Review of Contemporary Philosophy
ISSN: 1841-5261, e-ISSN: 2471-089X
Vol 22 (1), 2023
Pp 2237 - 2251

The Evolving Role of Medical Secretaries and Administrators in Modern Healthcare: Leadership, Challenges, and Opportunities

[1] Muawwadh Mohammed Alsubhi,[2] Norah Mohammed Hussain Alsubaie,[3]. Waznah Obaid Mohammed Alkassmie,[4]. Bashayer Daifallah Bishi Mobarak,[5]. Yousef Nafea H Alresheedi,[6] Aisha Ali Mohammed Assiri,[7]. Samaher Yahya Basheer,[8]. Abdulkarim Ziyad Saeed Alresheedi,[9]. Badr Ziyad Saeed Alresheedi,[10]. Hajar Farhan Alhawiti,[11]. Hassan Mohammed Abdullah Alshahrani,[12]. Amani Abdul Aziz Jameel,[13]. Hibah Ahmed Q Alanazi,[14]munerah Mubarak Nasser Alkhaldi ,[15] Rubayyi Muawid Badah Alrashdi

1. Health Services Management Branch Of The Ministry Of Health In The Medina Region
2. Senior Specialist Health Administration Finacial Operations Management Taif Health Cluster
3. Medical Secretarial Technician King Abdulaziz Hospital
4. Medical Secretary Hospital Children
5. Health Informatics King Fahad Specialist Hospital Buraydah
6. Technician Health Informatics Hospital Eye In Jeddah
7. Medical Secretary King Fahad Hospital In Al Baha
8. Technician-Medical Secretary Minstry Of Health
9. Technician-Medical Secretary Minstry Of Health
10. Technician-Health Informatics Specialized Dental Center
11. Health Administration Aseer Cluster
12. Bgdadi Medical Secretariai Althagher General Hospital
13. Technician-Health Informatics Diabetes And Endocrinology Center, Buraydah
14. Women's Health Information Technician Bader(91) Health Center Dammam
15. Healt services administration King Salman Medical City Specialized Psychiatric Hospital

Received: 13 october 2023 **Revised:** 27 November 2023 **Accepted:** 11 December 2023

Chapter 1: Introduction to the Evolving Role of Medical Secretaries and Administrators

The role of medical secretaries has roots in the early 20th century when healthcare systems began to expand rapidly. Initially, these professionals focused on clerical tasks, such as filing patient records, scheduling appointments, and typing physician notes. With the rise of organized healthcare institutions, their responsibilities grew to include managing correspondence, ensuring proper documentation, and facilitating communication between physicians and patients **(Eid , Shazly& Abdrabou, 2021).** This role became a cornerstone of administrative support, allowing healthcare providers to focus on clinical duties while secretaries managed the administrative workload. Over time, advancements in technology and the increasing complexity of healthcare delivery necessitated the evolution of this role into a more dynamic and skilled profession **(Choe, Kim& Choi, 2023).**

The mid-20th century witnessed significant growth in the responsibilities of medical secretaries. As hospitals and private practices expanded, the need for effective administrative management became critical. During this period, medical secretaries began to play a pivotal role in maintaining medical records,

enhance the professionalism and efficiency of medical secretaries. By the late 20th century, their roles had become indispensable to healthcare delivery **(Fakhruddin et a .,2023).**

With the advent of computers and electronic systems in the 1980s and 1990s, the role of medical secretaries underwent a significant transformation. Electronic health records (EHRs) and scheduling software revolutionized administrative tasks, enabling faster and more accurate record-keeping **(Nouroozi et al .,2023).** Medical secretaries transitioned from manual, paper-based systems to digital tools that streamlined workflows and improved data management. This shift required secretaries to acquire new technical skills, such as operating specialized software and troubleshooting basic IT issues. Their adaptability during this period marked a turning point in their role, as they began to act as bridges between healthcare providers and emerging technologies **(Lee et al .,2023).**

As healthcare systems grew more complex, the responsibilities of medical secretaries expanded to encompass broader administrative duties. Many transitioned into medical administrators, taking on leadership roles in managing entire healthcare facilities or departments. These professionals began overseeing budgets, staffing, compliance, and policy implementation **(Garandeau , Laninga-Wijnen& Salmivalli, 2022).** Their ability to combine administrative expertise with an understanding of clinical workflows made them invaluable in ensuring operational efficiency. This shift reflected the growing recognition of the importance of administrative leadership in healthcare, paving the way for the integration of medical secretaries into strategic decision-making processes **(Omura, Levett-Jones& Stone, 2019).**

Medical secretaries and administrators are crucial to the efficient operation of healthcare organizations. By managing schedules, coordinating patient referrals, and ensuring timely communication, they reduce delays in care delivery. Their meticulous attention to detail in maintaining accurate records and handling billing processes ensures that healthcare providers can focus on patient care without being burdened by administrative tasks **(Ramadan et al .,2020).** Furthermore, their ability to streamline operations minimizes inefficiencies, leading to cost savings and improved resource allocation. In essence, they act as the backbone of healthcare systems, ensuring smooth and effective service delivery **(Moss& Mace, 2022).**

Medical secretaries play a direct role in shaping patient experiences. Their interaction with patients during appointment scheduling, check-ins, and follow-ups sets the tone for the overall healthcare experience. By providing clear instructions, resolving queries, and handling sensitive information with professionalism, they foster trust and confidence **(Sakapurnama & Hasan, 2023).** Administrators, on the other hand, ensure that patients receive timely and coordinated care by managing workflows and addressing systemic inefficiencies. Together, medical secretaries and administrators contribute to higher levels of patient satisfaction by ensuring that the administrative aspects of healthcare do not detract from the quality of care provided **Sadeghi-(Gandomani, Alavi & Afshar ,2019).**

In the era of digital health, patients expect seamless, efficient, and personalized interactions with healthcare providers. Medical secretaries and administrators have adapted to these demands by leveraging technology to enhance communication and service delivery **(Steele, Rodgers& Fogarty, 2023).** For example, they use patient portals to provide access to medical records and appointment scheduling tools that reduce wait times. By embracing these innovations, they not only meet but often exceed patient expectations, contributing to better healthcare experiences. Their role in managing these systems ensures that the healthcare industry keeps pace with the evolving needs of patients **(Smit, 2022).**

One of the most significant contributions of medical secretaries is their ability to bridge clinical and administrative functions. They act as intermediaries, ensuring that clinical workflows align with administrative processes **(Yadav et al .,2023).** For instance, they coordinate between physicians and insurance companies to ensure timely reimbursements, handle prior authorizations, and facilitate communication between departments. This dual role ensures that clinical care is delivered efficiently and that administrative hurdles do not impede patient outcomes. Their ability to navigate these complex interactions underscores their importance in modern healthcare systems **(Teng et al .,2022).**

By taking on administrative responsibilities, medical secretaries and administrators enable physicians and clinical teams to focus on patient care. Tasks such as managing correspondence, updating medical records, and handling insurance claims are critical but time-consuming **(Anjum, 2020).** By delegating these duties to skilled administrators, healthcare providers can dedicate more time to diagnosing and treating patients. This collaborative relationship enhances productivity and ensures that the healthcare team operates cohesively. The support provided by medical secretaries is particularly valuable in high-pressure environments like hospitals and large clinics **(Zych & Farrington, 2021).**

