Head Nurses' Mentoring Function and its relation with Organizational Effectiveness

1 Wedad Mahmoud Mohamed El.zarief, 2 Maysa Fekry Ahmed, 3 Ahlam Mahmoud EL-Shaer

1 (B.SC. in Nursing) Nursing Specialist at Oncology Center Mansoura University

2 Assistant Professor of Nursing Administration, Faculty of Nursing - Mansoura University

3 Professor of Nursing Administration, Faculty of Nursing - Mansoura University

ABSTRACT

Background: Success in the workplace and at the staff level depends on the interpersonal and developmental interaction known as mentoring between head nurses and their staff nurses. A mentoring relationship consists of regular meetings when both parties exchange ideas, discuss progress, and set goals for continued development and organizational performance. It is based on mutual trust, respect, and communication. **Aim:** To assess head nurses' mentoring function and its relation with organizational effectiveness at Oncology Center Mansoura University. **Method:** The study, which included 282 staff nurses from the Oncology Center, used a descriptive correlational approach through the use of the Organizational Effectiveness Questionnaire and the Head Nurses' Mentoring on Staff Nurses Scale. **Results:** The majority of staff nurses were satisfied with their head nurses' mentoring function. Most of them had high level of perception regarding their organizational effectiveness. There was a highly statistically significant positive correlation between total mentoring function and total organizational effectiveness. **Conclusion:** We can improve organizational effectiveness through increasing head nurses' mentoring function. **Recommendations:** Encouraging head nurses to participate in continuing education programs to continually updating their knowledge and skills related to mentoring function. Maintaining environment that encourage head nurses to provide mentoring function to their staff nurses and showing recognition and appreciation for head nurses for their effort in mentoring their staff nurses.

Keywords: Head nurses, Mentoring function, Organizational effectiveness.

Introduction:

One of an organization's most valuable resources is its nursing staff, particularly the head nurse, who plays a role in its expansion and success. Most people agree that the head nurse is the most crucial member of the healthcare organization nursing services, holding one of the most significant first-line positions in the administration of nursing services. As part of her official responsibilities, the head nurse assists staff nurses in adopting performance standards. It was acknowledged that head nurses were inspiring, passionate, knowledgeable, and capable of challenging and inspiring staff members to work toward a common objective. **(Elsayed, 2020).**

In order to foster an environment where nurses are inspired and involved at work, head nurses are always searching for successful mentors. The success of an organization's operations depends on the presence of mentorship. A more senior and experienced person (the head nurse) and a less experienced and more junior person (the staff nurse) form an interpersonal and developmental relationship through mentoring **(Firzly, Chamandy, Pelletier& Lagacé, 2022)**. The term "mentoring" refers to a one-on-one association in which a knowledgeable or senior someone willingly donates time to guide, support, and

inspire another. Many different aspects make into mentoring. There is the relationship between them as head nurses and staff nurses, as well as the environment in which they work. Mentoring techniques can influence the staff nurses' work attitudes, relationship quality, and work behaviors, which in turn affects their creativity **(Eickholt, 2018)**.

While some organizations mandate that nurses participate in formal mentoring programs, others support the informal mentoring connections that naturally occur. Mentoring, whether formal or informal, seems to offer benefits for both head nurses and nurses. Formal mentoring relationships are assigned and managed by the organization, while informal mentoring relationships develop organically and are not under its supervision**(Kakyo, Xiao & Chamberlain, 2022).**

Staff nurses can benefit from head nurse mentoring, which involves more experienced individuals offering support and encouragement for junior members of the organization to advance in their careers. It has also been found to be important for career development because it helps nurses receive both professional guidance and psychosocial support. **(Mohammed, Elfattah & Elwahab, 2019)**. Mentors use their skills and

expertise to support the professional and psychosocial growth of their staff nurses by teaching, sponsoring, encouraging, counseling, and setting an example for them. Therefore, the term "mentoring" suggests a deeper and longer interest in the lives of subordinates than just teaching them. Because of this, mentors and

subordinates have a psychosocial relationship that is mutually fulfilling and goes beyond the requirements of the workplace and organization. **(Chauhan, Mishra & Bhakri, 2022).**

Nurses make up the majority of staff members in hospitals, which are sophisticated health care institutions that serve as vital conduits between doctors, patients, and the organization's success. Every organization aims to be effective. **(Nilsen, et al., 2020).** When an organization maximizes its possessions and capabilities to accomplish its short- and long-term goals, it is said to be acting with organizational effectiveness **(Shet, Patil & Chandawarkar, 2019)**. An organization is considered effective if it can accomplish its goals with the available resources, which entails acting morally, ethically, and punctually. Accordingly, the degree to which predetermined objectives are accomplished is the common definition of effectiveness. **(Hussain, Al Hammadi & Adebanjo, 2020).**

In the healthcare service, measuring organizational effectiveness is challenging, particularly when it comes to life-saving measures. Organizational effectiveness has been measured using a variety of metrics, such as output, quality, efficiency, adaptability, satisfaction, competitiveness, growth, and survival. **(Raynata, et al, 2020).** Effectiveness is one of the most often used criteria in the structure of various organizational theories, which are based on various organizational factors and conditions. Four factors can be used to assess an organization's effectiveness: achieving goals, acquiring resources, streamlining processes, and ensuring customer satisfaction **(Akyavuz & Asici, 2021).**

Achieving goals is the first widely used indicator of organizational effectiveness. In order to determine the key operational goals, such as profit, innovation, and ultimately product quality, it focuses on the output. The system resource approach, which is the second component, takes the figure's input into consideration. The efficacy is explained in terms of the capacity to acquire required resources from external environments. The third element is referred to as the "process approach," which focuses on the process of

transformation and determines how much of the resources are officially allocated for producing goods or providing services. Finally, the strategic constituency approach makes up the fourth element. It addresses how the organization affects the primary stakeholders and **(Naveed, Alhaidan, Halbusi & Al-Swidi, 2022).**

