Head Nurses Time management Skills for Provision of Caring to Staff Nurses

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Abstract

Background: Time management is a method for head nurses to increase their work performance effectiveness to achieve the balanced lifestyle and increase job satisfaction. Aim: the study aimed to assess head nurses time management skills for provision of caring to staff nurses. Research design: Descriptive correlational research design was used in the study. Setting: The study was conducted at Tanta University Hospitals, which includes (Emergency hospital and Main hospital). The study subject: Consisted of two groups 62 head nurses and 100 staff nurses. Tools: Two tools were used to collect the data; Head Nurses' Time Management Assessment Questionnaire, and Head Nurses' Caring Staff nurses' Questionnaire. Results: More than half of head nurses had high level in time management skills. While, more than one quarter of them had moderate level of time management skills. In addition, more than half of head nurses had high level in caring behavior. While, more than one quarter of them had moderate level in caring behavior .Conclusion: There was a statistically significance positive correlation between total time management skills and head nurses' caring behavior. Recommendation: Enhance hospital administration to provide suitable supportive environment for staff nurses to create new ideas, express their ideas and opinions and encouraging staff nurses to attend training courses to keep them updating knowledge and practice regarding time management

Keywords: *Caring for staff nurses, Head Nurses, Time management skills*

Introduction

Head nurses are the secondary caregivers and the biggest group of health care providers in the hospitals. The efficient use of their time is critical and important for the quality of health care services specially the working environment. However, increased nurse workload and the growing nursing workforce shortage have negative impact on the number of head nurses' available time for caring activities. [1]

Nursing is a profession requiring skills in performing different tasks during the course of day for coping with time limitations and pressure. Time management is a crucial requirement for head nurses to attain their objectives during managing nursing departments because time lost is lost forever. [2]

Time management includes goal setting, prioritization, managing interruption, procrastination, scheduling and delegation [3]. Goal setting can be used to empower and encourage nurses. It gives head nurses a sense of accomplishment. Prioritization is the ability to make the best and most effective use of head nurses time, ability, and resources. It helps head nurses to spend time wisely and move forward on the goals that are the most important. Managing interruption is appropriate use of techniques to reduce interruption

commonly occurring on the job such as unscheduled visitors, telephone calls and meetings. [4]

Scheduling is actually form of organization and helps head nurses to prevent any wasted time in exchange for making time for things that are truly important. Avoid procrastination is the ability of head nurses to postpone things that should do and feel guilty about not doing it. This may be because fear of outcome and lack of motivation. Finally, delegation is a process that permits the transfer of authority from superior to subordinate. It is a high-level skill essential to head nurses, which improved with practice. [5]

Head nurses need to meet the expectations of patients, peers, nurses, along with completing the nursing activities. Effective time management can increase head nurses' productivity. Job and personal responsibilities are the important key area in time management, where most head nurses know how to spend their time in caring for their unit and staff nurses [6]

Caring is an instrumental and expressive behaviors that, when used in the context of shared professional interactions, facilitate understanding, learning, comfort, human dignity, security, self-confidence, hope, and encouragement. Caring involves actions such as being sensitive, compassionate, and honest which are

relevant to nurses' unique needs. Caring of head nurses are composed of four main dimensions; Genuine concern, respect, interest and effective listening [7]. Genuine concern is the development of effective working relationship, promoting nurses' growth as well as, peer and supervisors. [8]

Respect means acknowledging and accepting the wishes, preferences, inferences, needs and desires of staff nurses and feeling good about them. Respect for wishes of staff nurse, for what they wish to reveal or discuss is necessary to honesty. It is inherent in caring and it is first for the humanness of nurse managers. With respect to humanness comes a reverence for life and reduce individuality and separateness and a nonjudgmental attitude. Interest head nurses must be interested with improving staff nurses' condition in all aspects and proving more attention for their physical and psychological status. Effective listening of head nurses build rapport and contributes to the quality of a relationship with their staff nurses. Head nurses need to let their nurses know that head nurse listens to what they're saying [6]

Significance of the study

Inadequate time management of head nurses has shown delay in patient care and patient safety. Whenever, time limitations

are more, head nurses may not be able to think critically, prioritize and tend to make more errors. So, planning the patient care for the day, prioritization and delegation is very essential. Head nurses need to good time management skills and different time management strategies [7]

Caring is universal as well as central in the art and science of nursing practice that includes all aspects of caring for their staff. Caring is a basic head nurses' attitude and daily life events, when a head nurse comes in contact with their staff nurses with proper, manner staff nurses take more incentives to complete their duties carefully. Thus, caring requires the spiritual, moral, personal and social engagement of head nurse with a commitment their staff and hospital. [9]. So, the current study was carried out to investigate time management skills of head nurses for provision of caring to staff nurses.