Healthcare organizations must adhere to strict regulations regarding patient privacy, data security, and operational standards. Medical secretaries and administrators play a vital role in ensuring compliance with laws such as HIPAA and GDPR **(Blaya, 2019).** They oversee the secure handling of patient information, manage audit trails, and implement policies to safeguard data. Their meticulous approach to compliance not only protects organizations from legal repercussions but also builds patient trust. As regulatory landscapes evolve, their role in maintaining compliance becomes increasingly complex and indispensable **(Asaoka et al .,2021).**

In the face of challenges such as pandemics, resource shortages, and technological disruptions, medical secretaries and administrators contribute to organizational resilience. Their ability to adapt to changing circumstances, implement contingency plans, and maintain operational continuity is critical **(Ayhan& Seki Öz, 2021).** For example, during the COVID-19 pandemic, they played a key role in managing telehealth appointments, coordinating testing, and ensuring the safety of patients and staff. Their proactive approach to problem-solving and crisis management highlights their importance in navigating healthcare challenges **(Azizi et al .,2020).**

The role of medical secretaries and administrators has evolved from basic clerical duties to multifaceted responsibilities that encompass leadership, technology integration, and patient engagement. Their contributions to healthcare efficiency, patient satisfaction, and organizational resilience are invaluable **(Salin& Notelaers, 2020).** By adapting to new technologies and meeting modern patient expectations, they continue to play a pivotal role in the healthcare system. Their evolution reflects the broader transformation of healthcare, highlighting the need for skilled professionals who can balance administrative demands with a commitment to quality care delivery **(Park et al .,2021).**

Chapter 2: Leadership and Strategic Roles of Medical Secretaries

Medical secretaries are evolving from traditional support roles to becoming integral leaders in healthcare administration. With increasing responsibilities, many now take on strategic roles like practice managers or healthcare coordinators. This transition reflects the growing complexity of healthcare systems, requiring secretaries to oversee workflows, manage teams, and contribute to organizational decision-making (**Yosep et al .,2022).** As healthcare institutions prioritize efficiency and patient satisfaction, medical secretaries are stepping into leadership roles that demand not only administrative expertise but also strong interpersonal and organizational skills. Their ability to bridge communication between clinical staff and administrative teams positions them as vital leaders in streamlining healthcare delivery **(Moses Okumu et al ., 2023).**

Healthcare organizations increasingly recognize the value of medical secretaries in leadership positions. Their roles now include policy development, resource allocation, and performance monitoring**(Choe, Kim& Choi, 2023).**By leveraging their understanding of both administrative and clinical operations, medical secretaries are uniquely equipped to drive organizational goals. As healthcare systems become more patient-centric, leadership roles enable medical secretaries to implement strategies that enhance patient experiences and operational efficiency. Their expanded responsibilities align with broader trends in healthcare, emphasizing the importance of adaptive leadership to navigate the sector's dynamic environment **(Pascual-Sanchez ,et al .,2021).**

Medical secretaries in leadership roles are often responsible for making critical decisions that impact healthcare delivery. These decisions require balancing clinical priorities with administrative efficiency. For instance, managing appointment scheduling to reduce patient wait times while optimizing physician

availability demands strategic thinking **(Palade & Pascal ,2023).**Additionally, leaders in these roles must analyze data to identify trends, address gaps, and implement improvements. This level of decision-making necessitates advanced problem-solving skills, a deep understanding of healthcare systems, and the ability to coordinate effectively with multiple stakeholders **(Al Muharraq, Baker& Alallah, 2021).**

Effective communication is paramount for medical secretaries in leadership roles. They must convey information clearly between healthcare providers, administrative teams, and patients. This includes managing patient expectations, ensuring staff understand organizational goals, and addressing concerns promptly**(Moses Okumu et al ., 2023).** Communication skills also involve active listening, emotional intelligence, and the ability to mediate conflicts. Leaders must tailor their communication styles to diverse audiences, ensuring that all parties are aligned with operational objectives. Strong communication fosters trust, collaboration, and a positive workplace culture **(Minton& Birks, 2019).**

Leadership roles require exceptional organizational skills. Medical secretaries must oversee complex schedules, coordinate multidisciplinary teams, and manage documentation efficiently **(Çelik, Dedeoglu& Inanir, 2019).** As leaders, they must also prioritize tasks, delegate responsibilities, and ensure compliance with healthcare regulations. Effective organization enhances productivity, reduces errors, and ensures that patient care remains uninterrupted. By mastering these skills, medical secretaries in leadership roles can maintain smooth operations, even in high-pressure environments **(Shaikhpoor et al .,2020).**

A thorough understanding of healthcare systems is essential for medical secretaries transitioning into leadership. This includes familiarity with medical terminology, billing processes, and regulatory frameworks. Leaders must also stay updated on advancements in healthcare technology, such as electronic health records (EHRs) and telehealth platforms **(Bowie, 2019).**Comprehensive knowledge enables them to identify inefficiencies, propose solutions, and implement best practices. By leveraging their expertise, medical secretaries can align organizational operations with industry standards, improving both care quality and administrative performance **(Akinwale& George, 2020).**

Leadership roles require medical secretaries to embrace and implement new technologies effectively. From managing EHRs to integrating AI-driven scheduling systems, technology plays a critical role in modern healthcare. Leaders must ensure that their teams are adequately trained and that technological tools are utilized to their full potential **(Cho& Kao, 2022).** Additionally, they must assess the impact of these technologies on workflows and patient outcomes. Adapting to technological advancements not only enhances efficiency but also positions leaders as forward-thinking innovators within their organizations **(Cheema, Afsar& Javed, 2020).**

Leadership roles often involve managing teams, which requires fostering a culture of collaboration and mutual respect. Medical secretaries must motivate their teams, resolve conflicts, and ensure that everyone is aligned with organizational objectives **(Iselin, Glambek& Valvatne, 2020).** Effective team management involves setting clear expectations, providing constructive feedback, and recognizing achievements. Leaders must also facilitate collaboration across departments, ensuring seamless communication and coordination. By building strong teams, medical secretaries can drive collective success and improve overall healthcare delivery **(Cronin et al .,2023).**

As leaders, medical secretaries play a critical role in promoting patient-centered care. This involves implementing processes that prioritize patient needs, such as reducing wait times, ensuring accurate communication, and maintaining confidentiality **(De Clercq& Belausteguigoitia, 2022):** Leaders must also advocate for patients, addressing their concerns and coordinating with clinical teams to provide comprehensive care. By adopting a patient-centric approach, medical secretaries in leadership roles contribute to enhanced patient satisfaction and trust in healthcare services **(Shupp& Bloomford, 2023).**

Emotional intelligence (EI) is a crucial skill for medical secretaries in leadership positions. Leaders with high EI can navigate workplace challenges, manage stress, and build strong relationships with their teams. EI involves self-awareness, empathy, and the ability to regulate emotions effectively **(De Geus et al .,2020):** In a healthcare setting, leaders must remain calm under pressure, provide emotional support to staff, and

address patient concerns compassionately. By leveraging EI, medical secretaries can create a positive and supportive work environment that enhances team morale and patient care **(Reisen& Vitória, 2022).**