High performance organizations regularly practice organizational effectiveness. Their high standards force them to always aim for better outcomes, which can be attained via ongoing introspection. Effective organizations should prioritize their human resources and assist individuals in developing their abilities and sense of self so they can take charge of their new surroundings and find safety and support. The evaluation of organizational effectiveness aids in determining the degree to which objectives and missions are being fulfilled. Management should aim for improved leadership, direction, communication, interaction, adaptability, and a positive atmosphere in order to increase organizational effectiveness. **(Kareem & Hussein, 2019).**

Significance of study:

Most nurses agree that superiors play a major role in an organization's success. The ability of the individual at the top has a significant impact on organizational performance because it permeates the hierarchy and influences the organization through several channels. A mentor's job is to support a staff nurses's growth on both a personal and professional level by imparting knowledge, skills, and experience. The foundation of a mentoring relationship is mutual respect, trust, and communication. Regular meetings are held between the two parties to discuss progress, share ideas, and establish objectives for continued growth and organizational effectiveness. **(Sliwka, 2020).**

Success in every organization is contingent upon the effectiveness of an organization. Organizations must engage employees and carry out their strategies in order to achieve greater and more sustainable results. To put it simply, the outcome is improved financial performance along with increased customer satisfaction and retention. **(Khan, 2017)** *Therefore, this study aims to assess* head nurses' mentoring function and its relation with organizational effectiveness at Oncology Center.

Aim of the study

The study aims to assess head nurses' mentoring function and its relation with

organizational effectiveness at Oncology Center Mansoura University.

Research questions:

RQ1: What is the head nurses' mentoring function as perceived by their staff nurses?

RQ2: What is the level of organizational effectiveness?

RQ3: Is there a relation between head nurses' mentoring function and organizational effectiveness?

Methods

Research design:

Descriptive correlational design was utilized.

Setting:

This study was conducted at all departments at Oncology Center Mansoura University. This provides a wide spectrum of health services at Delta Region, with bed capacity of 500 beds. It provides multiple services such as medical, surgical, hematology, pediatric, ICU, surgical operation and outpatient.

Participants of the study:

All available staff nurses during the time of data collection at Oncology Center Mansoura University. Their total numbers were (254) staff nurses covering all units of the center.

Tools of data collection:

The data of the study was collected by using two tools: -

Tool (1): Head Nurses' Mentoring on Staff Nurses Scale:

It was developed by the researcher based on *Ragins & Cotton, (1999) and Dilmore et al., (2010),* to describe mentoring function as perceived by subordinate. It consists of two parts:

Frist part: It includes personal and job characteristics of study subjects as (age, gender, educational qualification, years of experience, and work position) **Second Part:** It includes 27 items measuring five career **development mentoring functions** which are: Sponsorship, exposure and visibility, coaching, protection and challenging assignments; 15 items; with three items for each function. And four **psychosocial mentoring functions** which are: Role modeling, acceptance and confirmation, counseling and friendship; 12 items; with three items for each function.

Scoring system:

Staff nurses' responses were measured on five points likert scale ranging from (5 = strongly agree to 1 = strongly disagree). Based on cut of points, (<75%) was unsatisfactory level of mentoring functions, and (≥75%) was satisfactory level.

Tool (2): Organizational Effectiveness Questionnaire:

It was developed by the researcher based on *Maddalena, (2012) and Howells, (2012)*. This tool aims to assess organizational effectiveness. It included 30 items categorized under 8 dimensions which are: Strategy (6 items), leadership (5 items), culture (2 items), innovation (4 items), structure, system and processes (3 items), skills and competencies (2 items), performance measures and reward systems (3 items), and environmental sustainability and responsibility (5 items).

Scoring system:

Staff nurses' responses were measured on five points likert scale ranging from (5 = effective to 1 = ineffective). Based on cut of points, (<50%) was low level of organizational effectiveness, (50%-75%) moderate level of organizational effectiveness and (>75%) was high level of organizational effectiveness.

Validity of the study tools:

A panel of five experts from the Mansoura University faculty of nursing established the validity for both face and content validity. They revised the tools for clarity, relevancy, applicability, comprehensiveness, understanding, and ease of implementation, and changes were made based on their recommendations. Grammatical errors and sentence restructuring were the main areas of change.

Reliability of the study tool:

Reliability test of the study tools, head nurses' mentoring function and its relation with organizational effectiveness were tested by Cranach's Alpha. It was (0.97) for head nurses' mentoring on staff nurses and (0.96) for organizational effectiveness.

Pilot study:

A pilot study was conducted on 10% staff nurses (28) from the study sample. They were chosen at random and kept out of the overall sample. This was done in order to assess the study tools' level of clarity, their viability, and how long it would take to complete them. In order to assess the clarity, viability, and applicability of the tools, staff nurses who participated in the pilot study were removed from the overall sample, and any necessary adjustments were made in response to their feedback.

Ethical Considerations:

The Mansoura University Faculty of Nursing's Research Ethics Committee has granted formal approval. The responsible hospital administrator granted formal permission to conduct the study; all participants gave their written consent, and participation was voluntary. Encrypting all of the data guaranteed the subject's privacy and confidentiality. The study sample's privacy was guaranteed. The information gathered was kept private, and the findings were incorporated into a study for upcoming publications and instructional materials.

