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## **Administrative management of nurses in the public sector: A literature review**

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**Abstract**--Background: For the public sector, administrative management in health is a set of activities that nurses carry out to direct an organization in a conscious and systematic way whenever they are in charge of administrative functions and occupations; they must possess a leadership capacity; They must meet the goals of the organization and the nursing division, enhancing the motivation of service workers. Objective: This study aimed to review the literature regarding the administrative management of nurses in health centers; Said management belongs to the most relevant components when seeking to offer an optimal service since the success of that organization will depend on it. Method: It was based on the bibliographic review, so scientific databases such as Web of Science, ERIC and Scielo were searched. Results: The fundamental functions of nurses in administrative management are of priority, because they contribute to public health policies and administration of the system and these competencies are essential for the achievement of institutional goals.

**Keywords**--Administrative management, administrative functions, administration, administrative skills.

## **Introduction**

In the world, health is considered a central aspect and in conditions of development. This represents the result of various components such as the increase in concerns in a globalized planet, the increase in dangers thanks to ecological, demographic and socioeconomic transformations, the generations of global alliances for an adequate social development, the controls of pathologies and the renewed actions to favor of health. In this sense, the administrative management in health and the competent nursing professionals acquire relevance, representing the main element for the adaptations of the administration of care and the practice of care since they make it possible to reduce the differences in limited access to services and ensure quality care <sup>1</sup> .

At the national level, the serious crises they face in the field of health are observed with various deficiencies, deficiencies in administrative management, scarce human resources, corruption, little budget, slow attention, poorly trained personnel, etc. <sup>2</sup> From 2001 to 2020, public health budgets have increased significantly, going from 3,200 to 20,000 million soles. Knowing that the pandemic has required knowing about the results of access to quality health services without having obtained satisfactory answers. It is known that disorder has become evident and financing policies, high costs, with unequal distribution of services and little professional training have come to an end <sup>3</sup> .

In Peru, as in the rest of the world, the fundamental functions of nurses is collaboration in health policy and administration of the health system, and these competencies are essential for the global agenda of the area <sup>4</sup> . Likewise, it was found that, in Peru, there are no expert competency systems that are in charge of facing the social modifications that are currently taking place because there are no studies that allow them to be evaluated <sup>5</sup> . It was stated that these cultural cares are consistent with those left by patients who are convinced that they received adequate care. In administration, this approach is paramount because it suggests the best way to allocate resources in order to provide human care.

Inconveniences are shown in the process of change led by nurses who perform administrative tasks and have limitations in empathy, proactivity, which are essential factors that promote change in their wards and a requirement to achieve institutional goals. It is in this way that, for the public area of administrative management, it is an organization that is made up of the executive part, as well as the health experts who are in charge of administrative functions and occupations or those that provide any service to the State. <sup>6</sup> .

It is essential to indicate that health is a good and constitutes a right identified in the Magna Carta; therefore, it should be considered for the good of all the

inhabitants. It is essential to consider the public budget and , to a greater extent, the results-based budget because both play relevant roles once it is related to allocation, distribution and stabilization <sup>7</sup> .

Regarding administrative management, it represents the processes through which they are designed and maintained in an environment in which individuals work as a team to meet goals set effectively. It was indicated that, from the systemic aspect, it enables managers to evaluate the set of capabilities that are specific as knowledge, skills and attitude in job functions <sup>8</sup> . Similarly, nursing administrators, as front-line leaders, have a responsibility to bring about change in the clinical field. Recently, this responsibility of nursing administrators has become more important than ever thanks to calls for streamlining, cost cutting, advances in medical technology, and reduced hospital stays <sup>9, 10</sup> . Nursing administrators have to exercise leadership to accept this responsibility.

The administration is a tool that helps to improve the internal problems of any institution as long as it is used correctly and effectively to address the areas of opportunity that may exist, establishing that the administrative management must communicate the agreements that are made and verify that the students are acquiring the necessary knowledge for the professional field <sup>11</sup> . Organizations can be classified according to their dominant behavioral principles as belonging to three sectors: the public, private and non-profit (sometimes the third sector) sector. Public sector principles such as hierarchy and the rule of law seem problematic from a crisis management perspective <sup>12</sup> .