Leadership in healthcare requires a commitment to continuous learning. Medical secretaries must stay updated on industry trends, regulatory changes, and advancements in technology. Participating in professional development programs, attending workshops, and obtaining certifications are essential for staying competitive in leadership roles **(Eva et al .,2019).** Continuous learning not only enhances individual skills but also enables leaders to implement innovative solutions and drive organizational growth. By prioritizing professional development, medical secretaries can adapt to the evolving demands of modern healthcare **(Dunker& Manning, 2019).**

The future of medical secretaries in leadership roles is promising, with opportunities to influence healthcare policy, drive innovation, and improve patient outcomes. As healthcare systems become more complex, the demand for skilled leaders who can navigate these challenges will continue to grow **(Faria, 2020).** Medical secretaries must embrace their expanding roles, leveraging their unique expertise to shape the future of healthcare. By adopting a proactive approach to leadership, they can contribute to building more efficient, patient-centric, and resilient healthcare systems **(Smokowski& Evans, 2019).**

Chapter 3: Challenges Faced by Medical Secretaries in Modern Healthcare

Medical secretaries often face overwhelming administrative duties, including scheduling, billing, and patient records management. With healthcare facilities handling large patient volumes, secretaries are tasked with managing vast amounts of paperwork and data. This workload can be compounded by the need to meet tight deadlines, resulting in errors and inefficiencies **(Liang, 2020).** The manual nature of many tasks, despite technological advancements, exacerbates stress and reduces productivity. To address this challenge, healthcare organizations must streamline workflows by adopting advanced technologies and redistributing administrative tasks. Additionally, hiring support staff to share responsibilities can alleviate the burden and enhance overall efficiency **(Fauzan et al .,2023).**

The rapid evolution of healthcare technologies, such as electronic health records (EHRs) and telemedicine platforms, presents both opportunities and challenges for medical secretaries. While these systems promise efficiency, adapting to new technologies requires extensive training and adjustment periods. Many secretaries struggle with steep learning curves and technical issues, which can disrupt workflows and lead to frustration **(Ocampo et al .,2020).** Additionally, healthcare facilities with limited budgets may implement outdated systems, further complicating processes. Addressing this requires healthcare organizations to invest in comprehensive training programs and user-friendly technology. Regular updates and ongoing technical support can also help medical secretaries adapt and maximize the benefits of technological advancements **(Fahmi& Aswirna, 2020).**

Medical secretaries play a crucial role in patient management, handling inquiries, appointments, and complaints. However, dealing with diverse patient needs and expectations can be challenging, especially in high-pressure environments. Miscommunication, delays, or errors in patient records can lead to dissatisfaction and conflict **(Freire, Gonçalves& Carvalho, 2022).** Additionally, managing sensitive situations, such as discussing billing issues or resolving complaints, requires tact and emotional resilience. To improve patient management, medical secretaries need training in communication skills and conflict resolution. Clear protocols and tools, such as appointment reminders and patient feedback systems, can also enhance efficiency and reduce misunderstandings **(Teng et al .,2022).**

Adhering to regulations such as the Health Insurance Portability and Accountability Act (HIPAA) and the General Data Protection Regulation (GDPR) is a critical responsibility for medical secretaries. These regulations demand meticulous attention to data privacy and security, making even minor errors potentially costly **(Fuller, 2022).**Secretaries must ensure patient records are secure, access is controlled, and communications comply with legal standards. However, understanding and implementing these policies can be overwhelming without adequate training and resources. Healthcare organizations must

prioritize compliance training, regular audits, and clear guidelines to support medical secretaries in navigating these complexities **(Choi& Park, 2021).**

With the increasing digitization of healthcare records, medical secretaries face growing concerns about cybersecurity threats, such as data breaches and ransomware attacks. Protecting sensitive patient information requires vigilance and adherence to strict protocols. However, limited technical knowledge or inadequate organizational support can leave secretaries vulnerable to mistakes **(Karatas & Ozturk ,2020).** The consequences of data breaches can be severe, including financial penalties and loss of patient trust. Organizations should invest in robust cybersecurity systems, regular training, and clear response protocols to mitigate risks and support secretaries in safeguarding patient information **(Sharma, Sharma & Kaur, 2020).**

The role of medical secretaries often involves juggling multiple responsibilities, such as managing phone calls, updating records, and coordinating with healthcare providers. This constant multitasking can lead to errors, reduced productivity, and stress. Balancing competing priorities becomes even more challenging in busy healthcare settings where interruptions are frequent **(García, et al .,2019):** To address this, organizations should implement task management tools and establish clear workflows. Encouraging realistic expectations and providing adequate support can also help secretaries manage their responsibilities effectively **(Abdel-Azeem, Amin & El-Sayed, 2022).**

Frequent updates to healthcare policies and regulations require medical secretaries to stay informed and adapt quickly. However, keeping up with these changes can be stressful, especially when combined with other job demands. Misunderstanding or overlooking new policies can lead to compliance issues and penalties **(Gregory, 2021).** Organizations should provide regular policy updates, clear communication, and training sessions to help secretaries stay current. Offering resources such as compliance manuals and support from legal teams can further reduce stress and ensure adherence to policies **(Stelios, Charalambous& Stavrinides, 2022).**

Medical secretaries often deal with emotionally charged situations, such as handling upset patients or delivering difficult messages about appointments or billing. This emotional strain can take a toll on mental health, leading to burnout or compassion fatigue. Additionally, secretaries may feel unprepared to manage such interactions, especially when they involve conflict **(Chakraborty, Ray& Mani, 2020).** Providing training in emotional intelligence and conflict resolution can empower secretaries to handle challenging situations effectively. Organizations should also promote a supportive environment where secretaries can discuss and debrief emotionally taxing experiences **(Hoover, 2020).**

The high demands of the role, coupled with long hours and administrative pressure, can lead to burnout among medical secretaries. Symptoms of burnout, such as fatigue, irritability, and reduced performance, not only affect individuals but also compromise patient care. Poor work-life balance exacerbates these issues, making it difficult for secretaries to recharge and perform effectively **(Modahl, 2021).** Organizations can address burnout by offering flexible schedules, adequate breaks, and mental health support. Encouraging a culture that values work-life balance and recognizes employees' contributions is crucial for long-term well-being **(Olweus, 2020).**

Many medical secretaries feel that their roles lack clear pathways for career advancement. This perception can lead to frustration and reduced job satisfaction. Without opportunities for skill development or promotions, secretaries may struggle to stay motivated. Organizations should prioritize career development programs, offering training in areas like healthcare management or data analytics. Establishing clear promotion pathways and recognizing achievements can also enhance job satisfaction and retention **(Beach& Pedersen, 2019).**

Effective collaboration with healthcare providers and administrative teams is essential for medical secretaries. However, communication breakdowns can lead to misunderstandings, errors, and inefficiencies. For instance, unclear instructions or delayed responses from healthcare providers can disrupt workflows **(Shafie& Al Haadi ,2021).** Organizations should foster a culture of open

communication, using tools like team meetings and digital collaboration platforms. Providing training in teamwork and communication can also help secretaries navigate interpersonal challenges and enhance coordination **(Nemati et al .,2023).**