Data collection:

Data was gathered by the researcher through staff nurse interviews. Each study participant received a questionnaire from the researcher, either individually or in groups, during their morning and afternoon shifts at work. The researcher described the purpose of the study and how to complete the questionnaires. There was twenty minutes allotted for completing the questionnaires. The researcher was available to address any questions and provide clarification during the filling process. Every questionnaire was reviewed by the researcher to make sure it was filled out completely. Every day, between seven and eight questionnaire sheets were obtained from staff nurses. Three days a week, the researcher visited the hospital. From the beginning of May to the end of June 2021, two months were needed for data collection.

Statistical analysis

Using SPSS software (Statistical Package for the Social Sciences, version 22, SPSS Inc. Chicago, IL, USA), the gathered data were arranged, tabulated, and statistically examined. The assumption of normalcy was acknowledged. As a result, frequency and percentage were used to represent categorical variables. The mean and standard deviation were used to represent continuous variables. The independent t-test was employed to examine the variation between two continuous variable means. To compare the differences between more than two continuous variable means, the ANOVA test was employed. To investigate the relationship between two categorical variables, the chi-square test was used. A test of the Pearson correlation coefficient was used to determine whether two continuous variables were related. To investigate the independent variable (mentoring function) of organizational effectiveness (dependent variable), simple linear regression was used. The definition of statistically significant was (p-value) **Results**

Table (1) shows personal and job characteristics of the studied staff nurses at Oncology Center Mansoura University. According to the table, high percent (76.0%) of the studied staff nurses were in the age group (20-30). More than two thirds of them (68.1%) were females, (52.4%) had a technical degree of education, and (42.1%) of them had years of experience range from 1-5 years. In concerning work position, most of the them (86.2%) are working as a technical staff nurse.

Table (2) indicates staff nurses' perception of head nurses' mentoring function at Oncology Center Mansoura University. Regarding agreement of staff nurses to overall mentoring function, (46.1%) of them strongly agreed with the head nurses' mentoring function. According to mentoring function domains, highest percent of staff nurses (51.6% , 50.4% & 49.6%) were strongly agree about challenging assignments, coaching and sponsorship respectively. Also more than 40%of staff nurses were strongly agree about other domains of mentoring function.

Figure (1) displays mean score of head nurses' mentoring function domains as perceived by the studied staff nurses at Oncology Center Mansoura University. The figure shows that the mean score of coaching was the highest (12.74±2.53) followed by challenging assignments domain with mean score (12.72±2.36). While the lowest mean score was for exposure and visibility domain and role modeling domain with mean score (12.08±2.64) and (12.47±2.39) respectively. The overall mean scores of head nurses' mentoring function was (112.92±16.12).

Figure (2) displays levels of head nurses' mentoring function as perceived by staff nurses at Oncology Center Mansoura University. According to the figure, the majority of studied staff nurses (81.5%) were satisfied with head nurses' mentoring function. While, (18.5%) of them were unsatisfied.

Table (3) illustrates organizational effectiveness as perceived by the studied staff nurses at Oncology Center Mansoura University. Regarding overall organizational effectiveness, (39.4%) of them perceived it as effective. According to organizational effectiveness dimensions, (43.3%, 41.3%, 40.2%) were highest percent of effectiveness about culture, leadership and structures, systems, and processes respectively. Also more than 30% were effective about other domains of organizational effectiveness.

Figure (3) illustrates mean percentages ranking of organizational effectiveness as

perceived by the studied nurses. Culture was perceived as the highest mean percent (82.8 %%) among the studied sample followed by structures, systems, and processes with mean percent (82.33 %). On the other hand, performance measures and reward systems was perceived as the lowest mean percent (80.67 %) followed by environmental, sustainability and responsibility with mean percent (80.8 %).

Figure (4) demonstrates levels of organizational effectiveness as perceived by the studied staff nurses at Oncology Center Mansoura University. According to the figure (71.7 %) of staff nurses had high level of perception regarding organizational effectiveness, while (3.5%) of them perceive low level.

Table (4) demonstrates the relationship between levels of mentoring function and organizational effectiveness as perceived by the studied staff nurses. There was highly statistically significant positive relation between levels of organizational effectiveness and levels of mentoring function p= (78.41/0.000). The high level of organizational effectiveness (82.1%) were satisfactory level of mentoring function

Figure (5) states that there was a highly statistically significant positive correlation between total mentoring function and total organizational effectiveness as perceived by the studied staff nurses (p-value= 0.000)

Table (1): Personal and job characteristics of the studied staff nurses (n=254).

Variables	n	%
Age years:		
▪ 20-30	193	76.0
▪ 31-40	61	24.0
Mean±SD	27.87±3.75	
Gender		
▪ Male	81	31.9
▪ Female	173	68.1
Level of education		
▪ Diploma degree	91	35.8
▪ Technical degree	133	52.4
▪ Bachelor degree	30	11.8
Experience years:		
▪ 1-5	107	42.1
▪ 6-10	59	23.2
▪ > 10	88	34.6
Mean±SD	8.01±4.70	
Work position		
▪ Technical nurse	219	86.2
▪ Specialist nurse	35	13.8

