



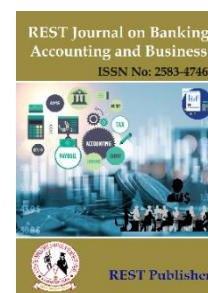
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Analysis of Nursing Management Factors Using MOORA Method: Metrics Decision Making (MCDM) Approach

Tamil Selvi Moses

Banasthali University, Rajasthan, India.

Corresponding Author Email: tamilthaya262@gmail.com

Abstract: This study, which uses multi-objective optimization, involves simultaneously optimizing two or more conflicting objectives while adhering to some constraints. It aims to find solutions that strike a balance between the competing goals, often resulting in a set of optimal trade-offs known as the Pareto front. This approach is widely used in fields such as engineering, economics, and decision-making, where multiple criteria need to be taken into account. This study uses the method of ratio analysis (MOORA) to address this process of optimizing conflicting objectives and identifying the best solutions. key factors influencing nursing management performance. Five key factors – challenge, independence, idea support, trust, and agility – were analyzed across four dimensions: competence, perceptions, autonomy, and initiative. The analysis used normalized data ranks and weighted ratings to assess the relative importance and impact of each factor. Trust emerged as the most influential factor, ranking first with a positive evaluation value, followed by independence, which ranked second, emphasizing the importance of autonomy in nursing management. Idea support ranked third, highlighting its role in fostering innovation and professional growth. Challenge and agility ranked fourth and fifth, respectively, with negative evaluation values, indicating areas for improvement. Strong correlations were found between independence and perceptions, trust and autonomy, and agility and initiative. Equal weights were assigned to all factors across dimensions, ensuring a consistent assessment. The weighted normalized decision matrix highlights the varying importance of each factor. for example, influence of idea support on competence and the effect of trust on autonomy. These findings indicate that effective nursing management requires a balanced strategy that prioritizes trust, autonomy, and innovation. This study provides valuable insights for healthcare organizations aiming to improve nurse management and leadership performance.

Keywords: Nursing Management, MOORA Method, Trust Leadership, Healthcare Decision-Making, Organizational Autonomy.

1. INTRODUCTION

The transformational leadership style combines elements of both employee-centered and transformational leadership. Transformational leaders are often compared to gardeners who foster a culture of growth and development by encouraging and empowering their teams to think creatively, while also fostering innovation and personal growth. This leadership approach emphasizes four key elements: inspirational motivation, idealized influence, intellectual stimulation, and personal reflection. [1] Conflicts arose in patient care Conflicts often arise Between patients and staff, nurses and doctors, patients and their families, usually revolving around differing values, such as patient autonomy and self-determination, and the perspectives of healthcare professionals or relatives on the patient's best interests. Between patients and staff, issues such as refusal of care, coercion, and power dynamics were common, often stemming from disagreements about what care was needed. In addition, disagreements arose between nurses and doctors, especially when patients were unable to make decisions for themselves. [2] Peer-reviewed studies examined Job satisfaction of lead nurse managers in various healthcare settings healthcare settings was examined. These professionals are classified as nurses in leadership roles, Responsible for overseeing a nursing unit or team and directly supervising staff nurses within a healthcare

