the factors behind the staff nurses' high anticipated turnover.

Moreover, in terms of the relationship of nurse managers' skill with staff nurses anticipated turnover scale, as assessed by the nurse managers, both administrative and conceptual skills have a negligible relationship; therefore, there is no significant relationship between them, but in terms of interpersonal skills and anticipated turnover, there is a low relationship, thus, there is a significant relationship between them. On the other hand, comparing the assessment of staff nurses' assessment of the relationship between nurse managers' skills and anticipated turnovers, with regard to administrative skills and interpersonal skills, there is a negligible relationship; therefore, there is no significant relationship between them, but with the conceptual skills, there is a low relationship, and thus, a significant relationship exists between them. Since there is a significant relationship between interpersonal skill and staff nurses' anticipated turnover, nurse managers should have an assessment and awareness of the positive aspects of their interpersonal skills and conceptual skills that may reduce staff nurses' anticipated turnover.

12. Recommendation

As assessed by Nurse managers as well as by staff nurses' dimensions of nursing leadership skills and anticipated turnover were related. This relationship should be further investigated using more robust paper designs (such as an interventional article), and a more robust statistical plan after adjusting for all previously known confounders. If this relationship is further validated/established (as stated above), then policy makers and healthcare administrators should look into aspects of improving nursing leaders' skills to decrease anticipated turnover rates of nurses.

Nurse managers' skills are important for managing people and the organization. The assessment of the nurse managers' skills identified conceptual skill as their weakness. Managers who have high conceptual skills have a broad understanding of complicated and abstract ideas and are more innovative. Effective and efficient education and training of managers is important. According to Choi, Kyung-Kim, and Bong Kim (2018), the educational leadership of nurse managers has an impact on the satisfaction of nurses and is relevant to the effectiveness and efficiency of the management job. Thus, with this, the nurse anticipated turnover may be

reduced. Additionally, shortages of nurses may be lessened, and patients would receive optimum quality care during hospitalization, and nurses would be more satisfied with their careers.

The interpersonal skills of nurse managers have a significant relationship with staff nurses' anticipated turnover. Therefore, the managers should be aware of, and be able to identify, the aspects of their interpersonal skills that have a positive or negative effect on the anticipated turnover of staff nurses. This may help reduce staff nurses' anticipated turnovers. Further studies with larger sample sizes are recommended.