Aim of the Study

The study aimed to   assess head nurses' time management skills for provision of caring to staff nurses.

Research question:

1-What are the levels of head nurses' time management skills?

2-What are the levels of caring behavior for head nurses as perceived by staff nurses?

3-What are the relation between time management skills of head nurses and caring behavior as perceived by staff nurses?

Subjects and Method

Study design: A descriptive correlational study design.

Setting: The study was conducted at Tanta University Hospitals, which includes (Emergency Hospital and Main Hospital). The capacity of Tanta University Hospitals (596) bed divided into Internal Medicine (112), Neurology and Psychiatric (74), Neonatal and Pediatric (150), Obstetrics (60), Oncology (40), Surgery (70), Tropical (50), and Cardiology (40) bed.

Subject: Two group were included:

1-Head nurses: Included all (62) head nurses working in above mentioned setting. They divided into 36 from Emergency Hospital and 26 from Main Hospital.

2- Staff nurses: Included 100 staff nurse working in above mentioned setting. They divided into 52 from Emergency Hospital and 48 from Main Hospital and selected by simple random sampling technique. The sample size was calculated using Ep-info software package created by World Health Organization and center for Disease Control and Prevention, Atlanta, Georgia, USA version 2002. The criteria used for sample size calculation where study design

was descriptive study, 95% confidence limit, expected outcome relationship between head nurses and time management skills was 50% with a margin of error 5% .

Tools of data collection

To fulfill the purpose of the study, two tools were used:

Tool I: Head Nurses' Time Management Assessment Questionnaire:

This tool was developed by the researcher guided by AbouRamadan (2015) [4], Murray (2011) [10] and Cherry (2011) [5]. It was used to assess head nurse time management skills, and included 50 items and consisted of two parts as follow:

Part 1: Head Nurses' characteristics data included, hospital name, age, marital status, sex, years of experience ,educational level, attendance of courses , and number of children.

Part 2: Head nurses time management skills, and divided into:

- Goal setting 7 items.

- Prioritization 6 items.

- Managing interruption 6 items .

- Avoid Procrastination 6 items .

- Scheduling 6 items .

-Delegation 8 items.

Scoring system

Head nurses' responses were measured on a five points Likert Scale. Scale ranging from (1) never to (5) always. Never= 1, rarely= 2, sometimes= 3, often= 4, and

always= 5. The total scores were calculated by summing of all categories at cutoff point and classified into three levels as follow:

High level of total time management skills >75% (>146)

Moderate level of total time management skills 60-75% (117-146 points)

Low level of total time management skills <60% (<117 points)

Tool II: Head Nurses Caring for Staff Nurse's Questionnaire

This tool was developed by the researcher guided by El-Demerdash (2006)[11] and Duffield (2011) [12]. It was used to assess head nurses caring as perceived by staff nurses. It was consisted of two parts as follow:

Part 1: Staff nurses' characteristics data included, hospital name, department, age, sex, marital status , years of experience and educational level.

Part 2: Head nurses caring questionnaire, it was consisted of (28 item) in four dimensions:

Genuine concern 9 items .

Respect 10 items.

Interest 3 items .

Listening 6 items.

Scoring system

Staffs nurses' responses were measured on a five points Likert Scale ranging from (1) strongly disagree to (5) strongly agree. The total scores were calculated by summing of all categories at cutoff point and classified into three levels as follow:

High level of caring >75% (>105 points)

Moderate level of caring 60-75% (84-105 points)

 Low level of caring <60% (84 points)

Method

1-Official permission to conduct the study was obtained from the dean of Faculty of Nursing to Emergency Hospital and Main University Hospital Director.

2-Ethical consideration:

Approval of ethical committee at faculty of nursing was obtained.

Nature of the study will not cause any harm or pain to the entire subjects.

Oral formal consent for participation was obtained after explanation of the nature and the purpose of the study.

Confidentiality and privacy were taken into consideration regarding data collection.

3-The tools were translated into Arabic and presented to a jury of five experts in the area of specialty to check content validity and clarity of the questionnaire. The experts were four assistance professors of Nursing Administration, Tanta University, and one professor of Nursing Administration, Minofia University. Necessary modification was done,

clarification, omission of certain items and adding others and simplifying work related words.