organization. In other contexts, such as the United Kingdom, this role is often referred to as ward sister, charge nurse, or head nurse. Research that used equivalent terms for the lead manager position was also included in the analysis. [3] Recent changes have led The redeployment of large numbers of lead nurses and the reduction of nurse management positions has become common. In many contemporary management models, nurse leaders oversee multiple clinical programs and manage large teams of staff. While Italian hospitals are adapting to these changes, nurse managers are currently responsible for only one ward and do not provide direct clinical care. Their primary focus is on organizational tasks, ensuring optimal working conditions for health professionals, providing high-quality patient care, and coordinating with community health services to maintain continuity for all patients. [4] The current and anticipated shortage of nurses, coupled with a reduction in managerial positions, has raised significant concerns about the delivery and management of health care in various countries. Although factors affecting nurse staff retention Although the challenges faced by nurse managers Although they are well documented, there is a gap in research on the factors that influence the decision to stay or be retained in their roles. This paper seeks to present the results of a systematic review of relevant studies examining nurse managers' motives for remaining in healthcare organizations or factors that influence their retention, and to provide recommendations for future research. [5] This paper discusses findings from interviews conducted Second and third Second and third Final-year undergraduate nursing students from an Australian university worked alongside registered nurses (RNs) from a large public health organization focusing on their experiences of becoming and remaining nurses. These insights are part of a longitudinal study examining how workplace learning shapes nurse education on hospital wards. This broader study explores how collaboration between educational institutions and health organizations can support initial training, continuing professional development and retention of nursing staff. [6] Given the rapid advances in the healthcare system and the expanding responsibilities of nurse managers (NMs), it is critical to conduct an updated study that synthesizes and evaluates the latest research on this topic. This approach is essential to gain a comprehensive understanding of NMs' experiences, develop evidence-based interventions to reduce stress and improve coping mechanisms, and develop effective interventions. Nursing administration should recognize that NMs are not fully prepared for their roles upon graduation from nursing programs. Instead, to succeed in their specific roles, they need opportunities for professional development and tailored mentoring within the organization that benefit both their units and the broader healthcare facility. [7] As the first – and not the last – infectious disease to spread widely in Iran, the COVID-19 pandemic provides a unique opportunity to examine the challenges faced by nursing managers in the country's healthcare system. Unlike many other countries, Iran has had to fight the pandemic under severe economic sanctions. This study seeks to explore nurse Managers' views on workforce Management strategies, innovations are purposeful during the Covid-19 crisis provide valuable insights to public health officials and policymakers to improve the management of nursing workforces during future pandemics. [8] The correlations between the job satisfaction variable autonomy and the three leadership dimensions are generally weak compared to the other correlations. Employee orientation shows slightly stronger correlations with job satisfaction than The strong correlation with production orientation is linked to the variable between other leadership dimensions' sensitivity, while initiative has a stronger correlation with change orientation. Analysis of variance (Table 3) reveals that employees with invisible managers reported significantly lower mean job satisfaction compared to those with middle or super managers. In addition, mean job satisfaction values for employees with middle managers were lower and significantly different from those with super managers, except for autonomy. [9] Like other organizations, the healthcare system is also being affected by the developments and changes that took place in science and technology. The continuous introduction of new technological tools and evolving standards of care are transforming healthcare into a social and community-based institution, combining medical treatment with responsibilities for education and research. In addition, increasing social awareness of individual rights and the obligations of healthcare workers has fueled these changes. As the demand for healthcare services increases and costs rise, healthcare Managers are very important in facilitating the efficient use of available resources. [10] Although there is some evidence linking self-awareness and The relationship between transactional leadership styles and other factors remains weak, indicating that further research is needed to gain a deeper understanding. The lowest mean leadership style reported by nurse manager Nurse manager (NM) respondents in this survey exhibited a passive-avoidant style which appeared to provide limited stress management skills, thus reducing resilience. Previous studies have supported the association between low emotional intelligence (EI) and this issue and burnout. The literature emphasizes the importance of EI in effective leadership and the ability to recover from stress. [11] The authors recommended that nurses be trained to identify the signs and symptoms of infected individual's bioterrorism agents. Knowledge of infectious diseases is also crucial because it helps protect nurses caring for patients. Beyond acquiring this knowledge, nurses can effectively communicate with other hospitals and health departments, facilitating data sharing and establishing a local infectious disease surveillance system. Nurses are often the first responders in disaster situations, and it is essential to understand their needs and concerns during such events. [12] In summary, the

The information needs of nurse managers vary depending on the nature of their roles, their organizational positions, and their educational background. They rely on adequate information provided by electronic information systems to effectively perform their duties. However, significant gaps exist in both nurse managers' IT skills and the functioning of information systems. Previous research has highlighted several factors that encourage use information systems. Although there are studies on the implementation of information systems and electronic patient records, there is a lack of research that specifically examines the perspectives of nurse managers. [13] Each group was given a label, and criteria Criteria Inclusion criteria were defined for each category in the final stage of analysis, the categories were organized into themes based on theoretical similarities or patterns norms." "The relationships between the themes and their interrelationships were used to interpret the data in detail. The reliability (trustworthiness) of the study was ensured through several methods. First, the recordings were checked for transcription accuracy. Next, an independent nurse researcher randomly codes selected interviews and checks that the data are accurately classified within predefined groups. [14] While most of these challenges fall within their clinical practice, nurses must also be aware of national and international trends and ongoing advances in science and medicine. As a result, today's ICU nurses must continually update and expand their clinical and theoretical knowledge, which is integrated with their ongoing professional development. In addition to working in a complex clinical environment with high patient dependency and acuity, nurses also operate in a dynamic and constantly evolving microenvironment. [15]

2. MATERIALS AND METHOD

Challenge: A challenge is something that requires significant mental or physical effort to achieve and tests one's abilities: overcoming a challenge. Finding a solution to this problem This stands as one of the most important challenges facing scientists today.