Table (2): Staff nurses' perception of head nurses' mentoring function (n=254)

| Mentoring functions	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	n	%	n	%	n	%	n	%	n	%
I: Career development mentoring functions										
A. Sponsorship	10	3.9	16	6.3	21	8.3	81	31.9	126	49.6
B. Exposure and Visibility	5	2.0	29	11.4	21	8.3	99	39.0	100	39.4
C. Coaching	7	2.8	11	4.3	20	7.9	88	34.6	128	50.4
D. Protection	7	2.8	10	3.9	21	8.3	97	38.2	119	46.9
E. Challenging assignments	4	1.6	16	6.3	26	10.2	77	30.3	131	51.6
Total	7	2.8	16	6.3	22	8.7	88	34.6	121	47.6
II: Psychosocial mentoring functions										
A. Role modeling	8	3.1	13	5.1	23	9.1	99	39.0	111	43.7
B. Acceptance and Confirmation.	5	2.0	10	3.9	28	11.0	96	37.8	115	45.3
C. Counseling	7	2.8	10	3.9	25	9.8	96	37.8	116	45.7
D. Friendship	6	2.4	11	4.3	28	11.0	98	38.6	111	43.7
Total	7	2.8	11	4.3	26	10.2	97	38.2	113	44.5
Overall mentoring function	7	2.8	14	5.5	24	9.4	92	36.2	117	46.1
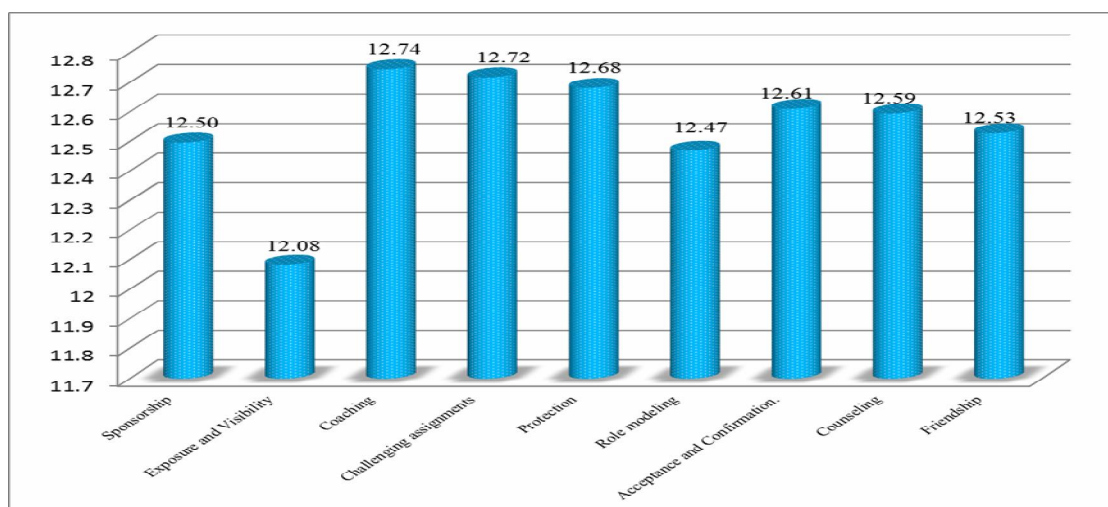
Figure (1): Mean score of head nurses' mentoring function as perceived by the studied staff nurses (n=254).
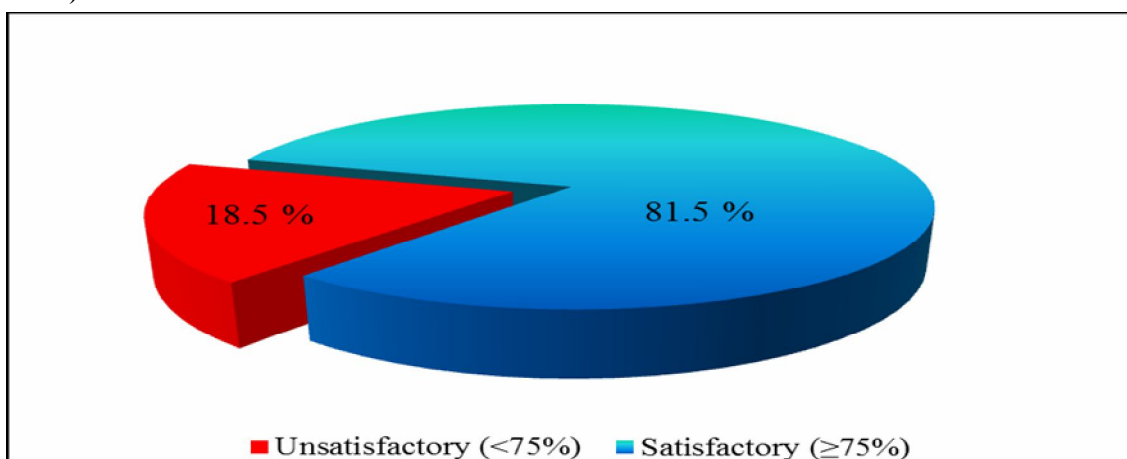

Figure (2): Levels of head nurses' mentoring function as perceived by staff nurses (n=254)

Table (3): Organizational effectiveness as perceived by the studied staff nurses (n=254).

