

<https://doi.org/10.56598/2957-6377-2022-2-3-18-22>

UDC 613.2/.3; 614; 614.2

IRSTI 76.33.35; 76.75.75

Review article

## Nurse Executives' Leadership Competencies of the Oncological Service of Kazakhstan

[Zainulina Jamilya](#)

Manager of the nursing management and development department, National Research Oncological Center, Nur-Sultan, Kazakhstan.  
E-mail: [djamilya\\_89@bk.ru](mailto:djamilya_89@bk.ru)

### Abstract

Leadership in modern management, including in the management of nursing, is of great importance in the professional activity of any manager, in this case nurse executives. Currently, in the Republic of Kazakhstan there is a need to stimulate the capacity of nursing leadership and management in connection with a large nursing reform, which is aimed at strengthening and developing nursing care in accordance with the international level. The role of the nursing manager in optimizing palliative care for cancer patients is especially important. The article discusses key leadership competencies in nursing.

*Key words:* nursing, nursing manager, leadership competencies, oncology service.

Corresponding author: Jamilya Zainulina, Manager of the nursing management and development department, LLP «National Research Oncological Center», Nur-Sultan, Kazakhstan  
Postal code: C34B8T5  
Address: Kazakhstan, Nur-Sultan, Kerey, Zhanibek Khandar str., 3  
Phone: +7 701 4839408  
E-mail: [djamilya\\_89@bk.ru](mailto:djamilya_89@bk.ru)

Oncology.kz 2022; 2 (3): 18-22  
Received: 21-03-2022  
Accepted: 04-04-2022



This work is licensed under a Creative Commons Attribution 4.0 International License

## Introduction

Leadership in modern management, including in the management of nursing, is of great importance in the professional activity of any manager, in this case nurse executives [1]. An executive in any field of activity, including nursing, must be able to demonstrate certain qualities and skills in order to find a common language with colleagues and patients to achieve effective results in work [2]. Achieving organizational goals is one of the most important and critical responsibilities of a nurse leader. Nurse leaders should influence the staff, colleagues, doctors, facility board members, and groups with the same interests. The role of leadership is the exchange of visions and the active involvement of others, which requires clarity of purpose and a special connection with people [3]. In the changing environment of healthcare of the 21st century, nurse executives with leadership skills are vital for the promotion of high standards of the nursing practice by the way of adhering to values and trust, developing perspectives, ensuring a safe working environment to retain nursing staff, and increasing patient satisfaction [4]. The leadership skills of nurse executives are important for maintaining and creating a competent nursing team by providing favorable working conditions [5]. Nurse executives who possess great leadership skills can make changes, thus advancing reforms in nursing. Nurse executives as leaders can create a good working environment where everyone can take active part in making and sustaining change.

Therefore, lead nurses need to possess skills, which can empower respectful relationships in working environment. Leadership skills of the nurse can help to improve the quality of nursing care, reduce the time of

## Leadership in nursing

Leadership is a complex process with a multitude of different dimensions. There are many definitions that describe the complex nature of leadership [9, 10, 11]. Chobanuk (2015) refer to Northhouse (2013) when stating that the process of leadership as a form of influence on people for achievement of goals [1]. Vroom, and Jago (2007) defined leadership as an individual's behavior that involves and guides others towards common goals [12]. Similar opinion of Ellis, and Abbot (2013) that leadership is a set of skills aimed at promoting a team to achieve certain goals [2]. Nursing leadership contributes to the formation of the nurses' perception of their profession and work, which in turn has related with patient care outcomes [13].

The concept of nursing leadership is defined analogously with the theory of management and organization. There is also a recent concept of leadership in the field of nursing, which implies the behavior and influence of nurse executives on the system of resource management, work environment and supporting the application of research results in nursing practice [14].