4- Suitable statistic test was done for its reliability, reliability of the study tools was used tested using Cronbach's alpha coefficient test, where reliability of tool (1) = 0.953, reliability of tool = 0.906, and it's both value = 0.942 and the content validity value was 0.985.

5- Pilot study was carried out on a sample (10%) n=7 head nurses and n=10 staff nurses to test the tools for its clarity, applicability estimate time needed to fulfill it and this sample was excluded from the total study subjects.

6- Data collection phase: the researcher was met the respondents in small groups during their work shifts to distribute the questionnaires. Nurses were recorded the answer in the presence of the researcher to ascertain all questions were answered. The average time taken to collect data from nurses ranged from 20 -30 minutes.

7- The appropriate times for data collection varied according to the type of work and work load for each department, sometimes it was in the morning shift and other times at afternoon shift. The data was collected from the beginning of June, 2019 to end of December, 2019.

Statistical analysis:

The collected data were organized, tabulated and statistically analyzed using SPSS software (Statistical Package for the Social Sciences, version 23, SPSS Inc. Chicago, IL, USA). For quantitative data, mean and standard deviation were calculated. For qualitative data, a comparison between two groups and more was done using Chi-square test (χ^2). Significance was adopted at P <0.05 for the interpretation of the results of tests of significance.

3. Results

Figure (1): Shows levels of time management skills dimensions for Head nurses. More than half (56.5%) of head nurses had high level in all time management skills domain especially nearly sixty percent (59.7%) for goal setting and delegation.

Figure (2): Shows levels of total time management skills for Head nurses. more than half(56.5%) of head nurses had high total time management skills. While, more than one quarter (29.0%) of them had moderate level of time management skills and minor (14.5%) of head nurses had low level in time management skills.

Figure (3): Demonstrate levels of caring behaviors as perceived by staff nurses. Equal percent (60%) of head nurses had

high level in genuine concern and interest dimensions of caring. Also, equal percent (56%) of them had high level in respect and listening.

Figure (4): Shows levels of caring behaviors as perceived by staff nurses .It can be noticed that more than half(58%) of head nurses had high level in caring behavior. While, more than one quarter(25%) of them had moderate level in caring behavior and minor percent(17%) of head nurses had low level in caring behavior dimensions.

Figure (5): Show correlation between study time management skills and caring behavior .There was a statistic significant correlation between caring behavior and time management skills when r= 0.834 with p-value <0.001**

Table (1): Reveals distribution of head nurses according to their personal characteristics. The head nurses' age ranged between 30 –50 or more years with mean age 42.5+5.59, more than half (54.8%) of them fall in the age group 40 - <50 years. The highest percentage (58.1%) of head nurses working in Emergency Hospital. All of them (100%) were female and the majority of them (82.3%) were married. Regarding to education level, majority (91.9 %) of them had BSN, while equal percent (1.6%) of them had diploma

and doctoral degree. Regarding to years of experience more than half (53.2%) of head nurses had 10-<20 years of experience, and little percent (3.2%) <10 years. The majority of head nurses (75.8%) attended training on time management and more than two third of them (71%) had 3or more children

Table (2): Shows distribution of staff nurses according to their personal characteristic**s**. Staff nurses' age ranged between 30 –50 or more years with mean age was 35.98 ± 8.78, the highest percentage (38%) of them fall in the age group 30 - <40 years old. According to their work hospital, the highest percentage (52%) of staff nurses working in Emergency Hospital. More than half (57%) of nurses were from medical departments, (34%) from surgical departments and (9%) form ICU. The majority (98%,95%) of staff nurses were female and married. Regarding to years of experience, the highest percent (40%, 37%) had 10-<20, <10 years of experience respectively. About two-third (66%) of them had diploma degree in nursing and (34%) had Baccalaureate in Nursing.

Table(3): Represents relation between personal characteristics and their time management skills. A statistically significance relation were found between

total time management skills and head nurses age and years of experience at p-value <0.05* About (100.0 %) of head nurses whose age 50 or more years old had high level of total time management skills. According to years of experience. The majority (85.2%) of head nurses whose years of experience ranged from 20-30 years old had high level in total time management skills.