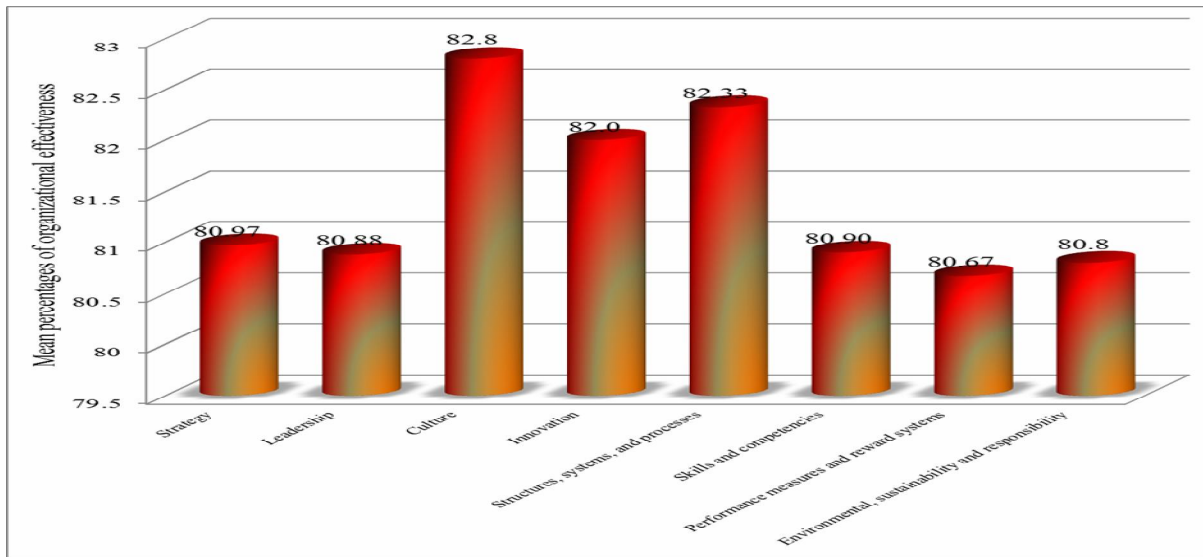| Organizational effectiveness dimensions	Ineffective (1)		Somewhat ineffective (2)		Natural (3)		Somewhat effective (4)		Effective (5)	
	n	%	n	%	n	%	n	%	n	%
A. Strategy	4	1.6	11	4.3	49	19.3	95	37.4	95	37.4
B. Leadership	9	3.5	13	5.1	40	15.7	87	34.3	105	41.3
C. Culture	5	2.0	9	3.5	45	17.7	85	33.5	110	43.3
D. Innovation	6	2.4	9	3.5	40	15.7	98	38.6	101	39.8
E. Structures, systems, and processes	4	1.6	10	3.9	43	16.9	95	37.4	102	40.2
F. Skills and competencies	5	2.0	12	4.7	52	20.5	84	33.1	101	39.8
G. Performance measures and reward systems	5	2.0	11	4.3	51	20.1	91	35.8	96	37.8
H. Environmental, sustainability and responsibility	5	2.0	11	4.3	47	18.5	100	39.4	91	35.8
Overall organizational effectiveness	5	2.0	11	4.3	46	18.1	92	36.2	100	39.4

Figure (3): Ranking by mean percentages of organizational effectiveness as perceived by the studied staff nurses (n=254)
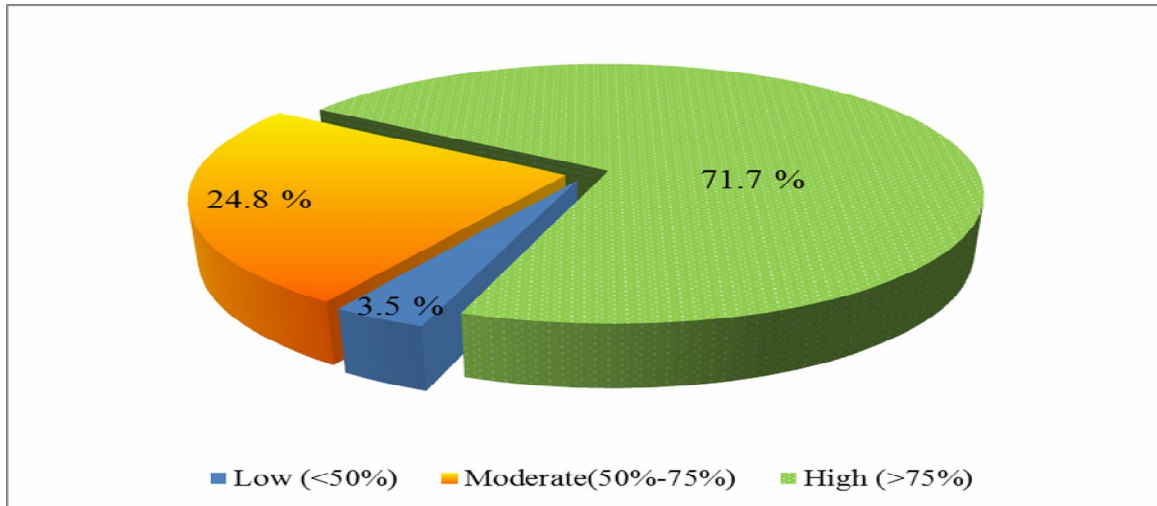

Figure (4): Levels of organizational effectiveness as perceived by the studied staff nurses (n=254)

Table (4): Relationship between levels of mentoring function and organizational effectiveness as perceived by the studied staff nurses (n=254)

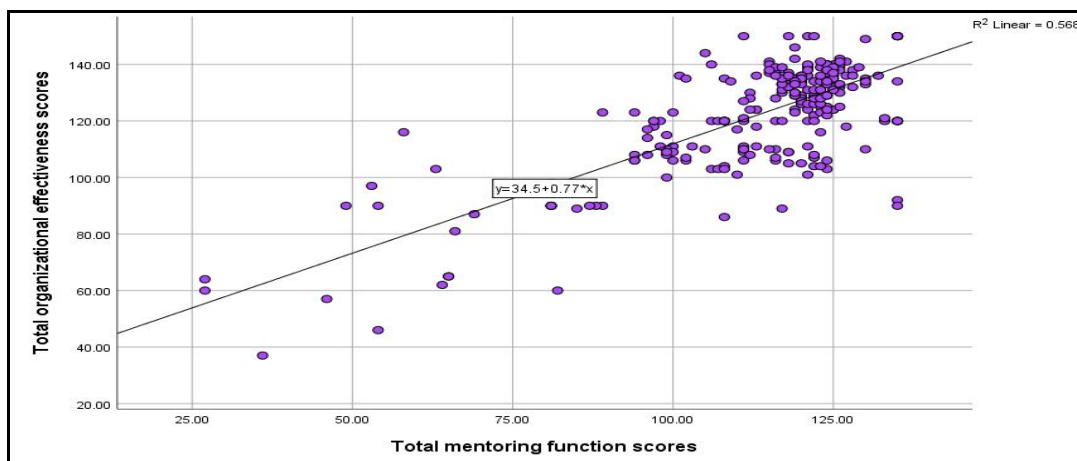| Levels of organizational effectiveness	Levels of mentoring functions				χ^2 /p-value
	Unsatisfactory (<75%)		Satisfactory (≥ 75%)		
	n	%	n	%	
Low (<50%)	9	19.1	0	0.0	78.41/0.000**
Moderate (50%-75%)	26	55.3	37	17.9	
High (>75%)	12	25.5	170	82.1	

