

## **IMPLEMENTATION OF COACHING FOR ROOM HEAD TOWARDS IMPROVING CARING BEHAVIOR: LITERATURE REVIEW**

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### **ABSTRACT**

Background: Nursing services are part of health services in hospitals and have great leverage in achieving hospital goals, nursing services are closely related to caring attitudes, this attitude should be maintained and supervised by a manager or head of the room. The implementation of coaching is a strategy that can be adopted to ensure that nurse caring continues to run well. The literature review method is by selecting articles published in 2018-2024 in five databases, namely ProQuest, Science direct, Pubmed, JSTOR and Springer-Link. Based on the search, eight articles were analyzed and the results showed that coaching the head of the room on the level of caring for nurses. There are 5 articles (n = 5) that conduct research related to caring for patients, and there are 3 articles (n = 3) research articles that discuss caring for the work environment. The implementation of coaching the head of the room has been proven to have benefits in the field of nursing, especially for nurses in hospitals. Coaching needs to be developed in the Hospital through support from Hospital management by making policies and as a solution to achieve the goals of the hospital.

**Keywords: Caring, Coaching, Leadership Nursing.**

## **INTRODUCTION**

In this era of globalization, changes in health services or nursing are an integral part of the development and changes in nursing in Indonesia. It is strange or should not happen if the general public and its environment continue to change, while nursing, which is part of that society, does not change in organizing the life of the nursing profession.(Nursalam, 2011).

Nurse performance is closely related to motivation, supervision and work rewards for nurses, so that aspects that influence motivation, supervision and work rewards need to be managed well to obtain good nurse performance results.(Mandagi et al., 2015).

Nursing services are part of health services in hospitals and have great leverage in achieving hospital goals.(Harris et al., 2006)states that 90% of health services in hospitals are nursing services that are oriented towards fulfilling patient needs for 24 hours. Nursing as a profession and nurses as professionals are responsible for providing nursing services according to their competence and authority, both independently and in collaboration with other members of the health team.(Ministry of Health, 2017).

Nursing service management requires a proper nursing managerial system to direct all nursing resources in producing excellent and quality nursing services. Nursing management is the coordination and integration of nursing resources by implementing management processes to achieve nursing service goals.(Ariga, 2020).

Improving nurse performance is one of the roles and functions of the head of the room. The head of the room as the spearhead of achieving the goals of nursing services in the hospital must have the ability to carry out coaching to improve nursing human resources as expected. Coaching carried out by the head of the room plays a role in maintaining all scheduled activities to be carried out according to standards, one of the standards for nurses is having a caring attitude towards patients.(Purwaningsih, 2015).

Caring as a goal-oriented process helps others grow and actualize themselves.(Ulfa & Nisa, 2018). The impact that patients get when nurses

behave caringly is that patients will feel safe and comfortable, increase the patient's self-esteem, and improve orientation about reality.(Potter et al., 2021). When nurses are able to act caring by understanding clients, patients will receive personal services regarding the therapy provided by nurses, thereby reducing the risks and negative impacts, one of which is the risk of patient falls. Caring behavior of nurses in nursing services is very important to improve the quality of service. This literature review aims to describe and analyze the importance of implementing coaching for room heads to improve nurses' caring behavior.

## **METHOD**

This study was conducted by systematic mapping (literature review) related to the implementation of coaching of the head of the room to improve the caring behavior of nurses. A total of 8 research articles were evaluated from various online information sources ProQuest, Science direct, Pubmed, JSTOR and Springer-Link. The search was conducted with keywords according to the topic, namely leadership nursing, Coaching and Caring.

The limitation of the search process is not only related to the theme, but also the year of publication of the article. The year of publication of the article used for the literature review is 2018 to 2023. The inclusion criteria of this article is the application of coaching for the head of the room to nurses who use English. The exclusion criteria for this article are research that is not related to coaching for nurses, articles that are not full text and are not in English. Based on the results obtained, analyzed and discussed to produce conclusions.

