

## Nurse Mangers' Time Management Strategies and its Relation to Their Effective Delegation in Intensive Care Units

Reham Mohamd Ibrahim Shousha<sup>1</sup> , Reda Abd Elfatah Gad<sup>2</sup> , Maha Eid Shokier<sup>3</sup>

<sup>1</sup> Bachelor of Nursing, Staff nurse at El Mwnshawy General Hospital

<sup>2</sup> Prof. of Nursing Services Administration, Faculty of Nursing , Tanta university

<sup>3</sup> Assist prof of Nursing Service Administration, Faculty of Nursing , Tanta university

### Abstract

**Background:** Time management is important component of work performance and professional nursing practice. Delegate skill is an important part of time management for managers' success, abilities and performance in hospital. So, the present study **aimed** at assess the relation between nurse managers time management strategies and its relation to their effective delegation skill in intensive care units .**Subject and. Method:** Descriptive-correlational research design was utilized in current study. **Setting:** The study was conducted at Tanta University Main Hospitals and El-Menshawey General Hospital, which affiliated to Ministry of Health in El-Gharbia Governorate. **Subject:** included all (n=200) nurse mangers working in the previously mentioned settings and available at time of data collection. collected by using two **tools:** 1- nurse managers perception of time management strategies questionnaire. And 2- nurse managers perception of delegation making effectiveness scale. **Results:** Regarding overall time management and over all delegation more than two - third (68.2%) of nurse managers had unsatisfactory level at Tanta university Hospital and El-Menshawey General Hospital. **Conclusion:** There was statistically significant correlation between nurse managers overall time management strategies and effective delegation skills . It was **recommended:** to support nurse managers time planning and establishing prioritizes lead to raise organization and improvement

**Keywords:** Nurse managers , Time management strategies, Importance of delegation skill, Relation between time management and delegation.

### Introduction

Nurse mangers are professional nurses appointed leadership position with authority on nurses for effective performance, responsibility for resource utilization and accountability for work outcome. <sup>(1)</sup> They provide services to health care organization in appropriate, efficient equitable manner. Nurse mangers, as other managers, have four types of resources which are personnel, equipment, finance, and time <sup>(2)</sup> Time management is the ability to use time effectively by quality of doing the right task correctly and efficiently by right utilization of resource for right task. Nurse manager can use time

effectively through learning time management strategies, these include time planning and establishing prioritize, completing the highest priority task, reprioritize what tasks importance, not urgency, setting short term and long term goal ,making to do list. <sup>(3)</sup>

The position of nurse mangers in ICUs requires essential skills including good supervision, interpersonal communication ,delegation and time management skills in order to lead and direct staff nurses. <sup>(4)</sup> So, they should be familiar with human resources procedures regarding promoting nursing personnel to manage and evaluate staff nurses.

Nurse managers have four kinds of resources ,people, equipment, money, and time. They perform the managerial task. Effective management of time helps get more work done, produces a higher work quality, and decreased stress with good time organization. Additionally, there is a better sense of self-control, improved self-image. Time management is essential to successfully performing and progressing as a nurse along.<sup>(5)</sup> Nurse managers face time wasters as disorganization, excessive supervision, under delegation procrastination, interruptions, too much information, inability to say no. Time management is a skill like other skills, it requires behavior modification by replacing wasteful time habits with more effective habits.<sup>(6)</sup>

There many factor affecting time management including; inadequate information and communication systems; unnecessary phone; over- employment; bad management; unexpected visits, hesitation in decision -making, unsound delegation; wrong order of priorities. Interruption during work, starting to implement tasks without prior thinking and planning, moving to new task before accomplishing a present one, and obsession with less important routine matter

Time management skills mean focusing time on the things that are most important It also means spending less time on everything else. Effective time management includes better scheduling, improved decision-making, better organization, and time leverage, increases job satisfaction and improves mental health.<sup>(7)</sup> Nurses manager need to improve their time management skills in order to provide health care services with high quality include prioritizing, goal setting, and delegation.<sup>(8)</sup> Delegation is a

leadership and management strategies designed to maximize time management , transfer of responsibility for performance of an activity from one nurse manager to another while retaining accountability for the outcome.<sup>(9)</sup> There are many reasons for delegation , the most important reason of delegation is saving time. Delegation maximizes the use of the talents of nurse manager. It can build trust and increase self-esteem, and job satisfaction.<sup>(10)</sup> Nurse managers learn by doing. Their involvement tends to increase their management skills, motivation, and commitment to delegation, the delegation, or sharing of the work and responsibility with other nurse managers involves three important concepts and practices: responsibility, authority, and accountability.<sup>(11)</sup> Responsibility refers to the assignment itself and the intended result that means setting clear expectations. It also means nurse manager avoid prescribing nurses how the assignment should be completed<sup>(12)</sup> Authority refers to the appropriate power given to the individual or group including the right to act and make decisions. It is very important to communicate boundaries and criteria such as budgetary considerations. Accountability refers to the fact that the relevant nurse managers must ‘answer’ for their actions and decisions along with the rewards or penalties that accompany those actions or decisions<sup>(13)</sup> There are basic guidelines to help nurse managers to delegate more effectively: including what task to delegate, clarify the results, clearly define the nurse manager responsibility, define nurse manager authority over the delegated task, fairness in delegating staff nurses, be sure nurse manager understand authority, establish a time limit and establish a follow-up schedule<sup>(14)</sup> Effective delegation allows nurse managers to promote high productivity and