Leadership is a complex concept, comprising of various qualities. For example, Porter-O'Grady (2003) believes that leadership is a set of people management skills that are transformed in line with changes in health care and aimed at achieving positive patient care outcomes [15]. Grimm (2010) has described leader traits as confidence, purposefulness, bravery, ethics, and the ability to prioritize [11]. Giltinane (2010) refers to Cook (1999) stating that leadership in nursing is an effecting on nurses practice and contributing to the promotion of quality care [16]. The Azaare, and Gross (2011) study determined that leaders in nursing management must be resourceful, courageous, and

hospitalization of patients and increase patients' and nurses' satisfaction level with the oncological service [6]. The leadership initiative can support nursing professionalization by promoting higher educational standards, increasing autonomy, responsibility, and recognition of the profession. Many things depend on personal qualities and traits of character, style of the relation, microclimate, and psychological atmosphere in team – all of these in many respects are defined by leadership skills of the executives [7].

Currently, in the Republic of Kazakhstan, nursing is undergoing an extensive reform, which is aimed at strengthening and developing nursing care in accordance with the international level. It is assumed that one of the problems hampering the development of nursing in the Republic of Kazakhstan is the insufficient leadership in nursing. In this regard, one of the tasks is to stimulate the capacity of nursing leadership and management in the conditions of the reform to improve the quality of the healthcare system. Consequently, there is a need to promote and strengthen nursing leadership, since leaders play a key role in supporting professional care, promoting higher standards of care, and recognizing nursing as a prestigious profession [8].

**This publication aims** to explore leadership skills of the nurse executives' and thus, to extend the knowledge of those skills needed in nursing leadership. This can serve as the basis for further development of the potential of nurses of oncology service.

independent, who are able to motivate nurses to search data based on evidence-based nursing practice [17]. They also argue that this mode of leadership inspires nurses to promote the image of the nursing profession. According to Sellgren, Ekvall, and Tomson (2006) study, leadership requires nurse executives to have an intelligible leadership style [18]. The Azaare, and Gross (2011) refers to Bass, and Aviola (1994), stating that nursing leadership makes it easier for nurses adapting to change and inspire them to improve their care despite the difficulties and variability of the oncology service [17]. In Australia's health care system, nursing leadership does not deserve recognition in change management. Despite this, nurse leaders are important not only at all levels of the Australian health care system, but also in government, national institutions and human rights advocacy organizations. Nursing leaders are able to strategically solve organizational issues, solve the composition of the organization's employees, plan future nursing care [19]. Australian College of Nursing (2015, 11) notes that nurse leaders have great potential to build a competent nursing team, develop modern approaches to care and ensure patient safety [19].

Leadership occupies a significant niche in achieving high results in health care organizations. An effective leadership process guarantees health organizations a successful future and implementation of high-quality medical care for oncology patients, providing culture and first-class service.

## Core leadership competencies

Pidgeon (2017) suggests that nurse executives should have leadership competencies that lead to positive behavior, improve the quality of nursing care for patients and contribute to the professional development of nurses [20]. This section discusses and describes in detail the elements of some core competencies that nurse executives should develop, such as strategic thinking, organizational skills, time management, decision-making, leadership skills, conflict resolution and problem solving, effective teamwork, and risk management [20]. Consider the core competence of leadership in a little more detail.

In terms of strategic thinking, Pidgeon (2017) referred to van Winterfeldt (2013) stated that strategic thinking is a mental process applied by a person in the context of achieving success [20]. Competence of strategic thinking in the healthcare system plays an important role to promote disease preventive measures or applying new methods of treating diseases [20].

Regarding the competence in organizational skills, it is based on effective communication and is a special element in building relationships with employees [21]. Adequate work organization provides an opportunity to avoid serious problems and conflicts [22]. Organizational leadership skills ensure employee satisfaction and cause desire to work [23]. According to Spaho (2013), organizational skills are necessary for a leader to cope with the resources of everyday life, such as time, finances, modern technology and labor force [21]. These resources require planned, preferred and correct actions for the realization of productive results [24].

