

## Research Article

# Professional Health Care and the Role of the Organization

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The health care system faces numerous challenges, not only due to the heightened awareness brought about by the Corona pandemic. These challenges include demographic shifts, financial constraints, and a shortage of skilled workers. The scarcity of skilled workers can be attributed to various complex factors. A significant aspect is the perception and portrayal of the nursing profession, both externally and internally. This results in a lack of new recruits, as the profession's valuable aspects often go unnoticed. However, there are organizations that are less impacted by staffing issues. The magnet concept, primarily utilized in the USA, addresses this fundamental question. This concept offers insights into the professionalization of nursing practice. The magnet concept outlines key components that play a crucial role in an organization's success or failure concerning human resources. In magnet facilities, skilled personnel are drawn to work almost effortlessly, unlike in other organizations where staff shortages persist.

The components of magnet facilities notably enhance the empowerment of individual employees. However, little attention has been given to this aspect and the potential opportunities in healthcare organizations. Regardless of the magnet model, structural empowerment originates from research that explores how work can empower rather than weaken individuals, while maintaining high effectiveness [1]. The focus lies on transferring decision-making authority and responsibility to the appropriate hierarchical level. The traditional structural empowerment, present in the five key components of the magnet model, has been expanded in research to include psychological empowerment. Psychological empowerment emphasizes self-determination, support in developing necessary competencies, and the meaningful experience of one's work. This approach gains significance in current discussions about task reallocations in Germany. How will such task changes impact daily nursing practices? What competencies and organizational frameworks are necessary in this context? Research on the magnet concept and discussions on New Work have begun shedding light on this subject. Insights include not only empowerment aspects but also incentives and motivation for continual professional development [2,3]. In organizations where managers instill a similar mindset at all levels, the staff situation is notably less strained. This leads to increased loyalty and identification with both the employer and the nursing profession compared to other organizations. Moreover, employees

feel more valued, and technical expertise is more frequently applied in daily practice [3,4]. Additionally, employees in magnet facilities have more flexibility in their daily routines and utilize it effectively. This autonomy influences their work environment positively. They have more freedom in managing their tasks and, for instance, can organize their workload more independently, benefiting from opportunities for input and a non-hierarchical work structure [3]. Consequently, nurses can appreciate the positive aspects of their profession more profoundly. The social component becomes more significant, and their work is perceived as more meaningful.

Hence, for the successful implementation of delegated responsibilities, it is vital that the appropriate attitude and management approach are embedded in healthcare facilities, fostering internal development processes. The managers play a crucial role in empowering caregivers in their daily lives by providing opportunities for them to act and make decisions independently. This fosters a sense of professional accomplishment and pride, which extends beyond the organization's boundaries. It enables employees to feel at ease in their workplace, excel, make a tangible impact in their roles, and share their knowledge. Empowering employees and providing them with autonomy are crucial aspects, alongside continuous training, to motivate caregivers effectively. Ongoing training not only boosts caregivers' confidence but also enhances their understanding of their professional roles, encouraging them to question and reflect on their knowledge. By collaborating with nursing schools and universities specializing in nursing science, organizations can instill a positive professional ethos and ensure a lasting positive impact on the nursing profession. This approach also aids in the development of managers and key personnel, like specialist nurses in areas such as diabetology or gerontology, aligning them with the organization's values. The components of Magnet, New Work, and other organizational designs emphasize the necessity of developing processes, tasks, and role models internally rather than relying solely on top-down approaches. Whether changes are initiated by management or political decisions, establishing the right culture within facilities is crucial for successful transformation and sustainable change. This interplay between external perception, nursing staff's self-image, self-organization opportunities, and effectiveness leads to increased professional satisfaction among nurses and enhances the attractiveness of the nursing profession.

## Recommended Reading

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