

## **The Positive Impact of Delegation in Nursing: A Literature Review**

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### **ABSTRACT**

**Introduction:** Good communication with a leader is needed in the delegation process. It is necessary to review the positive impact of delegation. This is expected so that nurses can implement delegation optimally by knowing the positive effects of delegation so that they can carry out good nursing duties and avoid overlapping assignments and late handling.

**Method:** Searching from textbooks, ebooks, and journals, as well as research (original research) related to the positive impact of delegation.

**Results:** Based on the literature review that has been carried out, it can be concluded that the positive impact of delegation in nursing can later be an opportunity for nurses to learn a lot about leadership skills and clarify the strengths and abilities of nurses to use these talents to improve management skills.

**Conclusion:** Based on the literature review that has been carried out, it can be concluded that there are many positive effects of delegation in nursing that can be obtained, and later it can be an opportunity for nurses to learn a lot about leadership skills, clarify the strengths and abilities of nurses to use these talents to improve management skills.

**Keywords:** *Delegation; Positive Impact; Nursing Management*

## **Introduction**

Job satisfaction in nursing is very important, but this is sometimes hindered by work that is carried out continuously and in a complex manner. One of the causes of decreased nurse job satisfaction is the many problems in the work environment. Besides that, it can also be caused by the boredom felt by nurses (Afandi & Ardiana, 2021). If the nurse's job satisfaction decreases, then the quality of service also decreases. This issue must be addressed immediately because nurses work through inpatient, outpatient, and emergency services with complex situations that are carried out repeatedly (Wahyuningsih & Anita Yusiana, 2016).

In a managerial situation, a head of inpatient unit is needed who is in charge of managing the field of nursing services. The head of the inpatient unit cannot work alone. The head of the ward, with relatively many complex tasks, requires the delegation of some of his duties to the implementing nurse. One of the duties and functions of the nurses here is to carry out handovers (Rifai et al., 2020). In addition, conducting an initial assessment of patients is very important to prevent this from occurring. Thus, the head of the ward can handle more complicated tasks and problems that require unique and professional treatment. The implementing nurse who receives the delegation must have high expertise in solving or finding a way out of a problem (Pohan & Faozah, 2019).

According to a survey in 2018, the statement was dissatisfied because the hospital waiting room was cramped and health care was taking quite a long time for 50% of patients in the hospital (Hidayat et al., 2019). In addition, the results of interviews conducted by Wahyuningsih and Anita Yusiana (2016) with 16 nurses in a hospital resulted in that seven nurses stating that the perception of the delegation of tasks functionally was not good. This is caused by the discontinuity between the time and the number of tasks received by the implementing nurse, as well as assignments that are not in accordance with the nurse's abilities (Wahyuningsih & Anita Yusiana, 2016). One of the causes of this problem is the role and function of the head of the room as manager of the nursing service unit, which is not running well. In addition, it could be caused by the knowledge and attitudes of nurses who were not optimal (Rifai et al., 2021).

The number of tasks that must be done by nurses, especially by the head of the room, can cause a new problem, namely fatigue. Many heads of space leave their duties

and positions because they feel tired and stressed (Hidayat et al., 2019). In fact, a busy and complex situation in a hospital unit requires the function of a head of the room who can run the organization well so that all tasks can be carried out properly and avoid overlapping tasks. This task includes chronic and acute patient care because services must be carried out optimally (Afandi, 2016) so that this can increase patient satisfaction in receiving services at the hospital (Putri et al., 2021).

One answer from the problem description that has been mentioned is to use a good delegation function. Law Number 38 of 2014 concerning Nursing states that the delegation of authority by medical personnel, including implementing nurses, is carried out in two ways: delegating and giving a mandate. Delegation here means the delegation of duties and authority given to professional nurses who have been trained and can perform nursing actions in a professional manner (Hidayat et al., 2019; Putri et al., 2021).