With the reference that administration is the process that allows maintaining order and control in organizations, it seeks that companies achieve goals and objectives that are set in the short, medium or long term so that the company can grow, improve and solidify its financial stability. It was mentioned that the human resource management approach has been updated due to the changing dynamics of organizations, a product of the global economy phenomenon <sup>13</sup> . The management of human resources and their performance are essential for health institutions, this document makes a theoretical description of the department, its objectives, its location in the organizational structure and its contribution to the administration <sup>11</sup> .

It has been shown that the administrative management exercised by the nursing professional uses certain procedures to deal with different situations in the entity thanks to the experience and notions of the workers; Likewise, they do not have a degree of professional skills and it is not possible to carry out the goals efficiently.

## **Method**

This study analyzes the administrative management of nurses, emphasizing the importance of administration as a tool that helps improve the internal problems of any institution. It was determined pertinent to opt for a methodology based on systematic review due to the multiple benefits it provides.

On the other hand, at the procedural level, data collection was carried out in four stages: first, the data collection stage that considers the search for primary documentary sources linked to the title of the investigation; second, the search for information that only considers the research variables; thirdly, secondary sources were filtered; Finally, a replica test was carried out using Google Scholar.

Those that had the same inclusion criteria: a) publications with a language spectrum limited to English and Spanish, b) publications registered between 2017 and 2021, c) free geolocation, d) only database sources such as ERIC, Scielo, Scopus, Web of Science and search engines such as Google Scholar, e) search restrictions according to the title or variables, f) only documents related to the educational field, g) take into account the title, abstract and references of the documents in order to include them. The exclusion criteria were: a) not to include thesis or minor documentation, except if they are classic for the methodological apparatus or issues related to current regulations, b) only *open access documents*. Similarly, the most searched terms were educational management, change management, administration. In the third stage of data collection, he focused on the search for secondary indexes .

## **Results and Discussion**

### **Administrative Management Theory**

It is important to indicate that changes in administrative practices towards more flexible and participatory action have a positive impact on the effectiveness of self-reported crisis management. The effect of flexible action is especially effective in administrative management. It moves towards bottom-up crisis management and implementation theory, highlighting the ability of local agencies to change practices as a key explanatory factor for effective administrative action in exceptional situations <sup>14</sup> . Likewise, changes in administrative action towards flexibility and participation were associated with more effective crisis management. In addition, the flexible action was more useful in that they had to deal with a higher proportion of applicants so they face a more severe crisis impact. Thus, the ability of administrations to adjust their organizational behavior is an important precondition for effective crisis management <sup>15</sup> .

### **Conceptualization of administrative management**

Managing is perhaps the main activity since it includes the organization of individual efforts to achieve group goals. It is also striking that, as human associations have fundamentally developed and become more complicated, those made by the director become much more significant <sup>16</sup> . In addition, the organization focuses on ensuring that the association's exercises are conducted effectively and appropriately <sup>17</sup> . In this sense, they allude to the way in which the owner must try to speed up the use of the assets (effectiveness) and achieve the proposed destinations in the ideal opportunity (adequacy).

Likewise, management is defined as a factor that is included with different functionalities such as planning, guiding, ordering, maintaining control of

coordinating; it is considered basic principles to practice in any organization or company <sup>18</sup> .

Administrative management was determined as the ability to meet the goals set by consensus at the time set from the implementation of tactics and activities according to the values of the organization. In the same way, in its definition, it includes that one should have the skill to formulate ends, goals, execution of plans and the effective and capable use of tools, to this is added the ability to carry out follow-up tasks and the integration of adjustments required <sup>19</sup> .