Freedom: Freedom refers to the ability or right to express oneself, take action, and make changes without interference or restrictions. It is closely linked to independence and autonomy, which involve the idea of establishing and following one's own rules.

Idea support: A customer care number is a telephone number provided by a company or organization that allows customers to get help, support, or answers to their questions. These numbers are often toll-free or charged at local rates, allowing customers to:

Trust: Trust is the cornerstone of meaningful relationships by fostering interactions based on mutual respect, credibility, and honesty. Relationships built on trust foster collaboration, empathy, and a sense of inclusion, enhancing personal and professional interactions.

Dynamism: An adaptable personality is a versatile trait characterized by the ability to adapt to different situations, communicate effectively, and connect with others. Adaptable people are often perceived as attractive, confident, and able to manage different situations with ease.

Competence: Competence refers to The combination of training, skills, experience, and knowledge that an individual possesses, as well as competence use these effectively to complete tasks Safely. Additional factors such as attitude and physical ability may also affect influence a person's level of competence.

Feeling: Feelings emerge from sensory experiences and are considered similar to feelings such as hunger or pain due to their conscious nature. They are the result of emotions and can be shaped by factors such as memories, beliefs, and other influences.

Autonomy: The right to personal autonomy is a fundamental human right, which includes the freedom to develop an individual's personality and express their personality desires, and make decisions without undue restrictions. It includes the ability to choose whether to act in a certain way or engage in certain experiences.

Initiative: Initiative involves taking the lead and acting with initiative. It represents the starting point of a sequence of actions and reflects a personal trait characterized by a willingness to complete tasks and take responsibility. An initiative refers to the beginning of something with the expectation of constant progress.

MOORA method: When selecting the most suitable material from a variety of options, each with Each component has Each component has its own unique characteristics, uses, advantages, and disadvantages, so designers must have a detailed understanding of the functional requirements for each. In addition, they must fully understand the criteria that are relevant to the specific engineering design. The wrong material selection can lead to significant costs and, ultimately, premature failure of components or products. Selecting the right Selecting in designing and developing products for various engineering applications, selecting materials for different components is one of the most challenging aspects. [16] Decision makers in the manufacturing industry are often faced with the challenge Evaluating different alternatives based on conflicting criteria and selecting the best one is an important process. It is important to recognize that there is rarely a straightforward criterion for selection, and decision makers must weigh many factors. Consequently, Simple, systematic, and logical methods