Patients today expect prompt, efficient, and personalized services from healthcare providers. Meeting these expectations can be challenging for medical secretaries, especially when resources are limited. Dissatisfied patients may express their frustrations through complaints, adding to the secretary's stress **(Gaffney, Ttofi& Farrington, 2021).** Organizations should support secretaries by implementing tools like automated appointment systems and patient feedback channels. Training in customer service and problem-solving can also equip secretaries to handle patient interactions effectively and maintain high satisfaction levels **(Hermanto& Srimulyani, 2022).**

Chapter 4: Opportunities for Professional Growth and Skill Development

Medical secretaries play a crucial role in healthcare operations, and continuous education is vital for keeping their skills relevant. Upskilling through certifications and training programs ensures they stay updated with the latest industry standards. For instance, certifications in medical coding or billing, such as the Certified Professional Coder (CPC) program, enhance their expertise in handling medical documentation **(Hooi , Liu& Lin, 2021).** Leadership training programs empower them to take on managerial roles, enabling them to lead healthcare teams effectively. Continued education also fosters confidence and job satisfaction, encouraging career growth. Organizations should promote a culture of lifelong learning by offering financial support or partnerships with educational institutions, ensuring their medical administrative staff are prepared to adapt to the ever-changing healthcare environment **(Qtait ,2023)**.

Specialized certifications in medical coding and billing open new doors for medical secretaries, equipping them with a valuable skill set in the administrative workflow. Understanding coding systems like ICD-10 and CPT codes enables them to process insurance claims efficiently and ensure compliance with billing regulations. With growing complexity in reimbursement policies and electronic claim submission, proficiency in coding reduces errors and accelerates payment cycles **(Subavidya& Reena, 2019).** Organizations that invest in their employees' certification training not only improve operational efficiency but also boost employee retention. These certifications can also act as stepping stones for medical secretaries to transition into specialized roles, such as revenue cycle managers, making them indispensable assets in healthcare settings **(Fang et al .,2020).**

Data management and analytics training equip medical secretaries to handle the increasing volume of patient data effectively. Proficiency in healthcare analytics tools and data visualization platforms allows them to identify trends, optimize workflows, and support decision-making processes **(Einarsen, Hoel& Vartia, 2020).** Training in data integrity and cybersecurity ensures the protection of sensitive patient information, which is critical for regulatory compliance. Furthermore, knowledge of data management systems can lead to roles in health information management or quality assurance, significantly broadening their career prospects. As data-driven decision-making becomes central to healthcare, medical secretaries with strong analytical skills will play a pivotal role in supporting operational and clinical excellence **(Hossain et al ., 2019):**

Leadership training programs empower medical secretaries to take on supervisory and managerial roles. These programs focus on enhancing critical skills such as strategic planning, team management, and conflict resolution. With these competencies, medical secretaries can transition into practice managers or healthcare coordinators, overseeing administrative operations and improving team performance **(Liu et al .,2023).** Leadership training also fosters decision-making abilities, enabling medical secretaries to contribute to policy-making or strategic initiatives within their organizations. Offering mentorship opportunities and leadership workshops can help bridge the gap between administrative roles and management, paving the way for long-term career growth and influence in the healthcare sector **(Grilo et al .,2023).**

Electronic Health Records (EHR) systems are integral to modern healthcare, and medical secretaries must develop proficiency in using these platforms. Training in EHR software such as Epic, Cerner, or Meditech enables them to manage patient records, schedule appointments, and streamline workflows efficiently. Familiarity with EHR functionalities, including interoperability and data-sharing capabilities, enhances their ability to coordinate care across departments **(Binuja, 2020).** Moreover, skilled EHR users reduce the risk of errors in documentation and billing, improving overall operational accuracy. As EHR adoption continues to expand, medical secretaries proficient in these technologies will remain indispensable, with opportunities to specialize in EHR training or optimization roles **(Juntunen et al .,2019).**

The rise of telehealth has introduced new opportunities for medical secretaries to support virtual care delivery. Proficiency in telehealth platforms allows them to assist in scheduling virtual appointments, managing patient communications, and troubleshooting technical issues **(Silva et al .,2023).** Additionally, telehealth requires secretaries to understand privacy regulations like HIPAA to ensure secure data transmission during virtual consultations. As telehealth services grow, medical secretaries skilled in managing these platforms can explore roles as telehealth coordinators or virtual care specialists. Organizations should provide training in telehealth tools and workflows, preparing their staff to adapt to this rapidly expanding mode of healthcare delivery **(Radwan& Shosha, 2019).**

Medical secretaries are increasingly stepping into the role of patient advocates, ensuring patients receive the support and resources they need throughout their healthcare journey. Advocacy involves guiding patients through complex healthcare systems, helping them understand treatment options, and addressing any administrative barriers to care. This role requires excellent communication skills, empathy, and a deep understanding of healthcare policies **(Kang, 2021).** By advocating for patients, medical secretaries not only enhance the patient experience but also contribute to better health outcomes. Training programs focused on patient advocacy can prepare medical secretaries to excel in this role, making them vital members of the care team **(Nurhayati & Efianingrum, 2020).**

Health Information Management (HIM) is a growing field that offers exciting opportunities for medical secretaries. Specializing in HIM involves managing and protecting patient data, ensuring compliance with regulatory standards, and analyzing data to improve healthcare delivery **(Abdelaziz et al .,2020).** Certifications like the Registered Health Information Administrator (RHIA) credential enable medical secretaries to transition into HIM roles. This specialization combines technical expertise with administrative skills, allowing secretaries to contribute to quality assurance and data governance efforts. As healthcare organizations increasingly rely on accurate and secure data, professionals with HIM expertise will be in high demand **(Kassem& Mohammed, 2019).**

Cross-training in multidisciplinary areas such as clinical documentation, scheduling, and compliance enhances the versatility of medical secretaries. These skills enable them to support various departments, from billing and coding to patient care coordination. Cross-training also prepares them to handle complex scenarios, such as managing patient transfers or resolving insurance disputes **(Coco, 2020).** By diversifying their skill sets, medical secretaries increase their value within the organization and open pathways to roles in project management or healthcare administration. Employers benefit from cross-trained staff who can adapt to changing needs, ensuring continuity and efficiency in operations **(Immanuel & Muo,2022).**

Mentorship programs play a critical role in the professional development of medical secretaries. Experienced mentors provide guidance on career pathways, share insights into industry trends, and offer support in overcoming workplace challenges. These programs also help secretaries build confidence and refine their skills, preparing them for leadership roles **(Mento et al .,2020).** Organizations should establish structured mentorship initiatives, pairing junior staff with seasoned professionals to foster growth and knowledge transfer. By participating in mentorship programs, medical secretaries gain valuable networking opportunities and access to resources that accelerate their career advancement **(Demetriou et al ., 2020).**

Creating a culture of continuous learning encourages medical secretaries to pursue professional development actively. Healthcare organizations can support this by offering in-house training programs,

reimbursing certification costs, or providing access to online learning platforms **(Kataria& Adhikari, 2022).** Continuous learning not only enhances individual capabilities but also strengthens the organization's adaptability to industry changes. Medical secretaries who engage in ongoing education are better equipped to implement best practices, adopt new technologies, and contribute to organizational goals. A commitment to lifelong learning is essential for thriving in the dynamic healthcare environment **(Zewiel et al .,2022).**