References

- Alharthi, R., Sheikh, A.M. and Damanhour (2018) Factors Influencing Saudi nurse Turnover "Empirical Article in Ministry of Health Jeddah City". *International Journal of Engineering Paper and Management (IJERM)* ISSN:2349-20 Vol 5 Issue 2
- Al-Ahmadi, H. (2013). Anticipated nurses' turnover in public hospitals in Saudi Arabia. *The International Journal of Human Resource Management*, 25(3), 412-433. doi:10.1080/09585192.2013.792856
- Albougami AS, Almazan J, Roque M, (2020) Factors affecting Nurses intention to leave their current job in Saudi Arabia. *International journal of health and sciences* ISSN: 1658-3639
- Almairi, S., Seesy, N.E., and Rajab, A. (2018) Management and leadership competency of First line nurse manager in Makkah City: Mixed method approach. *IOSR Journal of Nursing and Health Science (IOSR-JNHS)* CISSN:2320-1959p ISSN:2320-1940 Vol 7 Issue 1
- Avery, S.L. (2019) Nurse manager: an association between empowerment and Burnout. San Jose State University SJSU Scholar work DOI: <https://doi.org/10.31979/etd.m93g-h44y>
- Baxter, C., & Warshawsky, N. (2014) Exploring the Acquisition of Nurse manager Competence. ResearchGate. <https://www.researchgate.net/publication/260213541>
- Radu C, Deaconu A, & Frăsineanu C.(February 1st 2017). Leadership and Gender Differences: Are Men and Women Leading in the Same Way? *Contemporary Leadership Challenges*, Aida Alvinus Intech Open, DOI: 10.5772/65774 <https://www.intechopen.com/books/contemporary-Leadership-challenges/leadership-and-genderdifferences-are-men-and-women-leading-in-the-same-way>
- Choi, H., Kyung Kim, E., & Kim B, P. (2018) Effects of educational Leadership of Unit managers on Team Effectiveness: Mediating Effects of Organizational Communication. *Korean society of nursing science* <https://doi.org/10.1016/j.anr.03001>
- Dawsons, A., Stase, H., Roche, M., Homer, C. & Duffield, C. (2014) Nursing Churn and Turnover in Australia hospitals, nurses' perception, and suggestions for supportive Strategies. *BMC nursing* 13,11 (2014) doi:10.1186/1472-6955-13-11
- Falatah, R., & Salem, O. (2018) Nurse Turnover in Kingdom Saudi Arabia: An Integrative Review *Journal of Nursing Management*, 26(5). Researchgate9
- Felix, O. (2015) Leadership and Administrative Skills for Optimal Universal Basic Education Delivery in Nigeria *An International Multidisciplinary Journal, Ethiopia* Vol. 9(3), Serial No. 38, July, 2015:50-61, <http://dx.doi.org/10.4314/afrev.v9i3.5>
- Long, C.S., & Thean, L.Y., (2011) Relationship Between Leadership Style, Job Satisfaction and Employees' Turnover Intentions: A literature review. *Paper Journal of Business Management*, 5: 91-100 DOI: 10.3923/rjbm.2011.91.100
- Hinshaw, A.S., & Atwood, J.R. (1984) Anticipated Turnover among Nursing Staff: Final Report National Center for Nursing Paper and the National Institute of health University of Arizona
- Hiller, N., Noveli, S., & Ponnappalli, R. (2016) leadership competency builder, FIU center for Leadership, Miami, FL, retrieved December 26, 2019 from <https://lead.fiu.edu/the-leadership-competency-builder>
- Heidari, M., Seifi, B., & Gharebagh, Z.A. (2017) Nursing Staff Retention: effective factor *Ann Trop Med Public Health* 10 issue 6 page 1467-1473
- Kim, J.Y., Choi, D.S., Sung, C. et al. The Role of Problem-Solving Ability on Innovative Behavior and Opportunity Recognition in University Students *J. open innov.* 4, 4 (2018). <https://doi.org/10.1186/s40852-018-0085-4>
- Mulligan, C. (2019) How to Empower Saudi Women in Labor Force. King Abdullah Petroleum Studies and Paper Center (KAPSARC)
- Karadaka V.N, Goud N, & Thomas P (2015) Impact of Leadership Role Perspective on Conflict Resolution Styles: A article on Small medium-sized entrepreneurs of Karnataka State in India *Journal of Global Entrepreneurship* 5:4 DOI 10.1186/s40497-015-00
- Rashmi, K. & Sucharitha, S. (2015) Managerial Skills and Job Satisfaction: article among Nurses in the healthcare sector *ZENITH International Journal of Business Economics and Management Research* <https://www.researchgate.net/publication/318394332iz>
- Roche, M., Duffield C., Dimitrelis S., & Frew B.,(2015) Leadership Skills for Nursing Unit Managers to Decrease Intention to Leave. *Dovepress*. Volume 2015:5 Pages 57-64 Doi

- <https://doi.org/10.2147/NRR.S46155>
- Rohana, N., & Abdullah, Z., (2017) Leadership competency and Organizational Performance: Review and Proposed Framework Vol 7 no 8 ISSN:2222-6990 Doi 10.6007/IJARBSS/v7-i8/3297
- Okoro, E., Washington, M., & Thomas, O., (2017) The Impact of Interpersonal Communication Skills on Organizational Effectiveness and Social Self-efficacy: A Synthesis International Journal of Language and Linguistics. Vol. 4, No. 3, SSN 2374-8850 (Print), 2374-8869 (Online)
- Ofei, AMA, Paarima Y, Barnes T (2020) Exploring the management competencies of nurse Managers in the Greater Accra Region Ghana, International Journal Of Africa nursing Sciences, Elsevier, <https://doi.org/10.101016/j.ijjans.2020.100248>
- Showry, Mendemu, & Manasa, K.V.L., (2014) Self-awareness - Key to Effective Leadership. The IUP Journal of Soft Skills, Vol.1 VIII. No 15-26 SSRN: <https://ssrn.com/abstract=2506605>
- Wells M., (2018). Healthcare Turnover Rates in 2018. Business Daily pay. <https://business.dailypay.com/blog/employee-turnover-rates-i> Accessed October 25,2019
- World health Organization (2007) Holding leadership and Management Capacity.
- Naranjee, N., Sibiyi, M., & Ngxongo, P. (2019) Development of a Financial Management Competency Framework for Nurse Manager in Public Health Care Organization In the province of KwaZulu-Natal South Africa. International Journal of Africa nursing Science. Elsevier
- Warshawsky, N., & Cramer, E. (2019) Describing the Nurse Manager Role Preparation and Competency: Findings from a national article The Journal of Nursing Administration Volume 49 issue 5 DOI:10.1097/NNA.0000000000000716 p 249-255