Concerning the competence of time management, according to Warner (2002, 1), time is a process with which we deal every day and how we use it affects the final result of our activity. Based on this, it is necessary to invest all efforts in time management in order to have the desired result and values [24]. Warner (2002, 1) argues that for the productive use of a time resource it is necessary to possess certain skills such as temperament, preparation, organizational ability, stress management, delegation, managing interruptions, and results-orientation [24].

Regarding the competence of decision making and problem solving, decision-making can be applied through consultation and participation of employees or independently by the leader [25]. Leading employees into discussion and decision making helps to solve problems quickly and efficiently [25]. Pidgeon 2017 referred to (West et al. 2015) stated that health care leaders often have to make decisions to solve both administrative and practical problems [20]. According to Plonien (2015), leaders make decisions based on logical thinking and taking into account both their values and others [3]. Logical decision-making is based on finding and studying the root causes of a problem in order to develop rules conducive to solving similar problems [3]. Making decisions with considering values implies a comparison of oneself in the place of others to make the right choice or action [3].

## Conclusions

The material presented in the work allows us to conclude that the managerial activity of executives in health care is manifested through knowledge, skills and leadership styles. The success of a medical organization depends on management and leadership; therefore executives need to continuously strengthen their leadership skills. The leadership skills of nurse executives are important not only

In terms of leadership skills, a real leader is one who has many abilities and various qualities to motivate followers and impact the achievement of work success [26]. According to the Stanley study (2006), nurse leaders must have such skills as clinical experience and knowledge, effective communication, decision making, employee motivation, and openness [9].

Another key skill in leadership is conflict resolution. Disagreement can happen in any organization and thus leadership demands the skill of conflict management and resolution. Conflict situations can be different and affect the team of employees and work process in different ways. However, conflicts in an organization can adversely affect the quality of work in general [27]. Effective conflict resolution depends on a conflict management strategy. A conflict management strategy consists of such criteria as organizational learning and effectiveness, the needs of stakeholders and ethics [22].

Concerning the competence of effective teamwork, results of the Odunayo, and Obomanu (2018) study showed that teamwork in organizations implies independent thinking of the employees involved in it and their involvement in the overall work [28]. Teamwork allows employees to uncover personal opportunities and direct a joint effort to provide quality services, thereby ensuring customer [28]. To create and encourage teamwork, managers need to invest a lot of effort leading to changes in the overall work process [29]. With the right teamwork approach, organizations achieve good results in their activities [29].

Competency in risk management means that it is the prediction of negatives consequences will come from follow-up actions, and planning to decrease these effects [30]. Risk management is a complex process, as it involves a strategic and operational management approach and requires from manager complex of knowledge and skills [31]. The risk management system can ensure the fulfillment of a number of management objectives of the healthcare organization providing cancer care [32].

Summing up the above, these competencies are important in nursing. Leadership competencies are defined as the skills, knowledge and abilities that nursing leaders use in practice to achieve their goals and maintain a positive work environment.

for management activities, but also for evaluating nursing practice in oncology. In this regard, leadership in nursing should be developed as a separate discipline in educational institutions.

The author have **no conflicts of interest** to declare.