Collaboration with interdisciplinary teams presents an excellent opportunity for medical secretaries to broaden their roles and impact. Working alongside clinicians, IT specialists, and administrators, they can contribute to initiatives like workflow optimization, patient engagement programs, or technology implementation **(Baldry& Farrington, 2020).** This collaborative environment fosters skill-sharing and professional growth, enhancing the secretary's understanding of various aspects of healthcare delivery. Encouraging medical secretaries to participate in interdisciplinary projects prepares them for advanced roles in healthcare management and innovation. As healthcare systems become more integrated, these collaborative experiences will be invaluable for career progression **(Parray & Kumar ,2022).**

Chapter 5: Future Perspectives and Recommendations

Artificial Intelligence (AI) is set to revolutionize the role of medical secretaries and administrators by automating routine tasks such as appointment scheduling, billing, and data entry. AI-driven chatbots can handle patient inquiries, freeing up medical secretaries to focus on complex responsibilities like coordinating care and managing compliance. Predictive analytics tools can assist administrators in forecasting patient demand and resource allocation. These technologies not only increase efficiency but also reduce human error, enhancing the quality of patient care **(Galal et al .,2019).** However, the integration of AI requires medical secretaries to develop skills in technology management and data interpretation. As AI takes on more repetitive tasks, medical secretaries are likely to evolve into strategic roles, becoming key contributors to operational decision-making and patient satisfaction **(Palade & Pascal ,2023).**

Automation tools such as electronic health records (EHRs), digital documentation systems, and workflow management software are transforming healthcare administration. Medical secretaries now have access to tools that streamline communication, improve documentation accuracy, and ensure regulatory compliance. Automated reminders for patient follow-ups and billing tasks reduce delays and errors, improving patient satisfaction **(Subroto ,2021).** Additionally, advanced automation systems can analyze administrative workflows to identify inefficiencies and suggest improvements. Despite these benefits, the adoption of automation requires significant training and adaptation. Healthcare organizations must ensure that medical secretaries are equipped to work alongside these systems, maintaining a balance between automation and the human touch that is essential for patient-centered care **(Kim, SubShim& Hay, 2020).**

Healthcare organizations must prioritize the professional development of medical secretaries and administrators to help them adapt to evolving roles. Policies should focus on offering regular training in emerging technologies like AI, telehealth platforms, and data analytics. Certification programs in healthcare management and compliance can equip these professionals with leadership skills and advanced knowledge **(Cregan& Kelloway, 2021).** Career development programs that include mentorship, job rotations, and leadership training can help medical secretaries transition into higher administrative roles. Organizations should also provide access to online learning platforms and subsidized educational programs to encourage continuous learning. Recognizing and rewarding achievements in skill development can motivate employees and enhance job satisfaction. By investing in training and career advancement, healthcare systems can build a resilient workforce capable of driving efficiency and innovation **(Wech, Howard& Autrey, 2020).**

Healthcare organizations must foster a supportive environment for medical secretaries and administrators to thrive in their roles. This includes implementing policies that promote work-life balance, such as flexible scheduling and mental health support programs. Providing resources like ergonomic workspaces and advanced software can reduce workplace stress and enhance productivity. Regular performance evaluations should focus on identifying skill gaps and providing targeted training opportunities **(Shenghua,**

Junling& Yunjiao, 2020). Additionally, fostering a culture of collaboration between medical secretaries, clinicians, and administrators can enhance team dynamics and improve overall efficiency. Policymakers should also advocate for national and regional initiatives that recognize the critical role of medical secretaries in healthcare delivery, ensuring they receive the respect and resources they deserve **Rosander et al .,2020).**

Medical secretaries and administrators play an increasingly vital role in modern healthcare systems. As healthcare becomes more complex, their responsibilities extend beyond traditional clerical tasks to include technology management, patient advocacy, and strategic decision-making. Their ability to adapt to innovations like AI and automation while maintaining patient-centered care highlights their value as indispensable members of the healthcare team **(Abou Zeid, 2019).**Medical secretaries act as a bridge between patients and providers, ensuring smooth communication and efficient operations. Their evolving roles demand continuous learning, professional growth, and institutional support. Recognizing their contributions and investing in their development is crucial for healthcare systems to meet the demands of a rapidly changing landscape and deliver high-quality care **(Nicolette& Oducado, 2020).**

As healthcare continues to advance, medical secretaries and administrators must be prepared to face future challenges. These include adapting to rapid technological changes, managing increasingly diverse patient populations, and navigating complex regulatory environments. To address these challenges, healthcare organizations and policymakers must work together to provide robust support systems, including training programs, technological infrastructure, and mental health resources **(Miller et al .,2020).** By empowering medical secretaries with the tools and opportunities to succeed, the healthcare system can ensure that these professionals continue to be instrumental in delivering efficient, patient-centered care. The evolving role of medical secretaries is a testament to their resilience and adaptability, emphasizing their significance in shaping the future of healthcare delivery **(Buelga et al .,2020).**

References

1. Abdel-Azeem, A., Amin M., S., & El-Sayed, N. (2022). Bullying among Staff Nurses and Its Relationship to Psychological Distress and Organizational Commitment during Covid-19 Pandemic. Egyptian Journal of Health Care, 13(1), 1439-1443 .
2. Abdelaziz, E. M., Diab, I. A., Ouda, M. M. A., Elsharkawy, N. B., & Abdelkader, F. A. (2020). The effectiveness of assertiveness training program on psychological wellbeing and work engagement among novice psychiatric nurses. In Nursing forum (Vol. 55, No. 3, pp. 309-319.)
3. Abou Zeid, M, G., (2019). Effect of application of kanter empowerement theory on nurse intern asseretiveness. Tohoku J.Exp. unpuplished MSCN Thesis in nursing administration departement at ain shams university.pp:283-289.
4. Akinwale, O. E., & George, O. J. (2020): Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. Rajagiri Management Journal, 14(1), 71-92 .
5. Al Muharraq, E., Baker, O and. Alallah, S. (2021). The prevalence and The relationship of workplace bullying and nurses' turnover intentions Original Research Article. Volume 8: pp. 1–10.
6. Anjum, S.(2020). Impact of internship programs on professional and personal development of business students: a case study from Pakistan. Future Business Journal. ,
7. Asaoka, H., Sasaki, N., Kuroda, R., Tsuno, K., & Kawakami, N. (2021). Workplace Bullying and Patient Aggression Related toand its Association with Psychological Distress among Health Care Professionals during the Pandemic in Japan. Tohoku J. Exp. Med, 255(4).pp:283-289.
8. Ayhan, D., & Seki Öz, H. (2021). Effect of assertiveness training on the nursing students' assertiveness and self-esteem levels: Application of hybrid education in COVID-19 pandemic. In Nursing Forum.. nouvality Science journal, 19, 728–737 .
9. Azizi, S. M., Heidarzadi, E., Soroush, A., Janatolmakan, M., & Khatony, A. (2020). Investigation the correlation between psychological empowerment and assertiveness in nursing and midwifery students in Iran. Nurse education in practice, 42, 102667.
10. Baldry, A., & Farrington, D. (2020). Evaluation of an intervention program for the reduction of bullying and victimization in schools. Aggressive Behavior. 30. 1 - 15 .