Table(4): Shows relation between staff nurses personal characteristics and their perception of caring behavior This table shows a statistically significant relation between total caring behavior and age, marital status and year of experience when(p-value <0.05*) .About (100.0 %) of nurses whose age 50 or more years old had high level of caring behavior and according to marital status more than half (61.1%) of nurses were married had high level of caring behavior. According to years of experience about (100.0%) of nurses whose years of experience ranged

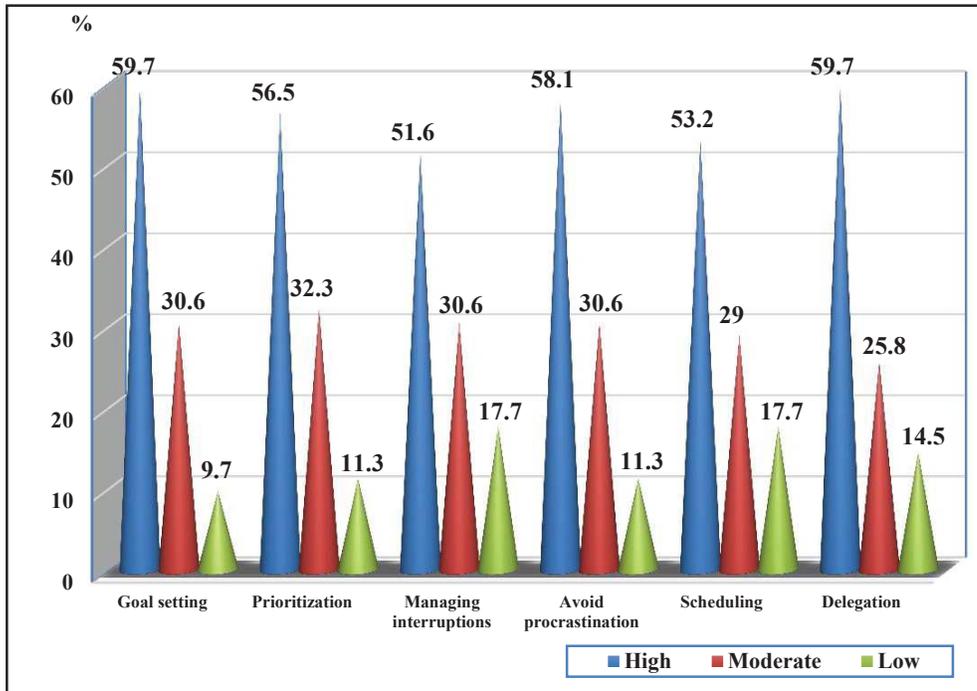from 30 or more years old had high level in caring behavior.

Figure (1): Levels of time management skills dimensions for head nurses (n=62)
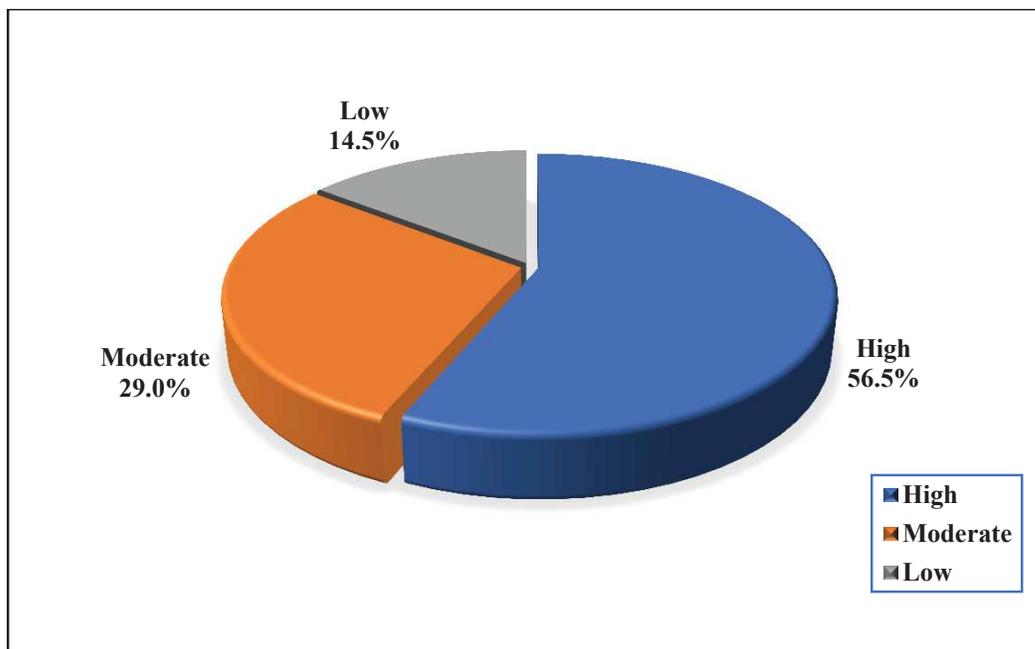