or mathematical tools are necessary to assist decision makers in evaluating various selection criteria and their interactions. The aim of any selection process is to identify relevant criteria and find the most appropriate combination based on the actual needs. [17] The growth of Taman SiSwati College can be attributed to its strong school performance, which demonstrates the effectiveness of all resources within the institution in achieving its goals. School performance is the result of the joint efforts of interconnected resources including principals, students and staff/teachers. Since overall institutional performance depends on the contribution of its employees, each employee is expected to make a positive impact on the institution through strong performance. Currently, teacher performance evaluation at Taman SiSwati Pematangsiantar Branch is still done manually and does not incorporate a decision support system approach. [18] Multi-criteria decision making (MCDM) is generally defined as the process of selecting the best alternative from a set of options based on multiple criteria. the most effective alternative from a range of available options that best meets the decision-making objectives. Depending on the number of alternatives being evaluated, MCDM Problems can be classified as multi-objective or multi-attribute. When the decision space is continuous, multi-objective decision making (MODM) methods are used. In contrast, multi-attribute decision making (MADM) is used to select the best alternative from a limited set of predefined options. In various published papers, several authors have proposed different methods to decompose the MADM process, identify multiple stages, or change the number of stages involved in the process (Jahanshaloo et al. b). [19] Although the measurement is limited to a nominal scale (e.g., yes/no or present/absent), the objectives must be measurable, and the consequences for each decision alternative must be estimated. These objective results serve as a basis for comparing options and streamlining the process of selecting the most appropriate one. As a result, multi-objective techniques are considered essential tools for ranking or selecting one or more alternatives from a set of options, taking into account multiple conflicting objectives. Various methods have been developed to solve multi-objective problems. [20] The MOORA method is frequently used in studies related to material selection. This research covers several key areas such as material selection optimization, graphene Nano fluids, bio-polymer selection, sustainable material selection, rotational molding processes, and waste material screening, all of which are important fields with a large number of published studies. Moravian et al. used the MOORA method to explore multi-criteria decision-making approaches for material selection. Their findings demonstrated how alternative materials were ranked, leading to the identification of the best material for a brake booster. [21] This paper uses a combination of MADM methods, including MOORA and PSI method, to rank Performance indicators of a flexible manufacturing system (FMS) include the key elements that affect its efficiency and adaptability. These factors include various characteristics such as productivity, flexibility, and quality, which are important for assessing the overall efficiency and effectiveness of the system in meeting production requirements. (FMS) are evaluated by considering qualitative attributes. These methods use fuzzy logic to represent qualitative attributes on a change scale so that researchers can assign values effectively. The main factors affecting FMS performance, such as Productivity, flexibility, and quality are evaluated along with six additional attributes that influence these factors. The Analytical Hierarchy Process (AHP) is used to assign subjective weights to these attributes these attributes. In the MOORA method, rankings are established using three approaches to calculate rankings, with or without attribute weights: Ratio method, reference point method and integer multiplication approach. [22] If each alternative is given a weighted value that is important for the attribute or criterion. If The specific gravity value for the maximum scale is greater than that for the minimum scale the criteria are assigned a weight value. A very important attribute Can be multiplied by the corresponding weight (importance coefficient) formula for calculating the MOORA multi-objective optimization score is as follows: Multiply the multi-objective criterion weight by the difference between the maximum attribute value and the product of the criterion weight and the minimum attribute value. [23] This study investigates a decision problem related to future career options. In this study, questionnaires were completed by both graduates and current students of the industrial engineering field to rank the fields in which students would like to work after graduation. Industrial engineering was chosen as the focus of the study because it offers a wide range of career opportunities and attracts students. Recently, both service and manufacturing industries have recognized the need for industrial engineers, as one of their main responsibilities is to design, plan, and manage integrated systems involving people, machines, and materials, all while maximizing resource utilization and minimizing costs. [24] Material selection Plays a key role in the design and development of structural components. With the rapid pace of technological advancement, design engineers are responsible for selecting the most suitable material from various alternatives. Proper material selection improves quality and extends the lifespan of the product, while poor choices can lead to early failure. Common criteria considered in material Selection criteria include mechanical and physical properties, wear resistance, productivity, cost, and environmental impact aesthetics, recyclability, and other relevant factors. [25] The study focused on managing more than 100,000 fleets, most of which are outsourced to increase profitability. A fleet management service provider has developed a fleet management system to oversee fleets, which begins with adding a rental vehicle to the system. The process involves three steps: entering vehicle details (such as

owner name, license plate number, etc.), The process involves uploading the necessary documents such as rental agreements, operator cards, vehicle inspection reports, and insurance, followed by submitting a request to activate the rental vehicle. In addition, the vehicle fleet management service provider has developed a driver app that sends alerts, tracks revenue, provides information about upcoming assignments, and assists with daily scheduling. [26] Suppliers are companies that provide the raw materials and resources that a company needs to produce its products and provide services. They provide businesses with the right quantity of goods at the right quality, time, and cost. In a competitive environment, companies need to obtain these goods at affordable prices while maintaining quality standards for their customers. As a result, choosing the right supplier is crucial to business success. In the supplier selection process, the company first needs to define the critical criteria, and then use this information to choose the most suitable supplier. [27] When making decisions, decision makers typically aim to achieve a specific target or goal for each objective or criterion, which serves as a benchmark. The initial step in the supplier selection process is to identify the desired performance value. The achieved performance level often serves as a reference point. Each objective or criterion has its own reference point, and the performance values of alternatives typically fluctuate relative to these reference points. The reference point concept originates from the multi-objective programming or goal programming approach developed by Charnels and Cooper. To address some of the limitations of goal programming, Wierzbicki introduced the achievement measurement function, which forms the basis of the reference point approach. [28] The initial cost of installing photovoltaic power plants is relatively high, which makes the selection of the installation site an important factor. Choosing the optimal location is essential because it directly affects the amount of energy generated. Choosing the right location for a solar power plant is a complex engineering challenge because it involves evaluating various quantitative and qualitative factors. Key considerations include access to transportation systems, availability of supplier networks, proximity to the power grid, environmental conditions, and political factors. [29] The alternatives and attributes in the warehouse location optimization problem for this study are outlined in the table. Warehouse location optimization is an important strategic decision that affects the long-term financial planning and cost-effectiveness of a business. This research specifically examines this selection process typically focus on minimizing costs and maximizing benefits. Four different warehouse alternatives have been identified, and the following criteria have been selected to determine the optimal warehouse location: unit production cost, inventory capacity, distance to suppliers and retail outlets, and flexibility in transporting goods. [30]