11. Beach, D., & Pedersen, R. B. (2019). Process-tracing methods: Foundations and guidelines. University of Michigan Press.
12. Binuja, P. (2020). Assertiveness and self-esteem of nurses. Asian Journal of Nursing Education and Research, 10(2), 160-162.
13. Blaya, C. (2019). Cyberbullying among university students in France: Prevalence, consequences, coping, and intervention strategies (W. Cassidy, C. Faucher, & M. Jackson (eds.)). Cyberbullying at university in international contexts.
14. Bowie, N. (2019): The moral obligations of multinational corporations. In Problems of international justice (pp. 97-113 .)
15. Buelga, S., Postigo, J., Martínez-Ferrer, B., Cava, M. J., & Ortega-Barón, J. (2020). Cyberbullying among adolescents: Psychometric properties of the CYB-AGS cyber-aggressor scale. International Journal of Environmental Research and Public Health, 17(9 .)
16. Çelik, S., Dedeoglu, B.B., & Inanir, A. (2019): Relationship Between civilance behavior and Organizational Commitment and Job Satisfaction at Hotel Organizations/Otel Isletmelerinde Etik Liderlik, Örgütsel Baglilik ve Is Tatmini Arasindaki Iliski. Ege Akademik Bakis, 15(1), 53. Cochrane.org. Accessed May/2019.
17. Chakraborty, S., Ray, A., & Mani, S. (2020). A Comparative Study regarding Assertiveness, Self-esteem and Leadership Potentiality between Students of Selected Nursing and General College in West Bengal. International Journal of Nursing & Midwifery Research (E-ISSN: 2455-9318), 7(3), 4-11.
18. Cheema, S., Afsar, B., & Javed, F. (2020): Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit. Corporate Social Responsibility and Environmental Management, 27(1), 9-21.
19. Cho, C. C., & Kao, R. H. (2022): Developing sustainable workplace through leadership: Perspectives of transformational leadership and of organizational citizenship behavior. Frontiers in Psychology, 13, 924091 .
20. Choe, C., Kim, Y. B., & Choi, K. (2023). Do Internships Matter?: the Impact of Internship Participation on Employability. The Singapore Economic Review, 1-18.
21. Choi, B., & Park, S. (2021). Bullying Perpetration, Victimization, and Low Self-esteem: Examining Their Relationship Over Time. Journal of Youth and Adolescence, 50(4), 739–752 .
22. Coco, M. S.A.M. (2020). Internships, a try before you buy arrangement. Advanced Management Journal, 65(2), 41-43.
23. Cregan, B., & Kelloway, E. K. (2021). Physical Intimidation and Bullying in the Workplace. Special Topics and Particular occupations, Professions and Sectors, 33- 53.
24. Cronin, R. M., Quaye, N., Liu, X., Landes, K., Crosby, L. E., Kassim, A. A., ... & DeBaun, M. R. (2023). A feasibility randomized controlled trial of an mHealth app vs booklets for patient-facing guidelines in adults with SCD. Blood Advances, 7(20), 6184-6190.
25. De Clercq, D., & Belausteguigoitia, I. (2022): Political skill and organizational identification: Preventing role ambiguity from hindering organizational citizenship behaviour. Journal of Management & Organization, 28(5), 973-992.
26. De Geus, C. J., Ingrams, A., Tummers, L., & Pandey, S. K. (2020):Organizational citizenship behavior in the public sector: A systematic literature review and future research agenda. Public Administration Review, 80(2), 259-270 .
27. Demetriou, A., Kazi, S., Spanoudis, G., & Makris, N. (2020). Cognitive ability, cognitive self-awareness, and school performance: From childhood to adolescence. Intelligence J, 79:101432.
28. Dunker, K.S., & Manning, K. (2019): Civility Training for Faculty Using Role-Play: Creating a Healthy Clinical Environment to Maximize Student Learning.
29. Eid, O.A, Shazly, M.M, and Abdrabou, H.M. (2021). Assertiveness among Nurses in El Fayoum University Hospitals. Egyptian Journal of Health Care, 12(4), 1044-1056.

30. Einarsen, S., Hoel, H., & Vartia, M, (2020). Empirical findings on prevalence and risk groups of bullying in the workplace. Bullying and harassment in the workplace: Theory, research, and practice, 105-162 .
31. Eva, N., Meacham, H., Newman, A., Schwarz, G., & Tham, T. L. (2019): Is coworker feedback more important than supervisor feedback for increasing innovative behavior?. Human Resource Management, 58(4), 383-396.
32. Fahmi, R., & Aswirna, P. (2020). The Social Support and Assertive Behavior of Students. Psikoislamika: Jurnal Psikologi Dan Psikologi Islam, 17(1), 1-9.
33. Fakhruddin, F., Bunyamin, B., Desmawati, L., Pathumcharoenwattana, W., & Siswanto, Y. (2023). Internship Program to Enhance Youth Development: Learning from the Real World. Journal of Nonformal Education, 9(2), 251-258.
34. Fang, L., Hsiao, L., Fang, S., & Chen, B. (2020). Effects of assertiveness and psychosocial work condition on workplace bullying among nurses: A cross-sectional study. International journal of nursing practice, 26(6), e12806.
35. Faria, L. (2020): The Effect of Personality on Work Motivation and Its Impact on Organizational Citizenship Behavior of Employees of Public Department in Portugal. Studies, 9(2), 96-110 .
36. Fauzan, A., Triyono, M. B., Hardiyanta, R. A. P., Daryono, R. W., & Arifah, S. (2023). The Effect of Internship and Work Motivation on Students' Work Readiness in Vocational Education: PLS-SEM Approach. Journal of Innovation in Educational and Cultural Research, 4(1), 26-34.
37. Freire, C., Gonçalves, J., & Carvalho, M. R. (2022): Corporate social responsibility: the impact of employees' perceptions on organizational citizenship behavior through organizational identification. Administrative Sciences, 12(3), 120 .
38. Fuller, L. P. (2022): Employee Perception of Leadership Tolerance of Deviance and the Moral Disengagement from Organizational Citizenship Behavior. Journal of Human Resource and Sustainability Studies, 10(3), 356-379.
39. Gaffney, H., Ttofi, M. M., & Farrington, D. P. (2021). Effectiveness of school-based programs to reduce bullying perpetration and victimization: An updated systematic review and meta-analysis. Campbell systematic reviews, 17(2), e1143.
40. Galal, A.Samir, Y., Emadeldin, M., Mwafy, M.(2019). Prevalence and correlates of bullying and victimization among school students in rural Egypt. Journal of the Egyptian Public Health Association, 2019, 94: 1-12.
41. Garandeau, C. F., Laninga-Wijnen, L., & Salmivalli, C. (2022). Effects of the KiVa anti-bullying program on affective and cognitive empathy in children and adolescents. Journal of Clinical Child & Adolescent Psychology, 51(4), 515-529.
42. García, P.J.J.; Gallegos, L.I.F.; Lira, C.J.; Vásquez, S.I.A. (2019): Perceived psychological well-Being among universitystudents: A comparative study by gender.Eur. Sci. J.2019,15, 318–326 .
43. Gregory, K. (2021): 'my life is more valuable than this': Understanding risk among on-demand food couriers in edinburgh. Work, Employment and Society, 35(2), 316-331.
44. Grilo, A. M., Vinagre, G., Santos, M. C. D., Martinho, J. F., & Gomes, A. I. (2023). Attitudes toward Patient-Centred Care, Empathy, and Assertiveness among Students in Rehabilitation Areas: A Longitudinal Study. In Healthcare (Vol. 11, No. 20, p. 2803). MDPI.
45. Hakiki, M., Budiman, R. D. A., Firdaus, M., & Astiti, A. D. (2023). The Influence Of Internship Experience And Career Guidance On Student Work Readiness: A Quantitative Descriptive Research Study. Jurnal Inovasi Pendidikan Dan Teknologi Informasi (JIPTI), 4(2), 123-133.
46. Hermanto, Y. B., & Srimulyani, V. A. (2022):The Effects of Organizational Justice on Employee Performance Using Dimension of Organizational Citizenship Behavior as Mediation. Sustainability, 14(20), 13322.
47. Hooi, L. W., Liu, M. S., & Lin, J. J. (2021): Green human resource management and green organizational citizenship behavior: do green culture and green values matter?. International Journal of Manpower, 43(3), 763-785 .