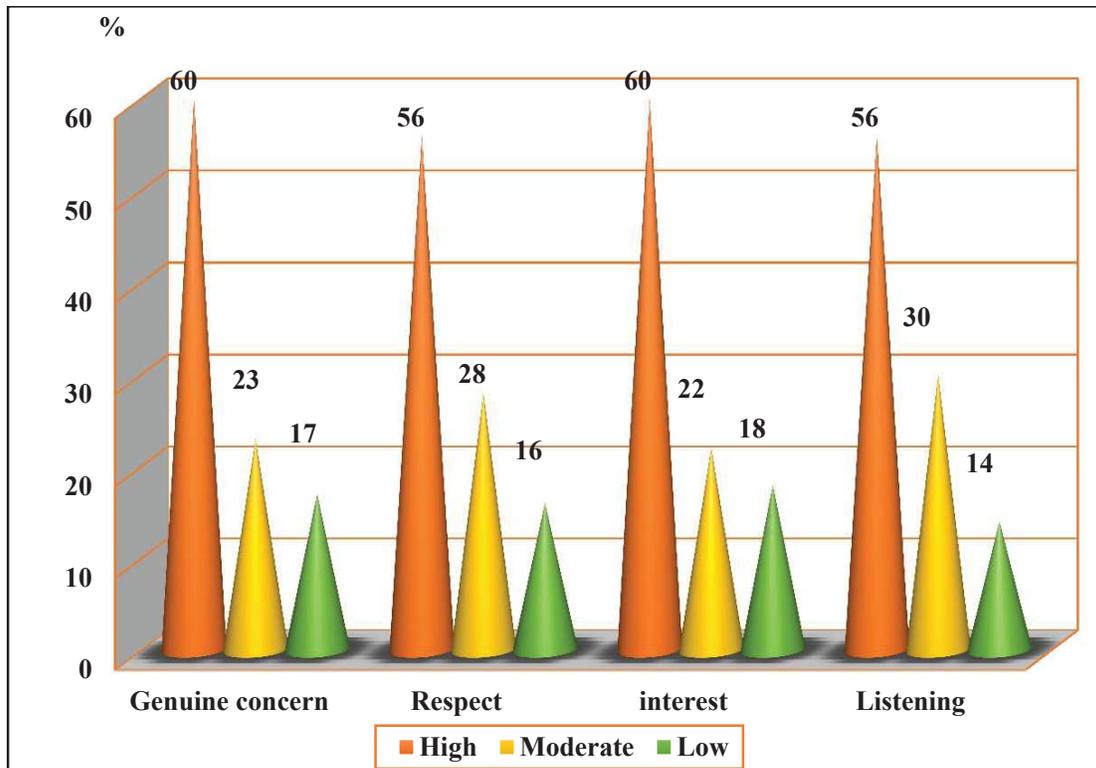**Figure (2):** Levels of time management skills for head nurses (n=62)

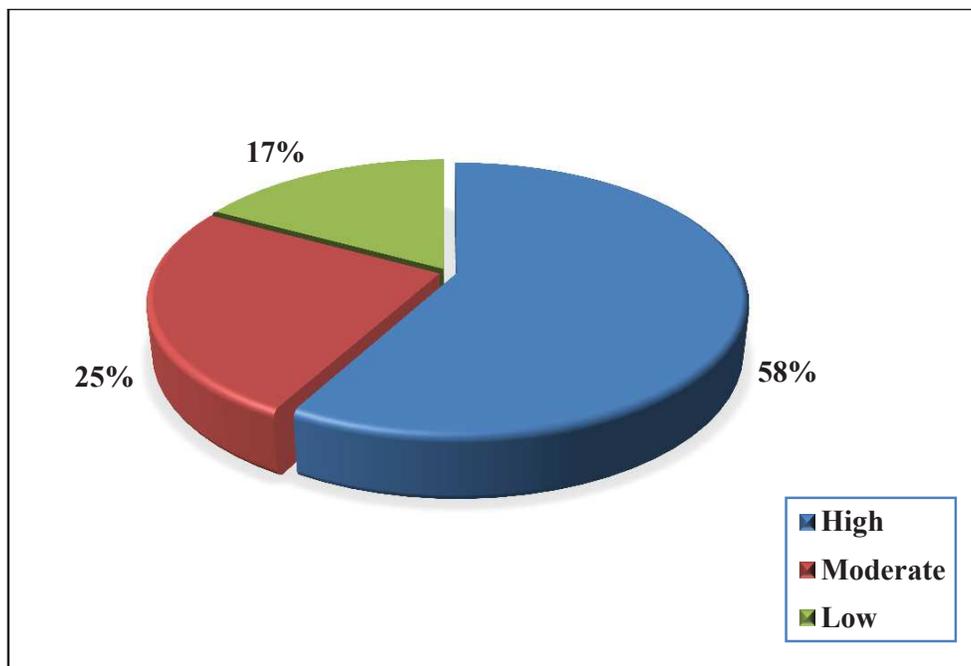**Figure (3):** Levels of caring behaviors dimensions as perceived by staff nurses