The administration has an orderly character, since it implies coherent occupations that are aimed at obtaining achievements according to the goals set, as long as the functionalities in the administrative process are fulfilled, such as, for example, guiding, maintaining control, planning and accommodating. A preponderant role in the administration has business innovation, because it estimates a model of business commerce, however, in parallel, the execution of changes in the organization or productive and technological creations for an initiative of a business with the intention of that this be efficient and achieve a better position or, in any case, generate a completely new market <sup>20</sup> .

### **Importance of administrative management**

It is important to indicate that changes in administrative practices towards more flexible and participatory action have a positive impact on the effectiveness of self-reported crisis management. The effect of flexible action is especially effective in administrative management. It moves towards theory on bottom-up crisis management and implementation, highlighting the ability of local agencies to change practices as a key explanatory factor for effective administrative action in exceptional situations <sup>14</sup>. Likewise, changes in administrative action towards flexibility and participation were associated with more effective crisis management. In addition, the flexible action was more useful in that they had to deal with a higher proportion of applicants so they faced a more severe crisis impact. Thus, the ability of administrations to adjust their organizational behavior is an important precondition for effective crisis management <sup>15</sup>.

At present, the administration is a factor of the utmost importance that must prevail in any organization, because thanks to it, principles, agreements and decisions are established that must be communicated efficiently and effectively among all those involved in the firm to avoid losses that affect their operation. On the other hand, it is important to point out that companies need adequate administrative management so that their staff can perform their functions properly and business development continues to offer an efficient service without losing sight of the satisfaction of its end users <sup>11</sup>.

### **Change management as an administrative function**

Change management is an administrative function that detects the processes that displace the organization as a union that generates synergies to shorten or break

gaps that generate resistance, the same ones that are proposed as a strategic orientation of victory <sup>21</sup>. It is a preparation of sensitivity, process consulting, building of groups, conflict meetings will allow change agents to be able to influence reciprocally as facilitators of its implementation that unite the organization in relation to change from the relationship with users, maintain commitment status, communicate, motivate the population, know their differences and see the perceptions that attendees and interested parties have regarding the change <sup>22</sup>.

Likewise, due to the globalization of business, it is essential that institutions exercise, in their spaces, change management as a reestablishment of capacities that are not static but changing <sup>23</sup>. Likewise, change management was conceptualized as a state of strategic theorizing that ensures that projects meet their goals objectively, thus contributing to management continuous improvement of its model in its processes, it also suggests considering it as a development of service transition organized and controlled in the organization <sup>24</sup>.

### **Human potential in public administration**

The problems of the interdependence of the development of human capital in public administration at the level of its provision by the State in the context of covid-19. In a democratic, civil, postmodern society, one of the main tasks is the development of systems to manage the efficiency of human capital in the context of public administration, as a means to obtain a higher level of labor productivity. Today we have to affirm that the achievement of this efficiency in the use of human resources. it can be better achieved by targeting the performance management system to promote the attraction of new human potentials in public administration at all levels. In this context, a new approach to human capital management.

The process is updating; includes employee engagement at every stage. We are talking about a management model that includes the main ideas and offers a new perspective on how to develop and manage the involvement of human resources to achieve high levels of labor productivity in public administration in the context of covid-19. The role of human capital is important in the context of public administration in the context of the existence of epidemic danger <sup>25</sup> .

In this regard, it was explained that the speed at which changes occur makes it important for the public administration, in the enthusiasm to meet its objectives, to become relevant and adaptable elements despite the new conditions that surround them. The supervisor who acts in a global situation, who works in several nations, collaborating with representatives, customers and suppliers, having a place with varied societies, where data processing, innovation and development measures are essential for the resistance of the organization <sup>26</sup> .

## Conclusions

The fundamental functions of nurses in administrative management are important, because they contribute to public health policies and administration of the system, and these competencies are essential for achieving institutional goals. It is in this way that, for the public sector, the administrative area is an organization that is constituted by the executive part, as well as the health experts who are in charge of administrative functions and occupations in the management of their tasks; which are designed and maintained in an environment in which individuals work as a team to meet goals set effectively. It is recommended that public hospital institutions carry out training in the administrative functions of nurses and in the functions of the specialty and thus guarantee the achievement of institutional goals.

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