** Highly statistically significant (p<0.01)

Figure (5): Correlation between total mentoring function and total organizational effectiveness as perceived by the studied staff nurses (n=254)

Discussion

The primary objective of organizational development and excellence is organizational effectiveness. Enhancing organizational effectiveness is largely dependent on mentoring. A head nurse and staff nurse can work together to mentor new members of the staff in order to help them advance in their careers, give them systematic and effective support in their nursing practice, support their professional development, uphold patient care standards, and keep their organization running smoothly. Effective mentoring relationships are essential to the success of mentoring programs because they offer a disciplined framework for preserving and enhancing organizational effectiveness. **(Leaver, Stanley, & Veenema, 2022)**. Hence, the present study aimed to assess head nurses' mentoring function and its relation with organizational effectiveness at Oncology Center Mansoura University.

Regarding to the overall mentoring function as perceived by the studied staff nurses at Oncology Center Mansoura University, the current study revealed that about half of staff nurses were strongly agreed with their overall head nurses' mentoring function. Half of staff nurses were strongly agreed with head nurses' mentoring function. This may be due to that head nurses uses their influence for staff nurses' benefits, and support their practical and career advancement in the hospital, the head nurse offers specific advice on how nurses might fulfill their career goals, Also, the head nurse sees staff nurses as a qualified, thinks highly of them and sees staff nurses as a reliable person to get tasks done.

On the same line with current results **Kim, Ryu, Park, & Choi, (2020)** who studied the effect of mentoring function on psychological well-being among clinical nurses and noted that the most of nurses strongly agreed with their head nurses' mentoring function, found that mentoring reduced anxiety and improved mental health for nurses and staff nurses Another similar research by **Wahidi, Kamaratri, Wekadigunawan, & Roespinoedji, (2020)** who studied mentoring function and reported that most of nurses' agreement were for mentoring function, these findings show that the performance of hospital nurses have good performance and nurse produce individual in form of loyality, discipline, responsibility, intiative and creativity, service quality, leadership and integrity.

Moreover, it was parallel to a study conducted by **Park, Newman, Zhang, Wu, & Hooke, (2016)** who studied mentoring functions and turnover intention and found that the most of staff nurses strongly agreed with their head nurses' mentoring function.

In contrast to the study of **Jyoti, & Sharma, (2015)** who studied the impact of mentoring functions on career development and reported that most of nurses agree of mentoring functions.

Also **Hookmani et al., (2021)** who studied development of an on-job mentorship program to improve nursing experience for enhanced patient experience of compassionate care and reported that most of nurses agree of mentoring functions. Additionally **Mijares & Radovich (2020)** who studied structured mentorship and the nursing clinical ladder and reported that most of nurses strongly agree of mentoring functions.

Regarding to mentoring functions domains, the present study revealed that coaching was the highest domain followed by challenging assignments. This may be due that the head nurses suggest specific strategies for achieving career aspirations for their staff nurses. Also, they provide staff nurses with challenging assignments, assign tasks that push them into developing new skills and give tasks that help them to learn new skills. This finding was corresponding with a study conducted by **Lyons, (2021)** about mentorship in nursing and found that the highest mean score regarding career function was for coaching. Where it was discovered that the head nurse gives working nurses information on how to locate them in the hospital and offers particular recommendations to help nurses accomplish their professional goals.

In **addition**, **Thomas, (2020)** who conducted a study about mentoring is an extension of care and revealed that the highest mean score regarding career function was for coaching. Furthermore, this was conformable with a study performed by **Hookmani et al., (2021)** who studied development of an on-job mentorship program to improve nursing experience for enhanced patient experience of compassionate care and reported that the highest mean score regarding career function was for coaching.

This result inconsistent with a study conducted in Asia by **Erdal, (2022)** about the effect of mentoring on the performance of nurses in developing career and psychosocial functions and deducted that the highest score of career function is agreed for coaching followed by challenging assignments. Also, **Dilmore et al. (2010)** who examined psychometric properties of the mentor role instrument when used in an academic medicine setting Pittsburgh and found that the highest score of participants regarding career function was for coaching followed by challenging assignments. In addition, it was matched with a study conducted by **(Bidan, (2007)** who studied successful mentor-mentee relationships in health care and found the high rate of nurses agreed for coaching followed by challenging assignments.

Moreover, this result was supported by the study of **Raabe, & Beehr, (2003)** who assessed the formal mentoring versus supervisor and coworker relationships and found that participants agreed that the coaching followed by challenging assignments were the main. On the other hand, this result interfered with the study conducted by **Lyons, (2021)** a bout mentorship in nursing and depicted that most of nurses agreed that sponsorship is the highest domain of mentoring, found that the head

nurse directs the work of nurses and promotes their progress in the hospital on the practical and professional levels.

In addition, it was mismatched with a study conducted by **Mijares & Radovich (2020)** who studied structured mentorship and the nursing clinical ladder and reported that most of staff nurses the highest score of career function is agreed for counseling.

