



Experience's Effect and Challenges Faced by Nurse Managers at Medical Facilities in the Municipality of Fushe Kosova

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Abstract

This study aims to investigate and analyze the experiences and challenges faced by nurse managers in healthcare institutions in municipalities where the population has increased rapidly over the past decade. For the processing of data, SPSS statistical software is used, for the primary data collected by the questionnaire instrument completed during the interview with managers of healthcare institutions. The findings of the paper showed that staff shortages are one of the main problems affecting the quality of care and the functioning of health services. The impact of management experience is seen as positive in the ability to effectively manage financial resources and meet the needs and goals of the nursing department. Managers view the effect of a nursing staff shortage on healthcare facilities as a concern, particularly when it is linked to rising migration from neighboring towns and rural regions. The study's findings suggest that while managers deal with a number of issues, including job pressure, employee discontent, and staff turnover, experience has been shown to improve manager-nurse interactions and encourage employees to give their utmost. This study expands on the creation of an alternative and thorough framework for comprehending the impact of management skills, resources, and experience on healthcare organizations.

Keywords: challenge; communication; cooperation; experience; manager; nurse.

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1. Introduction

Nursing managerial challenges are recognized to occur in many healthcare facilities. As a result, effective nursing team management is essential to delivering high-quality care in an environment where patient expectations are growing. The provision of high-quality patient care in increasingly complex and challenging healthcare systems depends on nurse managers. By supporting the efficient and successful operation of healthcare facilities, they directly affect patient experience and health outcomes. A shortage of nurses, problems creating positive workplace cultures, and trouble attracting managers are some of the problems that health care businesses encounter [1,2]. The possible difficulties that hospitals may encounter must be examined from the standpoint of nurse managers [3]. Nurses need leadership, particularly when there is overload, a lack of beds, limited material resources, and insufficient staff [4]. In order to ensure the autonomy and effectiveness of their actions, health managers, especially those working at the primary health care level, should organize quality and determined care in various forms of care [5]. Nurse managers, however, have a crucial role in the performance of healthcare organizations and need to be equipped with certain skills and capabilities [6]. Therefore, healthcare professionals must provide consistent, high-quality care that aligns with the organization's objectives, and for the health institution to succeed, they must have strong teamwork, coordination, communication, and digital tool skills [7,8,9]. Additionally, experience is crucial since it is a subjective process that varies from person to person. Nursing supervisors may inspire their staff by getting to know them personally and providing daily feedback. This allows them to be informed about each team member's progress. Knowing what to expect from their nurse supervisors makes nurses happier and more self-assured [10]. In this context, it is necessary to look into the potential challenges hospitals will face from the perspective of nurse managers [3]. However, this is an unanswered problem that still exists in Kosovo's medical facilities. Furthermore, only a few studies have been done on the difficulties faced by nurse managers. Occupational health and safety management, integrating staff well-being into the Primary Health Care system [11] and safety management [12] have been the primary topics of previous studies on problems. It is crucial to link the difficulties managers have in delivering high-quality healthcare services in the context of the Fushe Kosovo municipality and other cities or municipalities with similar situations.

Given this context, the aim of this study is to respond to the following question:

- In Kosovo, what are the primary obstacles that nurse managers encounter in public clinics?

More precisely, this study aims to accomplish three things:

- To investigate how managers and nurses interact.
- Communication and motivation's effects on nurses' retention
- The abilities and experience of managers and how they affect problem-solving

Knowing the difficulties faced by nurse managers helps us better understand how to provide high-quality services. Given that this topic has not gotten much research attention in the past, offering a fresh integrative perspective on the manager-nurse relationships, the manager's experience, and problem-solving in the study is

an essential contribution to this subject. Furthermore, the difficulties and capacities of organizations are never the same, which makes this important [13]. The article is structured as follows: First, a conceptual framework outlining the difficulties faced by nurse managers and how these affect the services they offer patients. The study methodology and data analysis methods are then discussed. After discussing and summarizing the results, the article ends with a summary of the study's research, its contribution, and its future research directions.