## References

1. Chobanuk J. Leadership Special Interest Group: What is leadership? *Canadian Oncology Nursing Journal*, 2015; 25 (1): 114-115. [[Google Scholar](#)]
2. Ellis P, Abbott J. Leadership and management skills in health care. *British Journal of Cardiac Nursing*, 2013; 8 (2): 96-99. [[Crossref](#)]
3. Plonien C. Using Personality Indicators to Enhance Nurse Leader Communication. *Association of PeriOperative Registered Nurses Journal*, 2015; 102 (1): 74-80. [[Crossref](#)]
4. Carroll T.L. Leadership Skills and Attributes of Women and Nurse Executives Challenges for the 21st Century. *Nursing Administration Quarterly*, 2005; 29 (2): 146-153. [[Google Scholar](#)]
5. Raup G.N. The Impact of ED Nurse Manager Leadership Style on Staff Nurse Turnover and Patient Satisfaction in Academic Health Center Hospitals. *Journal of Emergency Nursing*, 2008; 34 (5): 403-409. [[Crossref](#)]
6. Abazari F. Determination of leadership practices of nursing managers from perspectives of nurses and physicians in southeast of Iran. *I-manager's Journal on Nursing*, 7 (3): 2017; 36-37. [[Google Scholar](#)]
7. Pollard K. C., Ross K., Means R. Nurse leadership, interprofessionalism and the modernization agenda. *British Journal of Nursing*, 2005; 14 (6): 339-344. [[Crossref](#)]
8. Comprehensive nursing development plan in Republic of Kazakhstan until 2019. Available from URL: [https://online.zakon.kz/Document/?doc\\_id=39860292](https://online.zakon.kz/Document/?doc_id=39860292)
9. Stanley D. Recognizing and defining clinical nurse leaders. *British Journal of Nursing*, 2006; 15 (2): 108-111. [[Crossref](#)].
10. Seitovirta J. What leadership means to me as a nurse. *Reflections on Nursing Leadership*, 2017. Electronic resource Retrieved 05.02.2022. Available from URL: <http://www.reflectionsonnursingleadership.org/features/more-features/whatleadership-means-to-me-as-a-nurse>
11. Grimm J. W. Effective leadership: making the difference. *Journal of Emergency nursing*, 2010; 36 (1): 74-77. [[Crossref](#)].
12. Vroom V. H., Jago A. G. The Role of the Situation in Leadership. *American Psychological Association*, 2007; 62 (1): 17-24. [[Crossref](#)]
13. Tsaloukidis N. Ch., Trifoni R., Ouzounis D., Papageorgiou D. E., Marvaki K., Peponi M. Head nurse perceptions of their managerial leadership behaviours: a pilot study. *Health Science Journal*, 2012; 6 (2): 290-299. [[Google Scholar](#)]
14. Gifford W., Davies B., Edwards N., Griffin P., Lybanon V. Managerial Leadership for Nurses' Use of Research Evidence: An Integrative Review of the Literature Wendy. *Worldviews on Evidence-Based Nursing*, 2007; 4 (3): 126-145. [[Crossref](#)]
15. Porter-O'Grady T. A different age for leadership, part 1: new context, new content, *Journal of Nursing Administration*, 2003; 33 (2): 105-110. [[Google Scholar](#)]
16. Giltinane C. L. Leadership styles and theories. *Nursing Standard*, 2013; 27, 41: 35-39. [[Google Scholar](#)]
17. Azaare J., Gross J. The nature of leadership style in nursing management. *British Journal of Nursing*, 2011; 20 (11): 672-680. [[Crossref](#)]
18. Sellgren S., Ekvall G., Tomson G. Leadership styles in nursing management: preferred and perceived. *Journal of Nursing Management*, 2006; 14: 348-355. [[Google Scholar](#)]
19. Australian College of Nursing (ACN). Nurse Leadership: A white paper, ACN, Canberra, 2015 [[Google Scholar](#)]
20. Pidgeon K. The Keys for Success: Leadership Core Competencies. *Journal of Trauma Nursing*, 2017; 24 (6): 338-341. [[Crossref](#)]
21. Spaho K. Organizational communication and conflict management. *Management*, 2013; 18 (1): 103-118 [[Google Scholar](#)]
22. Rahim M. A. Toward a Theory of Managing Organizational Conflict. *The International Journal of Conflict Management*, 2002; 13 (3): 206-235. [[Google Scholar](#)]
23. McCroskey L. L., McCroskey J. C., Richmond, V. P. Applying Organizational Orientations Theory to Employees of Profit and Non-Profit Organizations. *Communication Quarterly*, 2005; 53 (1): 21-40. [[Crossref](#)]
24. Warner J. Time Management Effectiveness Profile. HRD Press, Inc. Massachusetts, 2002 [[Google Scholar](#)]
25. Campbell D. J., Campbell K. M. Impact of Decision-Making Empowerment on Attributions of Leadership. *Military Psychology*, 2011; 23(2): 154-179. [[Google Scholar](#)]
26. Chuang S. F. Essential skills for leadership effectiveness in diverse workplace development. *Online Journal for Workforce Education and Development*, 2013; 6 (1): 3-18. [[Google Scholar](#)]
27. Chaudhry A. M., Asif R. Organizational Conflict and Conflict Management: a synthesis of literature. *Journal of Business and Management Research*, 2015; 9: 239-244. [[Google Scholar](#)]
28. Odunayo O.A., Obomanu F. K. Self-Directed Teams and Employee Work Outcome: An Assessment of Team Based Management. *International Journal of Social Sciences and Management Research*, 2018; 4(3): 10-20. [[Google Scholar](#)]
29. Fapohunda T. M. Towards effective team building in the workplace. *International Journal of Education and Research*, 2013; 1 (4): 1-12. [[Google Scholar](#)]
30. Anderson M. Quality Control Based on Risk Management – A Concept Whose Time Has Arrived. *Clinical Leadership & Management Review*, 2014; 28 (2): 18-21. [[Google Scholar](#)]
31. Sheppy D., Zuliani J. D., McIntosh B. Science or art: risk and project management in healthcare. *British Journal of Healthcare Management*, 2012; 8 (11): 586-590. [[Crossref](#)]
32. Cole S. A., Chaudhary R., Bang D. K. Sustainable risk management for an evolving healthcare arena. *Healthcare Financial Management*, 2014; 114-110. [[Google Scholar](#)]
33. Curtis E. A., Vries J., Sheerin F. K. Developing leadership in nursing: exploring core factors. *British Journal of Nursing*, 2011; 20 (5): 306-309. [[Google Scholar](#)]