48. Hoover, L. A. (2020). Lived experiences of new nurses with lateral violence and their decision to remain in the nursing profession (Doctoral dissertation, University of Phoenix.)
49. Hossain, S.; Anjum, A.; Uddin, M.E.; Rahman, M.A.; Hossain, M.F. (2019): Impacts of socio-cultural environmentand lifestyle factors on the psychological health of university students in Bangladesh: A longitudinal study.J. Affect. Disord.2019,256, 393–403.
50. Immanuel E., & Muo. F.(2022). Marital Status, Religion and Gender as factors in Assertiveness. Zik journal of multidisciplinary research. ZIK. 2022 Aug 26; 5(1.(
51. Iselin, R., Glambek, M., and Valvatne, S. (2020). Injustice perceptions, workplace bullying and intention to leave .
52. Juntunen, J. K., Halme, M., Korsunova, A., & Rajala, R. (2019):Strategies for integrating stakeholders into sustainability Innovation Management, 36(3), 331-355 .
53. Kang, E. (2021): Qualitative content approach: Impact of organizational climate on employee capability. East Asian Journal of Business Economics, 9(4), 57-67 .
54. Karatas H., & Ozturk C.(2020). Examining the Effect of a Program Developed to Address Bullying in Primary Schools. J. Pediatr. Res. 2020;7:243–249. doi: 10.4274/jpr.galenos.2019.37929 .
55. Kassem, H.A., & Mohammed, A.B. (2019): Incivility behavior and engagement among Technical and Health Institute Nursing Students at the Classroom. International Journal of Nursing Didactics; 9 (05): 21-28 .
56. Kataria, S., & Adhikari, B. (2022): Evaluating Dimensions of Organization Citizenship Behavior– With Reference to Hospitals. International Management Review, 18(Fall), 68-74 .
57. Kim, J., SubShim, H., & Hay, C., (2020). Unpacking the dynamics involved in the impact of bullying victimization on adolescent suicidal ideation: Testing general strain theory in the Korean context, Article Metrics, 110: 64-80 .
58. Lee, S. E., Kim, E., Lee, J. Y., & Morse, B. L. (2023). Assertiveness educational interventions for nursing students and nurses: A systematic review. Nurse Education Today, 120, 105655.
59. Liang, H., (2020). Exploring the relationship between school bullying and academic performance: the mediating role of students' sense of belonging at school, Journal Educational Studies.
60. Liu, Q., Feng, Y., London, K., & Zhang, P. (2023). Coping strategies for work and cultural stressors in multicultural construction workplaces: a study in Australia. Construction Management and Economics, 0(0), 1–17 .
61. Mento C., Silvestri M.C., Bruno A., Muscatello M.R.A., Cedro C., Pandolfo G., Zoccali R.A. (2020). Workplace Violence against Healthcare Professionals: A Systematic Review. Aggress. Violent Behav. 2020;51:101381 .
62. Miller, P., Brook, L., Stomski, N., Ditchburn, G., & Morrison, P. (2020). Bullying in Fly-In-Fly-Out employees in the Australian resources sector: A crosssectionalstudy. Plos one, 15(3), e0229970.
63. Minton, C. & Birks, M. (2019). "You can't escape it": Bullying experiences of New Zealand nursing students on clinical placement. Nurse Education Today, 77. 12-17 .
64. Modahl, C. A.(2021). Bullying Prevention Program: Pairing Assertiveness Training to Empower Bully Victims. PhD Thesis. Capella University .
65. Moses Okumu, M., Kim, Y., Sanders, E.J., Makubuya, M., Small, E., and & Hong.j., (2023). Gender-Specific Pathways between Face-to-Face and Cyber Bullying Victimization, Depressive Symptoms, and Academic Performance, Child Indicators Research, 13:2205–2223.
66. Moss, J. & Mace, C, . (2022). Assertiveness, Self-Esteem, and Relationship Satisfaction. 10.13140/ RG.2.2.23082.29127.
67. Nemati Z, Maghsoudi S, Mazlom SR, Kalatemolaei M. (2023). Evaluating effect of assertive training program on assertiveness communication and Self-Concept of nurses. Journal of Sabzevar University of Medical Sciences. x Jul 11; 29(2).243-54.
68. Nicolette, A. U., & Oducado, R.M.F. (2020). Perceived Competence and Transition Experience of New Graduate Filipino Nurses. Journal of Keperawatan Indonesia, 23 (1), P48–63.