2. Methodology

Managers and nurses from the Main Family Medicine Center (MFMC) and the Family Medicine Center (FMC) in the Fushe Kosovo municipality of Kosovo collected empirical information for this research. To acquire a thorough dataset from managers involved in various health services, interviews were utilized as a research method. The collected empirical information was analyzed using the statistical software SPSS, which enabled the implementation of various statistical techniques. The primary approach employed to evaluate the correlations between the different elements gathered from the discussions was correlation analysis. This data sheds light on the various challenges and concerns faced by managers and nurses in this scenario.

3. Results and Discussions

3.1. Demographic Results

The demographic analysis reveals notable differences among nursing participants. Conversely, manager demographics show 100% female participation, primarily aged 26-35 (57.1%) and 36-45 (42.9%). All managers boast significant experience, with 71.4% having 16-20 years. [14] Also observed similar findings. This suggests that the Fush Kosovo municipality's health system employs highly skilled nurse managers. This demonstrates a steady managerial presence, the absence of inexperienced or younger managers.

Table 1: Demographic data of managers involved in the research. An example of a table

Managers		
Age	N	%
18-25	0	0
26-35	4	57.1
36-45	3	42.9
46-55	0	0
Gender	N	%
Male	0	0
Female	7	100.0
Management experience (in years)		
0-5	0	0
6-10	0	0
11-15	0	0
16-20	5	71.4
Mbi 20	2	28.6

3.2. Managers' opinion

An overview of managers' perspectives on significant aspects of their work with nurses can be found in the results that follow. 57.1% of managers say it is either very difficult or somewhat easy to provide nurses with ongoing, sufficient training. Additionally, managers indicate that patients rarely (42.9%) or occasionally (42.9%) complain to them regarding nursing behavior or service. 42.9% of managers find it difficult to coordinate nurses' communication and teamwork, and 57.1% feel it is fairly difficult. Additionally, managers report that they are rarely able to manage shift allocation and work schedules for nurses (42.9%), and providing a safe working environment for nurses is assessed as rather challenging (57.1%). Furthermore, 71.4% of managers report feeling tense and stressed out when overseeing the nursing staff. This data highlights the challenges and perceptions faced by managers in resource management and organizing nurses' work in a healthcare setting.

Table 2: Managers' opinion regarding communication and collaboration with nurses

Rating scale 1-5 (1= lowest and 5= highest)	1		2		3		4		5	
	N	%	N	%	N	%	N	%	N	%
Difficulty in the continuous training of nurses?	4	57.1	3	42.9	0	0	0	0	0	0
Complaints from patients regarding nursing behavior or service?	1	14.3	3	42.9	3	42.9	0	0	0	0
Difficulty managing communication and coordination between nursing staff?	3	42.9	3	42.9	1	14.3	0	0		0
Difficulty in distributing shifts and work schedules for nurses	3	42.9	3	42.9	1	14.3	0	0	0	0
Request from nurses to change their workplace?	0	0	5	71.4	2	28.6	0	0	0	0
The challenge in budget management for the nursing department?	0	0	3	42.9	2	28.6	0	0	2	28.6
Effectiveness of measures taken to solve the problem of staff overload?	0	0	0	0	3	42.9	4	57.1	0	0