## **RESULT**

The literature search process can be seen in the PRISMA flowchart (chart 1). The literature search and critical appraisal process produced eight articles that had various research methods including quantitative using a cross-sectional approach, quasi-experimental, ex-post facto, mixed method and were studies conducted in various countries. A summary explanation of each article reviewed is explained in the table (table 1).

Research conducted by(Dutra, 2021)It was found that nurses achieved higher scores on four dimensions of coaching leadership, and in three dimensions, the difference was significant ( $p<0.05$ ). Coaching Leadership obtained a positive and significant correlation with the safety and satisfaction subscales, most of which were moderately correlated. The more nurses implemented the coaching leadership dimensions, the better the safety climate and team satisfaction and caring for the work environment.

Research conducted by(de Moura et al., 2020)It was found that leadership coaching showed a positive correlation with job satisfaction, characterized by mutual trust, interaction and continuous concern between nurses and can improve professionalism and personality development.

Research conducted by(Chegini et al., 2020)It was found that the findings of the regression analysis highlighted a significant relationship between the intention and concern to report errors and patient safety culture when coaching was carried out by the head of the room, in addition to the research conducted by(Moon et al., 2019) It was found that the difference in leadership style with the coaching approach can provide good organizational insight in developing strategies to

improve nursing services in hospitals because of the concern of all nurses.

Research conducted by(Rutten et al., 2021)It was found that transformational leadership with a coaching approach may have a moderating effect on the relationship between working conditions, autonomy, social support from leaders, organizational commitment, and higher unity in the philosophy of care and patient-centered care and nurses' concern for patients.

Research conducted by(Brewer et al., 2020)It was found that the average value of all measurements increased significantly, Caritas Coach participants showed the greatest change in their self-care scores (caring level).

Research conducted by (Menezes et al., 2023) it was found that there was a statistically significant difference between nurses' self-perception and nursing hetero-perception in coaching leadership training for the total score ( $p = 0.002$ ), the highest dimension being nurses' concern or caring.

Research conducted by(Modderkolk et al., 2023)It was found that there was a significant increase in spiritual care competency, especially regarding communication, personal support or caring, and nurse professionalism after coaching.