3. RESULTS AND DISCUSSION

TABLE 1. Nursing management

	Competence	Feeling	Autonomy	Initiative
Challenge	28.00	123.00	24.00	487.00
Freedom	43.00	923.00	82.00	256.00
Idea support	96.00	345.00	67.00	728.00
Trust	83.00	903.00	93.00	276.00
Dynamism	64.00	175.00	62.00	839.00

The data in Table 1 outlines the assessment of nursing management factors using the MOORA method, focusing on the key aspects of competence, feeling, autonomy and initiative, such as challenge, independence, idea support, confidence and agility. “Idea support” scores the highest on initiative (728.00), indicating a strong motivation for initiative contributions. “Independence” shows a significant impact on feelings (923.00), reflecting its role in emotional well-being. “Trust” excels in autonomy (93.00), emphasizing its importance in independent decision-making. Meanwhile, “Movement” scores the highest on initiative (839.00), indicating energy and innovation in nursing management. The data highlights the balanced but unique contribution of each factor to management.

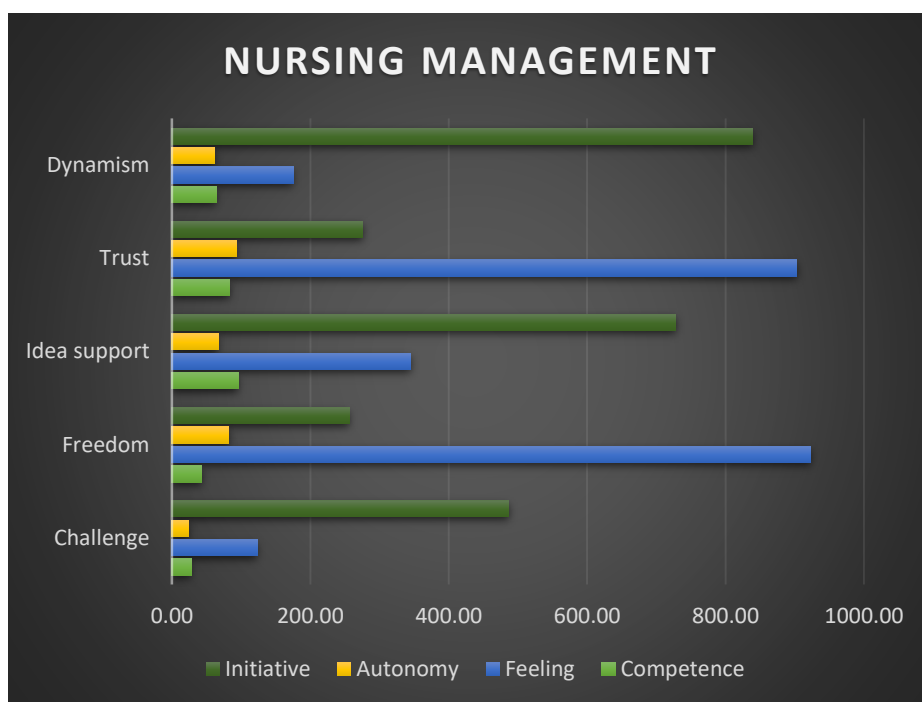


FIGURE 1. Nursing management

Figure 1 shows the results of the nursing management assessment using the MOORA method. “Feedback” significantly affects initiative (728.00), while “freedom” has the largest effect on feelings (923.00). “Trust” affects autonomy (93.00), and “movement” increases initiative (839.00). These factors explain their varying influence on different aspects of nursing management.