Good communication with a leader is needed in the delegation process. Conversely, if the delegation process is not optimal, then this can hinder the nursing process, which also affects nurse satisfaction at work. In addition, if delegation is rarely done, several negative impacts will arise, including the lack of experience in implementing nurses, lack of competence of a nurse, avoiding responsibility, depending on the head of the room or superiors, the head of the room which is overloaded at work (Wahyuningsih & Anita Yusiana, 2016; Putri et al., 2022).

Research conducted by Wahyuningsih & Anita Yusiana (2016) resulted in 50% of respondents, namely nurses, having a fairly good perception of delegation and 72% having a sufficient level of satisfaction in working in a hospital. It is necessary to review the positive impact of delegation. This is expected so that nurses can implement delegation optimally by knowing the positive effects of delegation so that they can carry out good nursing duties and avoid overlapping assignments and late handling.

## **Methods**

The search for national and international journals in this literature study used the help of Google search sites, PNRI (the National Library of the Republic of Indonesia), and GARUDA. There are more than 100 journals obtained from search engines because there is quite a lot of research on delegation in nursing. Focus on taking journals that apply delegation in nursing in the service setting area. This literature study has

exclusion criteria, namely research using literature study methods and pilot studies. In the end, the journals obtained in this literature study were ten journals, both national and international.

## **Results**

Delegation in nursing is essential as an effort to improve the quality and quality of health services, especially in the field of nursing. Nursing services in inpatient, outpatient, and emergency departments consist of complex health actions and require expertise to complete them. Therefore, these health actions should not only be carried out by one nurse, namely the head of the room. However, it must be done jointly through the implementing nurse. In handing over the task of health action to patients, an effective strategy is needed, one of which is delegation. Some hospitals may have a poor delegation, so with the literature review, it is hoped that nurses in a hospital institution will know the positive effects of optimal delegation so that this will always be applied.

The delegation process is an organizing function that is a tool in managing, and integrating activities with subordinates, both materially and financially, as well as procedures for achieving a goal. The organizing function greatly influences the quality of nursing services provided. The delegation process of which includes the head of the room, preferably someone who is respected and trusted by all of his subordinates so that he can influence them in managing nursing needs and the implementing nurses can imitate the positive attitude of the head of the room.

## **Discussion**

This relates to research conducted by Ovari et al. in (2017) that the dominant organizational function strategy for the head of the room that is able to influence satisfaction in working with implementing nurses is through the process of delegation by the head of the room. So this means that the delegation process in the field of nursing needs to be carried out routinely in an effort to improve the quality and quality of health services.

According to research conducted by Wahyuningsih & Anita Yusiana (2016), a delegation that is carried out optimally has a good perceptual impact on the delegation itself. A good perception of the delegation will always be carried out in an organization,

including in the field of nursing. Conversely, if delegation is not carried out routinely and optimally. In that case, it will cause nurses to have less experience, low competence, depending on the head of the room as superiors, and an excessive workload that one or two people carry. If this negative impact occurs, it will affect the quality of health services, which will have a negative impact on patient health. In addition, the good delegation will give workers, namely nurses, satisfaction in working well too. This relates to the motivation of nurses in a hospital institution, which will provide nurses who are more effective, creative, and productive. This research is also strengthened by the analysis conducted by Selpi et al. (2020) that implementing nurses perceive delegation as a good thing and have a 12.971 times greater chance of feeling satisfaction at work. In addition, the delegation process that is carried out properly will affect the dominance of work enthusiasm for the implementing nurses. Research conducted by Ovari et al. (2017) also states that a good head of room has a 3.491 greater chance of feeling satisfied in his work. This means that the better the nurses respond to the delegation function, the more satisfied they will be at work, and vice versa.