3.3 Correlation analysis – managers

The study of correlations between the age of managers and their daily challenges shows several statistically significant relationships. The age of managers has a strong and positive correlation with their ability to provide continuous and sufficient training for nurses, with a correlation coefficient of 1.000 ($p=0.000$). The study [15] emphasises how important shift scheduling is to operational optimisation initiatives and the fine line that must be drawn between satisfying organisational requirements and guaranteeing staff satisfaction. Our research adds to that by demonstrating that age (experience) significantly correlates (0.766 ($p=0.045$)) with the distribution of shifts and work schedules for nurses. Experience in nursing management has a strong relationship with the management of communication and coordination among nursing staff, the correlation is 0.766 ($p=0.045$). This is consistent with research that links a leader who demonstrates communication skills to favourable staff results [16](Fowler KR, Robbins LK, Lucero A. 2021). It is also related to the challenges of managing the budget for the nursing department, with a correlation of 0.828 ($p=0.021$). Nurse management experience also shows significant correlations with several critical aspects of health services management. A very strong correlation is also evidenced between management experience and the frequency of situations where managers are faced with requests from nurses to change jobs, with a correlation coefficient of 1.000** ($p=0.000$). At the same time, the correlation between management experience and the ability to manage stress and tension in the nursing team is also very strong, with a coefficient of 1.000** ($p=0.000$). Regarding the provision of appropriate and new equipment for nurses, the correlation with management experience is 0.849* ($p=0.016$). The correlation between management experience and budget management challenges for the nursing department is 0.943** ($p=0.001$). This shows a strong connection between management experience and the ability to effectively manage financial resources and meet the needs and goals of the nursing department.

Table 3: Correlation analysis – the relationship between demographic factors and communication/collaboration – managers

Correlations		Age	Management experience (in years)
Difficulty in the continuous training of nurses?	Pearson Correlation	1.000**	0.730
	Sig. (2-tailed)	0.000	0.062
	N	7	7
Complaints from patients regarding nursing behavior or service?	Pearson Correlation	.884**	0.645
	Sig. (2-tailed)	0.008	0.117
	N	7	7
Difficulty managing communication and coordination between nursing staff?	Pearson Correlation	.766*	0.710
	Sig. (2-tailed)	0.045	0.074
	N	7	7
Difficulty in distributing shifts and work schedules for nurses	Pearson Correlation	.766*	0.710
	Sig. (2-tailed)	0.045	0.074
	N	7	7
Request from nurses to change their workplace?	Pearson Correlation	0.730	1.000**
	Sig. (2-tailed)	0.062	0.000
	N	7	7
Request from nurses to change their workplace?	Pearson Correlation	0.730	1.000**
	Sig. (2-tailed)	0.062	0.000
	N	7	7
The challenge in budget management for the nursing department?	Pearson Correlation	.828*	.943**
	Sig. (2-tailed)	0.021	0.001
	N	7	7
Effectiveness of measures taken to solve the problem of staff overload?	Pearson Correlation	0.750	0.548
	Sig. (2-tailed)	0.052	0.203
	N	7	7

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The study offers comprehensive information on the demographic traits and viewpoints of managers working in the healthcare industry. Managers prioritize the 26–45 age range, enhancing equipment quality and overcoming obstacles in resource management and nursing team organization. Effective training and resource organization for the nursing team provide significant obstacles, according to managers, who are primarily between the ages

of 26 and 45 and have a great deal of management experience. This is in contrast to nurses' views and requirements for open communication and support in healthcare settings.

4. Conclusion and Limitations

In this paper, we examined some of the challenges faced by nurse managers, drawing on data from QKMF and QMF in Fushë Kosovë. The findings of the paper showed that staff shortages are one of the main problems affecting the quality of care and the functioning of health services. The findings revealed that there are no managers with less than 16 years of experience. These data indicate considerable experience and high stability in managerial positions. These data show a strong link between management experience and the ability to effectively manage financial resources and meet the needs and goals of the nursing department. The research contains detailed data on the demographic characteristics and perceptions of managers in a healthcare context. So, in the findings of the study, we conclude that motivation has a positive effect on manager-nurse relationships. So, in conclusion, well-motivated workers are willing to give their best.

Because it was carried out in a specific geographic setting — Fushë Kosova, a municipality in Kosovo's District of Pristina—the study had limitations. In other words, it does not contain the other municipalities in Kosovo. Therefore, additional regions ought to be included in order for the study's findings to be generalised. Additionally, since this study primarily examines managers' perspectives in the industry, it may need to be more inclusive; many professionals, like physicians and nurses, may need to be included in order to examine the issue from a different perspective. The study's limitations, however, offer opportunities for further research..

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