TABLE 2. Normalized data

	Competence	Feeling	Autonomy	Initiative
Challenge	0.1853	0.0909	0.1540	0.3835
Freedom	0.2846	0.6819	0.5262	0.2016
Idea support	0.6353	0.2549	0.4300	0.5732
Trust	0.5493	0.6671	0.5968	0.2173
Dynamism	0.4235	0.1293	0.3979	0.6607

Table 2 presents Normalized data analysed using the MOORA method, illustrating the relative impact of each factor on competence, feeling, autonomy, and initiative. “Perception support” has the highest impact on competence (0.6353) and initiative (0.5732), indicating its strong role in developing competence development and initiative behaviour. “Independence” primarily affects feelings (0.6819) and autonomy (0.5262), highlighting its influence on emotional well-being and independence. “Trust” also significantly affects autonomy (0.5968) and feelings (0.6671), emphasizing its role in creating a supportive environment. “Movement” has the largest effect on initiative (0.6607), indicating its importance in driving action and energy in nursing administration.

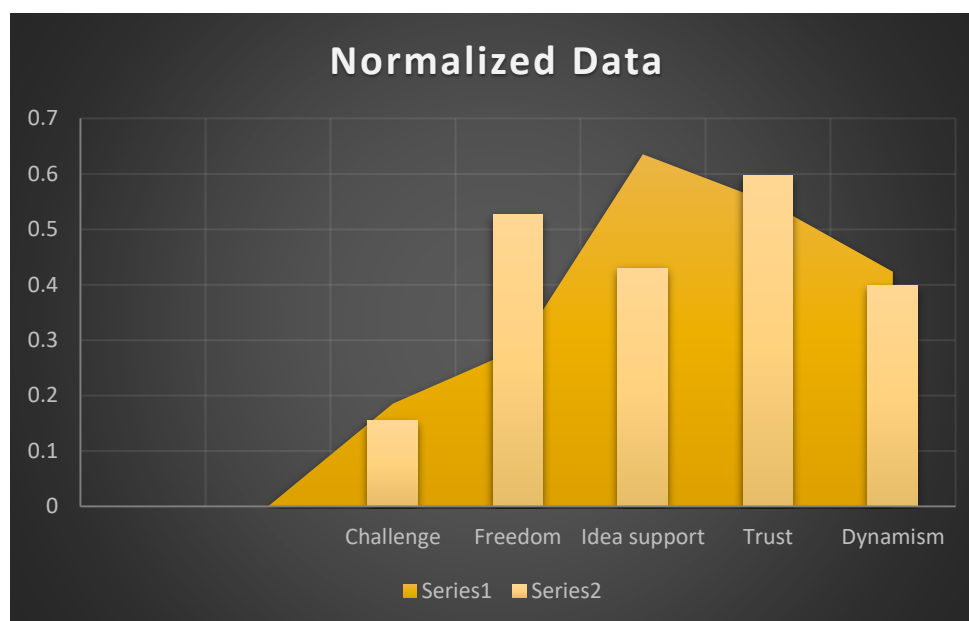
**FIGURE 2.** Normalized data

Figure 2 shows the normalized data obtained from MOORA method, which emphasizes relative contributions of factors to competence, perception, autonomy, and initiative. “Idea support” strongly influences competence (0.6353) and initiative (0.5732), while “freedom” significantly influences perceptions (0.6819) and autonomy (0.5262). “Mobility” particularly influences initiative (0.6607).

TABLE 3. Assigned weights

	Weight			
Challenge	0.25	0.25	0.25	0.25
Freedom	0.25	0.25	0.25	0.25
Idea support	0.25	0.25	0.25	0.25
Trust	0.25	0.25	0.25	0.25
Dynamism	0.25	0.25	0.25	0.25

Table 3 shows the weights assigned to each factor in the MOORA method, with equal emphasis given to challenge, independence, idea support, trust and agility across the four categories of competence, awareness, autonomy and initiative. Each factor has a weight of 0.25, which represents a balanced contribution to the overall assessment. This balanced weighting assumes that all factors are considered to have equal influence in the assessment process, ensuring that no single element is given priority over the others when assessing nursing management.