Figure (4): Total levels of caring behaviors as perceived by staff nurses.
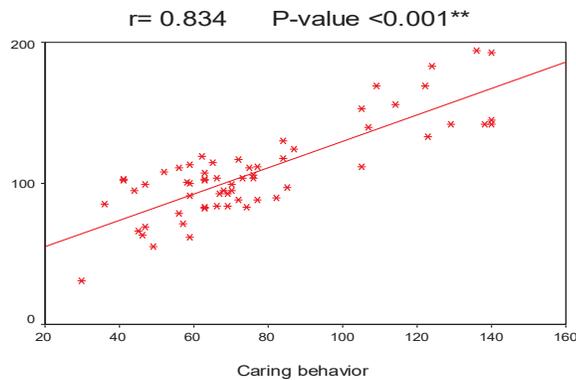
Figure (5): Show correlation between study time management skills and caring behavior

Table (1): Distribution of head nurses according to their personal characteristics (n=62)

Personal characteristics	No.	%
Age		
30- <40	22	35.5
40- <50	34	54.8
50 or more	6	9.7
Mean ± SD	42.5±5.59	
Hospital name		
Emergency Hospital	36	58.1
Main Hospital	26	41.9
Gender		
Female	62	100
Marital status		
Married	51	82.3
Single	5	8.1
Other	6	9.7
Years of experience		
<10	2	3.2
10- <20	33	53.3
20- 30	27	43.5
Mean ± SD	19.26±4.98	
Educational level		
Diploma Degree in Nursing	1	1.6
Baccalaureate Degree in Nursing	57	91.9
Master Degree in Nursing	3	4.9
Doctoral Degree in Nursing	1	1.6
Attendance of training on time management		
Yes	47	75.8
No	15	24.2
Number of children's		
1	5	8
2	13	21
3 or more	44	71

Table (2): Distribution of staff nurses according to their personal characteristics (n=100)

Personal characteristics	No.	%
Age		
<30	31	31
30- <40	38	38
40- <50	25	25
50 or more	6	6
Mean ± SD	**35.98 ± 8.78**	
Gender		
Female	98	98
Male	2	2
Marital status		
Married	95	95
Single	3	3
Other	2	2
Educational Level		
Diploma Degree in Nursing	66	66
Baccalaureate Degree in Nursing	34	34
Hospital name		
Emergency Hospital	52	52
Main Hospital	48	48
Department		
Medical departments	57	57
Surgical departments	34	34
ICU	9	9
Years of experience		
<10	37	37
10- <20	40	40
20- 30	19	19
30 or more	4	4
Mean ± SD	**15.9±8.42**	

Table (3): Relation between personal characteristics of head nurses and their time management skills

Personal characteristics	Total time management skills							Chi-square	
	High		Moderate		Low		Total	x^2	P-value
	No.	%	No.	%	No.	%			
Hospital name									
Emergency hospital	21	58.3	10	27.8	5	13.9	36	0.124	0.940
Main hospital	14	53.8	8	30.8	4	15.4	26		
Age									
30- <40	7	31.8	10	45.5	5	22.7	22	**11.001**	**0.027***
40- <50	22	64.7	8	23.5	4	11.8	34		
50 or more	6	100.0	0	0.0	0	0.0	6		
Marital status									
Married	26	51.0	16	31.4	9	17.6	51	4.024	0.403
Single	4	80.0	1	20.0	0	0.0	5		
Other	5	83.3	1	16.7	0	0.0	6		
Years of experience									
<10	0	0.0	0	0.0	2	100.0	2	**27.685**	**0.0001****
10- <20	12	36.4	16	48.5	5	15.2	33		
20- 30	23	85.2	2	7.4	2	7.4	27		
Educational level									
Diploma	0	0.0	0	0.0	1	100.0	1	9.154	0.165
BSN	31	54.4	18	31.6	8	14.0	57		
Master degree	3	100.0	0	0.0	0	0.0	3		
Doctoral degree	1	100.0	0	0.0	0	0.0	1		
Number of children's									
1	2	40	1	20	2	40	5	5.631	0.086
2	4	30.8	3	23.1	6	46.1	13		
3 or more	29	65.9	14	31.8	1	2.3	44		
Attend of courses									
Yes	23	48.9	16	34.0	8	17.0	47	4.463	0.107
No	12	80.0	2	13.3	1	6.7	15		