The current study showed that exposure and visibility was the lowest mentoring functions domain followed by role modeling. This may be due to that the head nurses doesn't serve as a role model for their staff nurses and don't provide support and encouragement. Also, this may be due to that head nurse don't helps staff nurses to be more visible in the hospital and don't create opportunities for them to impress important people in the hospital. In the same line with the present result a study by **Jyoti, & Sharma, (2015)** who studied the impact of mentoring functions on career development and found that the lowest mean score regarding career function was for exposure and visibility followed by role modeling.

Additionally, supporting to current result a study conducted by **Coppin, & Fisher, (2020)** who tested the career mentoring in aged care in Australia and found that most of respondents don't agree to exposure and visibility followed by role modeling. Also, this finding was matched with a study carried out by **Anafarta, and Apaydin, (2016)** who studied the effect of faculty mentoring on career success and career satisfaction and reported that lowest percentage of the respondents were agree for exposure and visibility. Moreover, this result was supported by a study by **Schleisman, (2016)** who studied the response to the value of mentoring in nursing and found that the lowest score of participants was for role modeling.

In contrast, this result interfered with the study conducted by, **Kim, Im, & Hwang, (2015)** who examined the effects of mentoring on role stress, job attitude, and turnover intention in Room and noted that the highest mean score was for role modeling function.

Regarding to the levels of head nurses' mentoring function, the finding of this study indicated that the majority of studied staff nurses were satisfied with their head nurses' mentoring function. This may be due to direct contact with the head nurses in many situations that show their application for training at the beginning of their work and when they are exposed to emergency

situations and support them in all work matters. Also, the head nurse deal with nurses as a qualified nurse and as a reliable person to get tasks done which is enforcing their satisfaction with mentoring function of head nurses. Also, This indicate that head nurse implemented all elements of mentoring function as coaching, challenging assignments, sponsorship, protection, exposure and visibility.

This result was in agreement with the study conducted by, **Kim, Ryu, Park, & Choi, (2020)** who studied the effect of mentoring function on psychological well-being among clinical nurses in a general hospital and noted that the most of nurses were satisfied with their head nurses' mentoring function. Additionally, **Zhang, Qian, Wu, Wen, & Zhang, (2016)** who studied the effectiveness and implementation of mentoring program for newly graduated nurses and noted that most of nurses were satisfied with their head nurses' mentoring function. In contrast to the study conducted by **Coppin, & Fisher, (2020)** who showed that most of respondents were had limited satisfaction with mentoring function. Also, **Hookmani et al., (2021)** reported that most of nurses were satisfied with their head nurses' mentoring function.

Concerning to the overall organizational effectiveness, the current study revealed that more than one third of staff nurses perceived their overall organizational effectiveness as effective. This may be due to the hospital management assists staff nurses in building and developing leadership capacity for now and the future. Moreover, the hospital administration encourages innovative thinking and behaviors and also, building organizational systems and structures that support the work and performance of staff nurses. The study result was analogous with, **El-Shaer, & Elsayed, (2020)** who studied involvement of work process and its influence on organizational effectiveness and found that total organizational effectiveness was effective and noted that most staff nurses view their organization as highly effective and direct their efforts in that direction. Furthermore, **Kumari, & Thapliyal, (2017)** who studying the organizational effectiveness in India and found that overall organizational effectiveness was effective.

Regarding to organizational effectiveness dimensions, the highest percent of organizational effectiveness was for culture dimension. This may be due to that head nurses enhancing workplace productivity and performance culture for their staff nurses and strengthening the culture of collaboration, resiliency, and adaptation to change. In the same line with the present result **Amah, &**

Ahiauzu, (2013) who studied the employee involvement and organizational effectiveness in India and depicted that culture was the most important dimension that influences organizational effectiveness.

Supporting our findings **Naveed, Alhaidan, Al Halbusi, & Al-Swidi, (2022)** who studied the critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance and reported that highest mean score of organizational effectiveness was for culture. Also, a study conducted by **Chen, (2008)** who studied employee communication and organizational effectiveness and found that highest mean score of organizational effectiveness was for culture.

On the other hand, **Sihag, (2016)** who studied the factors affecting employee motivation for organizational effectiveness health care employees and indicate that motivation is a crucial factor that enhances employees' performance and organizational effectiveness**,** that because motivation encourage nurses to do well**.** Moreover, **Dansomboon,Fongsuwan, & Phimonsathienand, (2016)** who examined chain management towards organizational effectiveness within the automotive industries and found that highest percent of the organizational effectiveness dimensions was for quality.

Additionally **Kassem, & Ahmed, (2021)** who studied the relation between head nurses' talent management and their emotional intelligence with organizational effectiveness and showed that job satisfaction were the highest mean scores of organizational effectiveness dimensions. This was supported by **Onyebuchi, Lucky & Okechukwu, (2019)** who studied Impact of employee job satisfaction on organizational performance and reported that nurses reported a high level of job satisfaction, which has a positive effect on all organizational outcomes. It was concluded that happy workers are more eager and prepared to apply innovation and new knowledge to their work actions, which continuously helps institutions develop well-competitive benefits.

The present study reported that the lowest dimension of organizational effectiveness was for performance measures and reward systems. This may be due to that head nurses don't reward their staff nurses based on their organizational performance and don't provide regular performance feedback to their staff nurses. In the same line a study by **Sharma, & Singh, (2019)**who studied unified model of organizational effectiveness and in India found that the lowest percent of

organizational effectiveness was for performance measures and reward systems. Also, another similar finding of the study conducted by, **Cameron, & Whetten, (2013)** who studied organizational effectiveness and found that lowest percent of organizational effectiveness was for performance measures and reward systems.