TABLE 4. Normalized decision matrix with weights

	Normalized decision matrix with weights			
Challenge	0.0463	0.0227	0.0385	0.0959
Freedom	0.0711	0.1705	0.1316	0.0504
Idea support	0.1588	0.0637	0.1075	0.1433
Trust	0.1373	0.1668	0.1492	0.0543
Dynamism	0.1059	0.0323	0.0995	0.1652

This table presents a weighted normalized decision matrix using the MOORA method. Each row represents a different factor with its corresponding normalized and weighted values across four alternatives - challenge, freedom, idea support, trust, and agility. The values indicate how each alternative performs against each factor. For example, "Freedom" has the highest weight in the second column (0.1705), while "Trust" shows the highest

value in the first column (0.1373). These weighted values are used Evaluate and rank alternatives based on their effectiveness on each criterion, which aids in decision-making processes.

TABLE 5. Assessment value

	Assessment value
Challenge	-0.0653
Freedom	0.0597
Idea support	-0.0283
Trust	0.1006
Dynamism	-0.1264

Table 5 shows the rating values obtained from the MOORA method for the five factors: challenge, independence, idea support, trust, and agility. These values reflect the overall performance of each factor after applying the method. Positive values indicate that the alternative performs well on that particular factor, while negative values indicate poor performance. For example, “trust” has the highest positive rating value of 0.1006, indicating strong performance in this area, while “mobility” has the lowest negative value of -0.1264, indicating weak performance. These rating values are used to rank alternatives and guide decision-making.

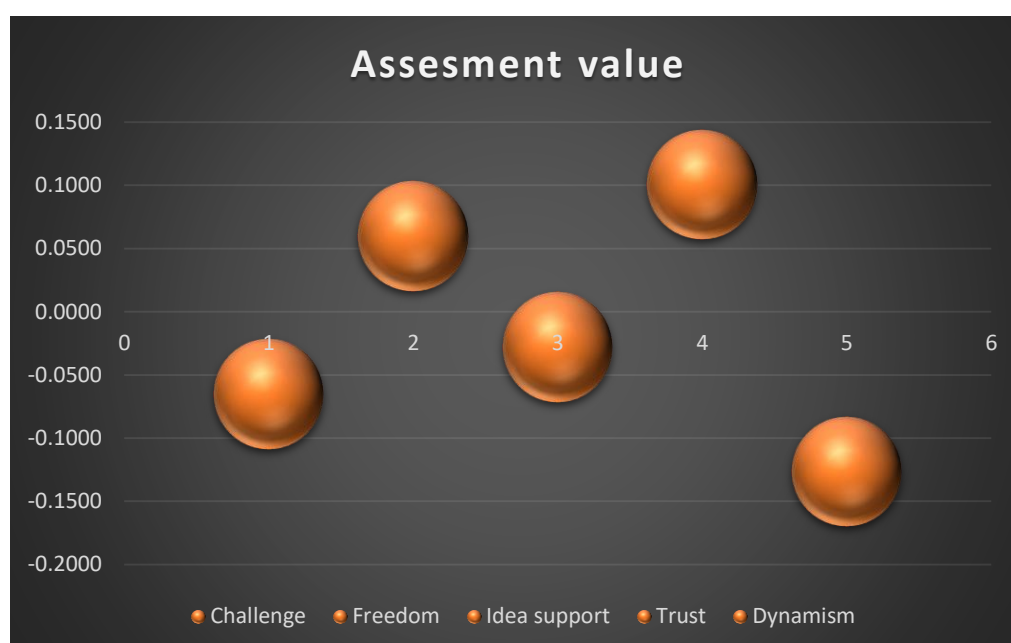


FIGURE 3. Assessment value

Figure 5 illustrates the rating values from the MOORA method for the five factors. Positive values such as Trust (0.1006) and Independence (0.0597) indicate strong performance, while negative values such as Dynamism (-0.1264) and Challenge (-0.0653) indicate weak effects. These values help prioritize factors in decision-making based on performance.