* Statistically significant difference at (P < 0.05)   ****** High statistically significant difference at (P < 0.001)

Table (4): Relation between staff nurses personal characteristics and their perception of caring behavior

Personal characteristics	Total caring behavior as perceived by staff nurses						Total	Chi-square	
	High		Moderate		Low			x^2	P-value
	No.	%	No.	%	No.	%			
Hospital name									
Emergency hospital	31	31	11	11	10	10	52	1.007	0.604
Main hospital	27	27	14	14	7	7	48		
Age									
<30	8	8	11	11	12	12	31	26.361	0.0001**
30- <40	24	24	10	10	4	4	38		
40- <50	20	20	4	4	1	1	25		
50 or more	6	6	0	0	0	0	6		
Gender									
Female	57	57	24	24	17	17	98	0.880	0.644
Male	1	1	1	1	0	0	2		
Marital status									
Married	58	58	24	24	13	13	95	16.711	0.002*
Single	0	0	1	1	2	2	3		
Other	0	0	0	0	2	2	2		
Years of experience									
<10	8	8	16	16	13	13	37	33.390	0.0001**
10- <20	31	31	6	6	3	3	40		
20- 30	15	15	3	3	1	1	19		
30 or more	4	4	0	0	0	0	4		

* Statistically significant difference at (P < 0.05)

** High statistically significant difference at (P < 0.001)

Discussion

Effective time management is considered important for head nurses for achieving goals in an organization head nurses for achieving Head nurses can improve their efficiency and performance with effective use of time. Its application can either reduce a lot of daily work pressures or eliminate them [13]. Caring for nurses as caregiver force is a major concern to head nurses to enable them to discover nurses' problems, recognize and implement suitable solutions. Interactive caring process requires head nurses to be responsive to staff nurse needs as a crucial element for their health, human development, and human relationship. As role model of caring nursing manager has to perceive that role and integrate caring values and principals of ethics in usual nursing practice [14]. So, the current study aimed to assess head nurses time management skills for provision of caring to staff nurses.

Head nurses time management skills the current study demonstrated that more than half of head nurses had high level in time management skills. This result is due to majority of head nurses attended training on time management. This result is accordance with **Hidayat, et al., (2021)** [15] who found that more than half of head nurses had high

level of time management. This is dis agreement with the study done by **Fekry and Moustafa (2019)** [16] found that more than half of head nurses had moderate level of time management .

Study result revealed that more than half of head nurses had high level in scheduling and more than one third of head nurses often schedule their time in total. Also, equal percent of head nurses often plan a time in their day for the unexpected events and prepare a daily or weekly to do list. This result is supported with **Dhaini, et al., (2018)** [17] who found that more than half of registered nurses prepare schedule to organize their tasks in hospital. In contrast, this result is in disagreement with **Hamid, et al., (2020)** [18] who found that majority of head nurses had problems in preparing schedule and had stress in organizing schedule .

Result of this study showed that nearly sixsty percent of head nurses had high level in delegation. This is due to more than two-fifths of head nurses often repeat the details of the task to delegate, give person authority for accomplishing task, provide adequate resources and select the best person for the task. While, more than thirty percent of them often identify exactly what is to be

delegated and why, evaluate the process and progress of the delegate and give appropriate reward. This result is in agreement with **Elsayed, et al., (2018)** [19] who found that the highest percentage of head nurses had delegation in their tasks with subordinates. Also, this result is accordance with **Younes, et al., (2018)** [20] who reported that more than half of head nurses give their subordinates authority and responsibility during delegate tasks to other persons .