Several important points that must be considered according to the analysis through the fishbone conducted by Hidayat et al. (2019) explain that the delegation is submitted by those who are competent and able to take action according to the delegation; then in delegating tasks, the nurse manager does not have authority in this matter to the implementing nurse, but the nurse manager is still responsible for the client or patient being treated, while the nurse is responsible for the actions taken; nurse managers must also continue to supervise and evaluate based on a reference with practice-based research results, and the process of delegating nursing care is only carried out by professional nurses equivalent to nurses or managers above them. This is in accordance with research conducted by Chrismilasari & Andi (2018), where it was stated that the head of the room must be able to see the criteria for implementing nurses in delegating tasks so that actions are right on target. Some examples that can be considered are educational background, years of service, attitude, understanding of them at work, and rank held. In addition, planned time and careful preparation will help the delegation process run smoothly.

In addition, in handing over the delegation of authority and duties to the implementing nurse, the head of the room must pay attention to important points so that

they are not wrong in making decisions or handing over their duties and authority. According to research by Pohan & Faozah (2019), states that the head of the room must have the following characteristics in carrying out the delegation process: responsibility, accountability, and authority. Responsibility or responsibility in question is clarity regarding the preparation of standard operating procedures (SOP) regarding what tasks or authorities are delegated, when are tasks or authorities delegated, who is delegated, how long the delegation is delegated, and how the documentation of the delegation. Then the accountability or ability in question is the ability of the head of the room who provides delegation and the ability of the implementing nurse who is delegated so that nurses can increase knowledge, skills, and communication through the delegation process. Next is the authority or authority, namely the right of the recipient or the giver of the delegation to make decisions about the task given. the authority has a positive impact in the form of motivation so that nursing care can be managed optimally.

According to research conducted (by Frianto, 2019), delegation is a delegation of government authority from one government organ to another government organ. Whereas in the context of health services, the authority to carry out medical tasks from doctors is delegated to nurses. In essence, delegation is not a system for reducing responsibility but a way to make that responsibility meaningful. The only prayer that can be applied by doctors is to give authority to sure nurses or health workers in writing in carrying out medical procedures, in accordance with the abilities and competencies possessed by nurses/other health workers (Article 14 Palembang City Regional Regulation Number 22 of 2011 concerning Practice Permits and Health Workers Work Permit). This means that medical actions by nurses in efforts to provide health services normatively, these actions are the authority of doctors, but empirically nurses as nursing staff also do them.

Research conducted by Sutarih (2018) stated that the delegation of authority was understood as a delegation from doctors to nurses to carry out specific medical tasks. Delegation is more than just giving people the to do things. By following the method of selecting the right person, orderly and wisely, choosing a nurse with the expertise that is most suitable for their competence, or choosing a nurse who will gain useful experience from the work delegated. Research (Wagner, 2017) states that a better understanding of the responsibilities of the nurse's role and the purpose of delegation can strengthen work relationships and reduce feelings of disrespect. One study reported that there was a

correlation between age and years of experience in current nurse manager positions and their skills in time management, delegation, and time wasting. This experience gives nurses the opportunity to learn a lot about leadership skills, clarifying the strengths and abilities of nurses to use these talents to improve management skills (Khadim et al., 2018). The results of the study (Gouda & Abd-Elmoghith, 2019) revealed that the majority of participants, 88% had a positive attitude toward delegates who scored 35 or more on a total score scale of 55, while 12% had a negative attitude that scored below 35 on an attitude scale 55. The results of this study indicate that 82.67% of the participants had good preparedness and received a score of 75 or more out of a total score of 100, while the remaining 17.3% scored less than 75 and had poor preparedness. Overall the attitude and preparedness are positive and good towards the delegation between nurses. The results of the study (Dudley et al., 2021) found that increased training and input from registered nurses are needed to identify appropriate healthcare tasks to delegate to home care workers and support the development of training strategies. The federal government can support the development of evidence-based guidelines for training and competency testing and for the delegation of appropriate healthcare tasks.

## **Conclusion**

Based on the literature review that has been carried out, it can be concluded that there are many positive effects of delegation in nursing that can be obtained, and later it can be an opportunity for nurses to learn a lot about leadership skills, clarify the strengths and abilities of nurses to use these talents to improve management skills.

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