TABLE 6. Rank

	Rank
Challenge	4
Freedom	2
Idea support	3
Trust	1
Dynamism	5

Table 6 provides a ranking of the factors based on the MOORA method, reflecting their relative performance. “Trust” ranks highest at 1, which has a strong overall rating value and is the most favourable factor. “Freedom”

continues to be the second ranked factor, indicating that it performs well. “Idea Support” ranks third, showing moderate performance. “Challenge” ranks fourth, indicating weak performance compared to the higher ranked factors, while “Dynamism” ranks last at 5, showing the lowest performance. This ranking provides a clear hierarchy of factors, helping with prioritization and decision-making processes based on their estimated impact and importance.

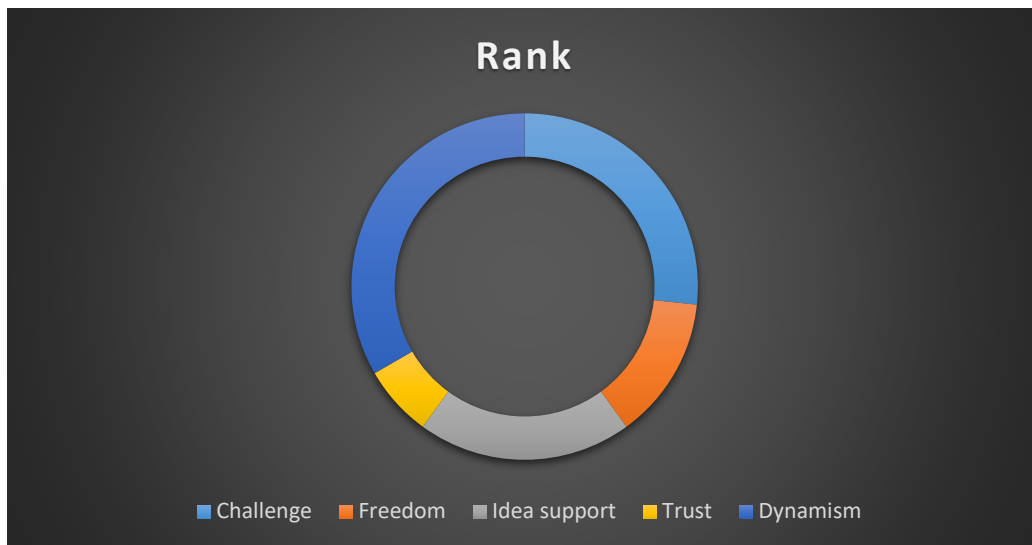


FIGURE 4. Rank

Figure 6 presents the ranking of factors based on the MOORA method. Trust ranks first, highlighting its importance in nursing management. Independence ranks second, emphasizing the role of autonomy, while Idea Support ranks third, revealing its impact on innovation. Challenge and Agility rank fourth and fifth, reflecting low relative performance.

4. CONCLUSION

Analysis of nursing management factors using the MOORA method provides valuable insights into the dynamics of organizational components. Trust emerged as the most important factor, ranking first, emphasizing its central role in effective nursing management. This finding is consistent with theories that highlight trust as the foundation for meaningful relationships, fostering collaboration, empathy, and inclusion in healthcare. Independence ranked second, significantly influencing feelings normalized value of and autonomy. This highlights the importance of equipping nurses and managers with the following facilities appropriate freedom in decision-making. In addition, the strong link between independence and emotional well-being indicates that autonomy positively influences job satisfaction and performance. Idea support ranked third, with excellence in competence and initiative. This highlights the importance of fostering environments that encourage innovation and creative thinking, as they play a key role in developing professional skills and encouraging proactive behaviour among nursing staff. The relatively high scores for idea support indicate that it acts as a driver of professional development and organizational innovation. Challenge and agility ranked fourth and fifth, with negative evaluation values and, indicating a decrease in overall performance. However, their specific impacts are significant - for example, agility is strongly associated with initiative, underscoring its role in promoting energy and action in nursing management. The weighted normalized decision matrix, with an equal weight of for each factor, demonstrates the need for a balanced approach, emphasizing that effective nursing management requires addressing multiple organizational dimensions simultaneously. These findings suggest that prioritizing efforts to build trust, encourage autonomy and idea generation, and improve nursing management outcomes. While challenges and changing environments may pose difficulties, they can be effectively navigated within a well-structured framework that emphasizes support for trust, independence, and innovation.

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