Moreover, supporting the current result, a study by **Fey, & Denison, (2003)** who studied organizational culture and effectiveness and found that lowest percent of organizational effectiveness was for performance measures and reward systems. On the contrast, **Nasirizade et al. (2017)** who studied the relationship between quality of work life and organizational effectiveness among hospital nurses and reported that latency was the lowest mean score for organizational effectiveness dimensions. On the other hand **Kassem, & Ahmed, (2021)** showed that the personal relationship between head nurses had the lowest mean scores across all dimensions of organizational effectiveness. This was in the similar line with **Monux et al. (2014)** who studied Interpersonal relationships among hospital nurses and the use of communication skills claimed that there were poor personal relationships among nurses and that their high workload prevented them from communicating with one another. It was concluded that respectful relationships, societal relationships, and communication between staff nurses and colleagues are all necessary for feeling comfortable.

Concerning to the level of perception regarding organizational effectiveness, the finding of the current study showed that the studied staff nurses had high level of perception regarding total organizational effectiveness. This finding may indicate that the staff nurses had high level of accountability and deliver adequate care to patients. Great support from the oncology center as well, demonstrated by their strong encouragement to report errors and mistakes in order to grow and learn, as well as their collection and utilization of data regarding daily operations to track the organization's strategy.

In the same line a study by **Kassem, & Ahmed, (2021)** who studied the relation between head nurses' talent management and their emotional intelligence with organizational effectiveness and showed that more than half of head nurses showed high level of organizational effectiveness. In addition, this finding matched with a study conducted in Tehran by **Jannat, Renani, & chavoshi, (2013)** who examined the model for quality of work life and organizational

effectiveness in Iran and deducted that there was a high level in relation to organizational effectiveness.

Conversely, this finding was inconsistent with the study conducted by **Hatta & Abdullah, (2020)** who studied the role of emotional intelligence in work stress and work performance and found that organizational effectiveness level is inadequate. Also, on the contrast, **Nasirizade et al. (2017)** who conduct a study about the relationship between quality of work life and organizational effectiveness among hospital nurses and indicated that the most of participants had a moderate level of organizational effectiveness of hospital nurses.

This result has been supported by **Kivipold and Turk (2021)** who studied effect of organizational effectiveness on organizational structure in Egypt and stated that the majority of employees view their organization as highly effective and direct their efforts in that direction. The mean score for organizational effectiveness was found to be high. **Raoof (2019)** who studied effect of organizational effectiveness on organizational structure and stated that the organizational effectiveness level is good, demonstrating that the hospital is dedicated to achieving its objectives with a healthier level of work satisfaction for them for the benefit of both the hospital and the nurses, enhancing the nurses' sense of connection with their current place of employment. **Hatta and Abdullah (2020),** in contrast, discovered that the level of organizational effectiveness is insufficient.

As regard to correlation between total mentoring function and total organizational effectiveness, the current study reported that there was highly statistically significant positive correlation between total mentoring function and total organizational effectiveness as perceived by the studied staff nurses. This mean when total mentoring function increased the total organizational effectiveness increased. This may be due to that the high level of head nurses mentoring function which plays an active role in putting knowledge and skills into practice, the high improvement in system and process. Moreover, mentoring helps staff nurses to feel good psychosocially, to stay in the hospital for a long time, to develop themselves in the hospital and to fulfill tasks and assignments that would have been challenging to complete otherwise, or to meet deadlines. This great effect of mentoring function is reflected on the effectiveness of the whole organizations.

This result was supported by the study of **Dilmore et al. (2010)** who discovered strong correlations between the organization effectiveness scores and the career and psychosocial dimensions of mentoring. Moreover, it was parallel to a study conducted by **Jyoti, & Sharma, (2015)** who reported that mentoring functions are significantly related with career development. Additionally, this result was parallel to a study carried out by **Park, Newman, Zhang, Wu, & Hooke, (2016)** who investigated mentoring roles and how perceived organizational effectiveness functioned as a mediator and found that mentoring roles and perceived organizational effectiveness are positively correlated.

Also, **Zhuang, Wu, & Wen (2013)** who investigated the effects of mentoring functions among expatriate employees and discovered that career development and role modeling functions had a positive correlation with workers' adjustments to their jobs, office interactions, and general adjustment. The role of mentoring is critical to management and organizational effectiveness because it supports supervisors in making decisions, helps them become exceptional problem solvers, and increases their capacity to quickly adapt to the goals and objectives of the organization.

Conclusion:

According to the study's findings, the majority of the staff nurses who participated in the study expressed satisfaction with their head nurse's mentoring role. Additionally, the majority of them believed that their organizations were highly effective. Furthermore, a strong positive correlation that was statistically significant was found between the overall effectiveness of the organization and its mentoring function.

Recommendations:

In light of the study's findings, it was suggested that:

Recommendations for hospital management

- Encouraging head nurses to take part in programs for continuing education to continually updating their knowledge and skills related to mentoring function.
- Providing open channels of communication and trustful relationships with head and staff nurses to provide them with constructive feedback and support.
- Encouraging cooperation and team work spirit among head and staff nurses to facilitate knowledge and experience sharing.

- Holding regular meeting with head nurses and allowing them to discuss their needs and interests.
- Showing recognition and appreciation for head nurses for their effort in mentoring their staff nurses.
- Maintaining environment that encourage head nurses to provide mentoring function to their staff nurses.
- Developing activities and events that strengthen the head nurses and staff nurses relationships and create a sense of belonging to the organization.

Recommendations for head nurses

- Participating staff nurses in continuous education programs, workshops and scientific conferences to increase their knowledge and skills.
- Meeting regularly with staff nurses to share data about organizational performance
- Goals with staff nurses, giving them continuous feedback.
- Maintaining good relationships with all staff nurses to share experience, and find emotional support especially in difficult situations.
- Providing regular monitoring and constructive feedback to staff nurses to motivate them.
- Rewarding staff nurses for their good performance.

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