Caring behavior dimensions

Regarding total levels of caring behaviors dimensions for staff nurses, the current study showed that more than half of staff nurses perceive level of caring behavior. This result is due to head nurses provided their staffs with the best interest, listen, and respects to complete tasks. This result is supported with **Tran, et al., (2018)** [21] who found that there is good relationship between all nursing staff in workplace. This result is congruence with **Boafo, (2018)** [22] who found that more than half of nurse head nurses had respect for staff nurses, and more than one third of staff nurses had high level of self -esteem and confidence. Also, this result is in agreement with **Park**, et al., (2019) [23] who found that more than two thirds of nurse head nurses were interested

with nurses, and staff nurses had intentions with others in work setting. This result is in disagreement with **Hermann, et al., (2019)** [24] who found that more than half of nurses had low level of confidence, and more than two thirds of head nurses had low trust and respect with their nursing staff .

Regarding staff nurses' listening, the current study clarified that more than half of head nurses had high level. This is due to more than two-fifths of the nurses agreed that head nurses listening to them in total and nearly half of nurses agreed that head nurses give them full attention. Additionally, equal percent of them agreed that head nurses listen to nurses calmly, be aware of their feelings, while listening to nurses and end speaks with nurses with best manner. While, more than one third of them agreed that head nurses look to nurse's eye when speaking with them and ask nurses to explain words when do not understand . This result is accordance with **Oxelmark, et al., (2018)** [25] who found that the majority of head nurses were good listener with staff nurses. In contrast, this result is in disagreement with **Hermann, et al., (2019)** [24] who found that more than half of head nurses not interested to deal with staff nurses.

Correlation between caring behavior and time management.

Regarding the correlation between caring behavior and time management skills, result of the current study revealed that there is a statistically significant correlation between caring behavior and time management skills. This result may be due to the fact that caring behavior and time management skills affecting each other as caring behavior make head nurses organize times of caring for their staff and consequently affecting their time management skills.

 This result is consistent with **Peng, et al., (2021)** [13] who found there is a highly statistically significant correlation between caring behavior and management functions if head nurses that include time management. Moreover, this result is in agreement with **Markey, et al., (2018)** [26] who indicate that presence of statistically significant correlation between time management skills of head nurses and their caring behavior.

Relation between personal characteristics of head nurses and time management skills and caring behavior

Regarding relation between personal characteristics and total time management skills, the current study showed that there is

a statistically significance positive relation between total time management skills and head nurses age and years of experience of head nurses whose age 50 or more years old had high level of total time management skills. According to years of experience; the majority of head nurses whose years of experience ranged from 20-30 years old had high level in total time management skills .

This result is in agreement with **Rakhshan, et al., (2019)** [27] who found that a significant relation between time management skills of head nurses and their ages. Conversely, this result is in disagreement **Aggar, et al., (2018)** [28] who found that majority of head nurses had low improvement in time management skills .

Regarding relation between personal characteristics and caring behavior, the current study showed that statistically significant positive relation between total caring behavior and age, marital status and year of experience. This result may be due to caring behavior with head nurses age, marital status and experience in work setting, they establishing good relation with staff and become more familiar with work areas problems

This result is in agreement with **McCay, et al., (2018)** [29] who and found that there is

positive relation between head nurses and staff nurses. Also, this result was supported with **Markey, et al., (2018)** [26] who found that there is improvement of caring behaviors of staff nurses and their personal characteristics.

Conclusion

Based on the findings of the present study it was concluded that:

The majority of head nurses had high level in time management skills, and more than one quarter of them had moderate level. In addition, more than half of head nurses had high level in caring behavior, and more than one quarter of them had moderate level in caring behavior and minor percent of head nurses had low level as perceived by staff nurses. There is a statistically significant correlation between caring behavior and time management skills.

Recommendations

Based on the results of the present study, the following recommendations are suggested for:

For hospital administration

Encourage open door policy and uses two-way communication on a regular basis

Empower nurses through advocating their right for respect

Conduct continues training programs for nurses about their rights and methods of advocating it

Involve nurses to be involved in hospital committees to respect their opinions and participate in decision making

Develop system to eliminate of time wasters with the working areas.

For head nurses

Conduct continues training programs for head nurses about time management and caring behavior

Develop strategies for time management with full resection of humanity of staff nurses.

Provide more opportunities for staff nurses to express their ideas and opinions.

Setup an orientation programs for newly staff nurses about the importance of time management and its role in developing heath care systems.

Conduct Interview with staff nurses' periodically, listen to their needs and solve their problem.

For further research

Investigating the effect of caring behavior on staff nurses' retention.

Asses the administrative strategies for enhancing newly head nurses' supportive role to their nursing staff.

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