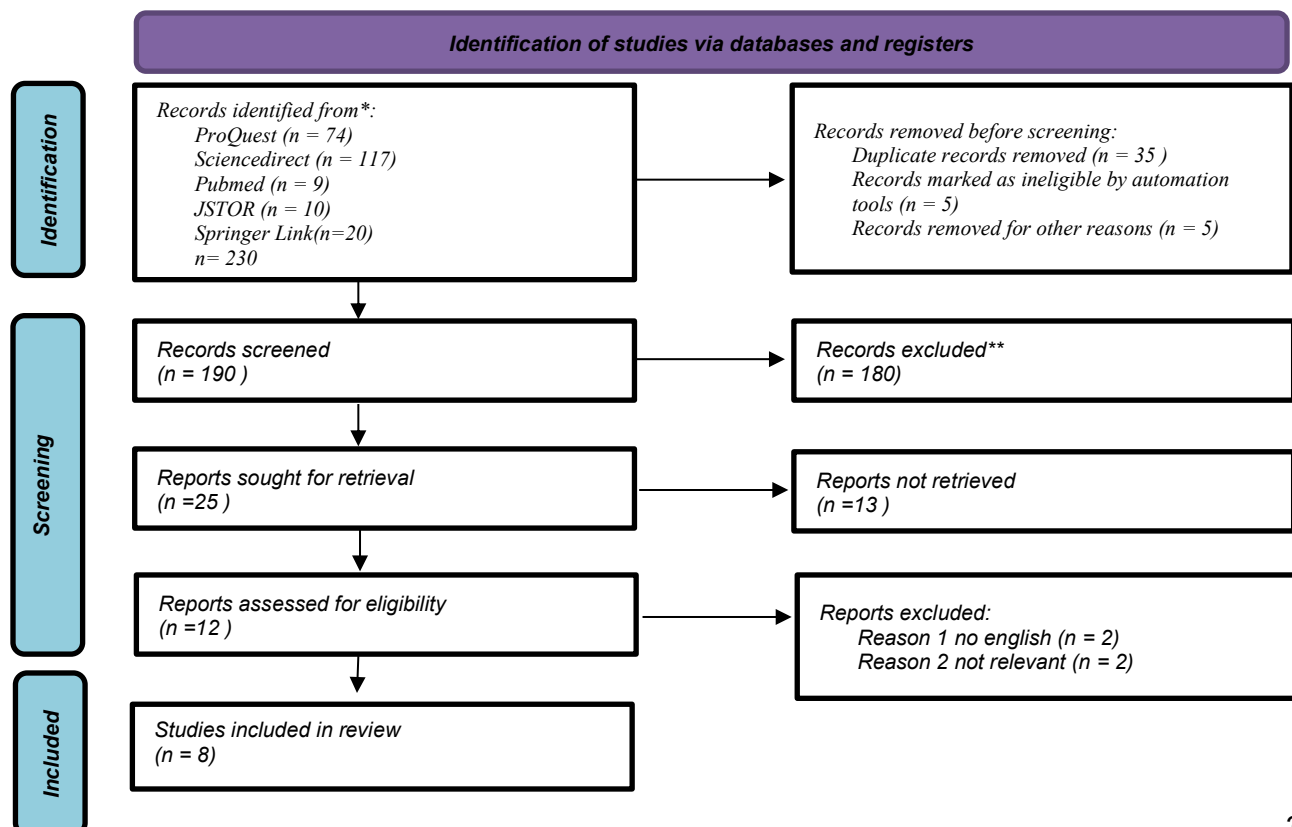


Figure 1. Literature Search and Selection Process(Page et al., 2021)

**Table 1.**Critical appraisal of articles

| Author & Year           | Title                                                                                                                                       | Sample  | Question Study                                                                                                                                          | Design Study                                                   | Results/ Conclusion                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Dutra, 2021)           | Nursing coaching leadership and its influence on job satisfaction and patient safety                                                        | n = 168 | Knowing the comparison of the implementation of leadership coaching with concern and job satisfaction and patient safety.                               | Qualitative descriptive with cross sectional approach          | Nurses achieved higher scores on four dimensions of coaching leadership, and on three dimensions, the differences were significant ( $p < 0.05$ ). Coaching Leadership obtained a positive and significant correlation with the safety and satisfaction subscales, most of which were moderately correlated. The more nurses engaged in the dimensions of coaching leadership, the greater the level of nurse concern for safety and team satisfaction. |
| (de Moura et al., 2020) | Leadership and job satisfaction in the Mobile Emergency Care Service context                                                                | n = 155 | Knowing the relationship between leadership coaching carried out by nursing coordinators in caring and performance satisfaction In emergency services   | Qualitative descriptive with correlation                       | Leadership coaching shows a positive correlation with caring and job satisfaction, characterized by mutual trust and caring, continuous interaction between nurses and can improve professional and personality development.                                                                                                                                                                                                                            |
| (Chegini et al., 2020)  | The impact of patient safety culture and the leader coaching behavior of nurses on the intention to report errors: a cross sectional survey | n = 256 | Knowing the influence of coaching on concern in reporting patient safety culture by implementing nurses                                                 | Cross-sectional study                                          | The findings of the regression analysis highlighted a significant relationship between intention and care to report errors and patient safety culture when coached by nurse leaders.                                                                                                                                                                                                                                                                    |
| (Moon et al., 2019)     | Measuring Transformational Leadership in Establishing Nursing Care Excellence                                                               | n = 79  | Knowing the transformational leadership style with a coaching approach to improve nursing service awareness in hospitals.                               | Quantitative research with testing One-way of variance (ANOVA) | This study has identified differences in leadership styles with a coaching approach that can provide good organizational insight in developing strategies to improve nursing care and services in hospitals.                                                                                                                                                                                                                                            |
| (Rutten et al., 2021)   | Work environment and person-centred dementia care in nursing homes—A cross-sectional study                                                  | n = 552 | To determine the influence of leadership style with a coaching approach on nurses in nursing homes to create caring and patient-centered nursing staff. | Cross-sectional study                                          | The results of the analysis revealed that transformational leadership with a coaching approach may have a moderating effect on the relationship between working conditions, autonomy, social support from leaders, organizational commitment, and higher unity in the philosophy of care and caring and patient-centered care.                                                                                                                          |