69. Nouroozi, A., Etemadifar, S., Deris, F., & Davoodvand, S. (2023). The effect of assertiveness-based empowerment on professional commitment and moral courage of nurses working in Shahrekord educational hospitals. Journal of Multidisciplinary Care, 12(3), 111-116.
70. Nurhayati, Dwiningrum, S.I.A., & Efianingrum, A. (2020). School Policy for Bullying Prevention. Journals, doi.org/10.2991/assehr.k.200204.054, 902.
71. Ocampo, A. C. G., Reyes, M. L., Chen, Y., Restubog, S. L. D., Chih, Y. Y., Chua-Garcia, L., & Guan, P. (2020). The role of internship participation and conscientiousness in developing career adaptability: A five-wave growth mixture model analysis. Journal of Vocational Behavior, 120, 103426.
72. Olweus, D., (2020). Long term school-level effect of the Bullying Prevention Program. Journal Psychology, 61(1). 108-116.
73. Omura, M., Levett-Jones, T., & Stone, T. E. (2019). Design and evaluation of an assertiveness communication training programme for nursing students. Journal of clinical nursing, 28(9-10), 1990-1998.
74. Palade T, & Pascal E.(2023). Reducing Bullying through Empathy Training: The Effect of Teacher's Passive Presence. Behav Sci (Basel). Mar 2;13(3).216. doi: 10.3390/bs13030216. PMID: 36975241; PMCID: PMC10044840.
75. Park, M.S.A., Golden, K.J., Vizcaino-Vickers, S., Jidong, D., & Raj, S. (2021). Sociocultural values, attitudes and risk factors associated with adolescent cyberbullying in east asia: A systematic review. Cyberpsychology, 15(1), 1–19 .
76. Parray W., & Kumar S. (2022). The Effect of Assertiveness Training on Behaviour, Self esteem, Stress, Academic Achievement and Psychological Well-Being of Students: A Quasi-Experimental Study. Research & Development; 3(2).83-90.
77. Pascual-Sanchez, A., Hickey, N., Mateu, A., Martinez-Herves, M., Kramer, T., & Nicholls, D. (2021). Personality traits and self-esteem in traditional bullying and cyberbullying. Personality and Individual Differences, 177 .
78. Qtait M. (2023).Head Nurses' Leadership Styles and Nurses' Performance systematic review. International Journal of Africa Nursing Sciences. Immanuel EU, Muo FC. Marital Status, Religion and Gender as factors in Assertiveness. Zik journal of multidisciplinary research. Mar 25:100564.
79. Radwan, R., & Shosha, A. (2019). Pediatric Nursing Students' Experience of Bullying Behavior in Clinical Placements and the Role of Staff Faculty. American Journal of Nursing Research, Vol. 7, 2019, Pages 479-489, 7(4), 479–489 .
80. Ramadan, E.N, Abdel-Sattar, S.A.L., Abozeid, A.M., & El Sayed, H.A.E. (2020). The Effect of Emotional Intelligence Program on Nursing Intern nurses' Clinical Performance during Community Health Nursing Practical Training. American Journal of Nursing Research, 8(3), 361-371 Available online at http://pubs.sciepub.com/ajnr/8/3/6 Published by Science and Education Publishing DOI:10.12691/ajnr-8-3-6
81. Reisen, A., & Vitória, A.V. (2022). Bullying among adolescents: are the victims also perpetrators, Braz. J. Psychiatry, 41 (6 .)
82. Rosander, M., Salin, D., Viita, L., & Blomberg, S., (2020). Gender matters: workplace bullying, gender, and mental health. Frontiers in psychology, 11, 2683
83. Sadeghi-Gandomani H, Alavi NM, & Afshar M, (2019). Psychometric testing of the Persian version of the conditions of work effectiveness questionnaire-II (CWEQII- PV). J Educ Health Promot;8:32 .
84. Sakapurnama, E., & Hasan, S.A. (2023). The Effect of Internship Quality Toward Self-Perceived Employ ability Through the Mediation of Reduced Career-Entry Worries: Evidence from Final Year Students of Universitas Indonesia. The Asian Journal of Technology Management, 16(1), 1-12.
85. Salin, D., & Notelaers, G, (2020). The effects of workplace bullying on witnesses: violation of the psychological contract as an explanatory mechanism?. The International Journal of Human Resource Management, 31(18). 2319-2339 .

86. Shafie, A, & Al Haadi B., (2021). Enhancing the self-efficacy and assertiveness level among the bullied victim school students by using cognitive behaviour theraphy (cbt) in group counselling approach. International Journal of Academic Research in business and social science.
87. Shaikhpoor, G., Mafi, M., Mafi, M., Amiri, A., & Hosseinigolafshani, S. (2020). Effect of Assertiveness Training on Adaptive and Aggressive Assertiveness in Nurses. Journal of Inflammatory Disease, 24(3), 212-223.
88. Sharma, D., Sharma, M., & Kaur, G. (2020). A Quasi Experimental Study to Assess the Effectiveness of Assertiveness Training Program on Self Esteem and Interpersonal Communication Satisfaction among Nursing Students in Selected Nursing Institutes of Ambala, Haryana. Indian Journal of Forensic Medicine & Toxicology, 14(4.)
89. Shenghua, X., Junling, X., & Yunjiao, G., (2020). Bullying Victimization, Coping Strategies, and Depression of Children of China: Journal of Interpersonal Violence.
90. Shupp, M. R., & Bloomford, C. (2023). The Graduate Internship: Opportunities to Prepare for Professional Practice. About Campus, 27(6), 16-21.
91. Silva, A. C. S. S. D., Silvério, M. S., Alves, D. N., Amarante, L. H., Góes, F. G. B., & Correia, G. D. S. (2023). Educational booklet with guidelines on the main injectable drugs in pediatrics: validation study. Revista de Pesquisa: Cuidado é Fundamental, 15(1.)
92. Smit, D. M. D. (2022). The double punch of workplace bullying/harassment leading to depression: legal and other measures to help South African employers ward off a fatal blow. Law, Democracy & Development, 25(1), 24-63.
93. Smokowski, P., & Evans, C.B. (2019). Bullying and Victimization Across the Lifespan (1ST editio). Springer Nature Switzerland.
94. Steele, N.M., Rodgers, N., & Fogarty, G. J.(2023). The Relationships of Experiencing Workplace Bullying with Mental Health, Affective Commitment, and Job Satisfaction: Application of the JobDemands Control Model, International Journal of Environmental research andPublic Health 17, 2151.
95. Stelios, N.G., Charalambous, K., & Stavrinides, P., (2022). Mindfulness, impulsivity, and moral disengagement as parameters of bullying and victimization at school, Research Article, 46(1). 107-115.
96. Subavidya, R., & Reena, E. (2019). Assertive behavior and self-esteem among adolescent girls. The Journal of Nursing Trendz, 10(2), 22-26.
97. Subroto W. (2021). Prevention Acts towards Bullying in Indonesian Schools: A Systematic Review. AL-ISHLAH J. Pendidik. 2021;13:2889–2897.
98. Teng, Z., Yang, C., Stomski, M., Nie, Q., & Guo, C. (2022). Violent video game exposure and bullying in early adolescence: A longitudinal study examining moderation of trait aggressiveness and moral identity. Psychology of Violence, 12(3), 149–159 .
99. Wech, B., Howard, J., & Autrey, P. (2020). Workplace Bullying Model: a Qualitative Study on Bullying in Hospitals Employee Responsibilities and Rights Journal. https://doi.org/10.1007/s10672-020-09345-z.
100. Yadav, P., Verma, R., Yadav, S., & Sumiya, M. S. (2023). A study to assess the effectiveness of information booklet on knowledge regarding novel approaches, guidelines to surfactant therapy among staff nurses working in nicu in selected hospitals at kanpur, uttar pradesh. Journal of Research Administration, 5(2), 4432-4438.
101. Yosep, I., Hikmat, R., Mardhiyah, A., Hazmi, H., & Hernawaty, T. (2022). Method of Nursing Interventions to Reduce the Incidence of Bullying and Its Impact on Students in School: A Scoping Review. Healthcare (Switzerland), 10(10 .)
102. Zewiel, M. A., El Sayed, Z, E., El-Sharkawy, M, H., & El salamony, A, A. (2022). Effect of Educational Program on Level of Self -Esteem of School Age Children and Adolescents Exposed to Bullying. International Egyptian Journal of Nursing Sciences and Research (IEJNSR), 2(2), 98–106 .
103. Zych, I & Farrington, D. (2021). Stability and Change in Bullying and Cyberbullying Throughout the School Years. 10.1002/9781118482650.ch36