## Онкология саласындағы мейіргер ісі жетекшілерінің көшбасшылық құзыреттері

[Зайнулина Д.А.](#)

*Мейіргер ісін басқару және дамыту бөлімінің менеджері, Ұлттық ғылыми онкологиялық орталық,  
Нұр-Сұлтан, Қазақстан. E-mail: djamilya\_89@bk.ru*

### Түйіндеме

*Қазіргі заманғы менеджменттегі көшбасшылық, соның ішінде мейіргерлік істі басқару кез-келген басшының, бұл жағдайда мейіргер ісі жетекшісінің кәсіби қызметінде үлкен маңызға ие. Қазақстан Республикасында халықаралық деңгейге сәйкес білім беру және практикалық денсаулық сақтау саласындағы мейіргер ісін нығайтуға және дамытуға бағытталған мейіргер ісін ірі реформалауға байланысты мейіргерлік көшбасшылық пен менеджмент әлеуетін ынталандыру қажеттілігі туындап отыр. Онкологиялық науқастарға көрсетілетін паллиативтік қызметті оңтайландыруда мейіргер ісі менеджерінің рөлі ерекше маңызды. Мақалада мейіргер ісіндегі негізгі көшбасшылық құзыреттіліктер талқыланады.*

*Түйін сөздер: мейіргер ісі, мейіргер менеджері, көшбасшылық құзыреттіліктер, онкологиялық қызмет.*

## Лидерские компетенции медицинских сестер-руководителей онкологической службы

[Зайнулина Д.А.](#)

*Менеджер отдела менеджмента и развития сестринского дела, Национальный научный онкологический центр,  
Нур-Султан, Казахстан. E-mail: djamilya\_89@bk.ru*

### Резюме

*Лидерство в современном менеджменте, в том числе и в управлении сестринским делом в онкологической службе, имеет большое значение в профессиональной деятельности любого руководителя, в данном случае руководителя сестринского дела. В настоящее время в Республике Казахстан существует необходимость стимулирования потенциала сестринского руководства и управления в связи с большой реформой сестринского дела. Особенно важна роль менеджера сестринского в оптимизации паллиативного сервиса онкологическим больным. В статье обсуждены ключевые лидерские компетенции в сестринском деле.*

*Ключевые слова: сестринское дело, менеджер сестринского дела, лидерские компетенции, онкологическая служба.*