|                                  |                                                                                                            |         |                                                                                                                     |                                                |                                                                                                                                                                                                                                           |
|----------------------------------|------------------------------------------------------------------------------------------------------------|---------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>(Brewer et al., 2020)</b>     | Evaluating Changes in Caring Behaviors of Caritas Coaches Pre and Post the Caritas Coach Education Program | n = 71  | testing the effectiveness of the Caritas leadership training program with coaching on self-care and caring behavior | qualitative descriptive with pre and post test | The mean scores across all measures increased significantly, with Caritas Coach participants showing the greatest change in their self-care scores (caring level).                                                                        |
| <b>(Lamb et al., 2018)</b>       | Relationship between leadership coaching and nurses' resilience in hospital environment                    | n = 230 | To determine the effect of leadership training (QUAPEEL) and the Connor-Davidson Scale by coaching nursing leaders. | Cross-sectional                                | There was a statistically significant difference between nurses' self-perception and nursing hetero-perception in coaching leadership training for total score ( $p = 0.002$ ) as well as the increase in nurses' concern after training. |
| <b>(Modderkolk et al., 2023)</b> | Effectiveness of Meaning-Centered Coaching on the Job of Oncology Nurses on Spiritual Care Competences     | n = 30  | Knowing the provision of spiritual care competencies by providing coaching to nurses                                | Mixed methods                                  | A significant increase was found in spiritual caring competency, especially regarding communication, personal support and concern, and nurse professionalism after coaching.                                                              |

## DISCUSSION

Coaching for the head of the room can be used to improve the performance of the implementing nurse. The nursing field can evaluate things that are obstacles to improving the performance of nursing staff, can run the nursing field program in carrying out the direction function, namely conducting coaching (guidance)(Lys et al., 2022).

Coaching the head of the room is a strategy that can be done as a solution in dealing with problems that occur, in addition, this method can be used to provide guidance to the head of the room in forming nursing human resources in hospitals, improving the quality of nursing services cannot be separated from the role of the head of the room, the head of the room who provides guidance is expected to be able to implement what is expected by the hospital.(Wahyu Ari et al., 2022).

The nursing profession is identical with the attitude of caring or caring is an inseparable part. Caring in nurses is a competency that must be possessed by nurses, the application of coaching in nurses to improve the caring of implementing nurses is needed.(Mangindara et al., 2022).

Based on the search results from the eight articles above, all articles discuss coaching of the head of the room on the level of care (caring) of nurses. There are 5 articles (n = 5) that conduct research related to care or caring for patients, and there are 3 articles (n = 3) research articles that discuss care or caring for the work environment.

Based on the eight articles, it can be concluded that coaching the head of the room can increase the concern of nurses, both concern for patients and concern for the work environment. This is in line with research conducted by(Silalahi, 2020)which states that coaching is a tool used to improve motivation, nurses' concern and nurses' performance and can improve the quality of health services. Face-to-face coaching carried out by nursing management can increase concern for the work environment and improve professionalism in working.

## CONCLUSION

Coaching methods can improve the competence and accountability of human resources in hospitals, one of which is coaching the head of the room is very necessary to improve the performance of nurses according to the desired standards. Nurses who must have a caring attitude should be developed and supervised by a leader (managerial), especially the head of the room so that the goals of the hospital can be achieved.

## RECOMMENDATIONS

The implementation of coaching for room heads has been proven to have benefits in the field of nursing, especially for nurses in hospitals. Coaching needs to be developed in the Hospital through support from Hospital management by making policies and as a solution to achieve the goals of the hospital.

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