efficiency, generate a culture of enthusiasm, innovation, creativity, cooperation, and openness. It reduces nurse turnover and furnish the organization with better-qualified, more skilled nurse managers. Delegation maximizes the use of the talents of nurse manager. It can build trust and increase self-esteem, pride, and job satisfaction<sup>(15)</sup>

Barriers of delegation .

Under -delegating, over -delegating, and improper delegating. Nurse managers make recurrent mistakes in delegation. Nurse managers have a false guessing that delegation may be explained as lack of ability to do job correctly or completely that means under delegation.<sup>(16)</sup> Nurse managers make under delegation because they fail to anticipate the help they will need .Nurse managers are emerging from the clinical nurse role under delegate because they find it difficult to assume the manager role. There are some of activities need to do by nurse managers, but their first task is to make sure every nurse accomplish assigned task to achieve organizational goals and mission team.<sup>(17)</sup>

### Significance of study

Nurse managers work in a context with high level of pressure, uncertainty and rapid changes accompanied by the challenges in intensive care units. So, the The effective use of time management tools becomes even more important to enable nurse managers to meet personal and professional goals, nurses managers need to be good time management to cope with health organization.<sup>(18)</sup>

Delegation build trust and increase self-esteem, and job satisfaction. Nurses manager define which responsibilities to delegate to achieve their plan as timeline, cooperate with others in the organization.<sup>(19)</sup>

### Aim of the Study

Assess the relation between nurse managers time management strategies and its relation

to their effective delegation skill in intensive care units.

### Research question:

What is the relation between nurse managers time management strategies and its relation to their effective delegation skill in intensive care units?

### Subjects and Method

Study design: A descriptive correlational study design.

Setting: The study was conducted at Tanta University Main Hospitals and El-Menshawey General Hospital, which affiliated to Ministry of Health in El-Gharbia Governorate .

Subject included all (n=200) nurse managers working in the previously mentioned settings and available at time of data collection including; Tanta University Main Hospital, nurse manger (n=130) and El- Menshawey General Hospital, nurse managers (n=70).

### Tools

To achieve the aim of the study the following tools were used.

**First tool I:** Nurse managers' Time Management Strategies Self-reporting Questionnaire include

**Part (1).** Personal characteristics of nurse managers, age, sex, martial status, unit, education level, years of experience and hospital name.

**Part (2).** Nurse managers' Time management strategies questionnaire. It will consist of activities that reflect nurse managers uses of time management strategies including 23 items about nurse managers it divided in to, time planning and establishing prioritizes(10) items , completing the highest priority task(5) items and reprioritize what tasks(8) items .

**Scoring system** Likert Scale ranging from (1) "never"(2) sometimes and (3) always Satisfactory time management skills > 60%

– Unsatisfactory time management skills < 60%

**Part (3).** Factors affecting nurse managers' time management strategies included (22) items, it divided into Personal factors(7)items as spending more time answering social telephone calls than caring for patients. Administrative and organizational factors (15) items as failure to delegate routine task, a lack of daily or weekly set up. Nurse Managers' responses will be measured on three points.

**Scoring system** , Likert scale ranging from (1) disagree ,(2) neutral and(3) agree.

- High level of perceived factors >75%
- Moderate level of perceived factors < 60-75
- Low level of perceived factors < 60%

**Second tool II:** Nurse managers' effective delegation questionnaire .This tool included (25) items, it will be used to reflect nurses manager' uses of effective delegation. It will be covered the three basic concepts and practice of delegation as Authority (8) items as involve employees in goal setting. Responsibility (7) items as when they delegate a project, they make sure that everyone involved knows who is in charge. Accountability (10) items as control about work of the delegate member. Nurse managers, responses will be measured on three points.

**Scoring system** Likert scale ranging from (1) "rarely"(2) sometimes and (3) always. The total score will be calculated by summing scores of all categories. The total scores represent varying levels as

-Satisfactory delegation  $\geq 60\%$

Unsatisfactory delegation skills < 60%.

### 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.

### Ethical consideration

- a- Approval of ethical committee at faculty of nursing was obtained.
- b- Nature of the study will not cause any harm or pain to the entire subjects.
- c- Oral formal consent for participation was obtained after explanation of the nature and the purpose of the study.

2-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.

3-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.

4-Pilot study was carried out on a sample (10%) n=200 of nurse managers to test the tools for its clarity, applicability estimate time needed to fulfill it , the sample was included in the total study subjects.

### Results

**Figure (1):**This figure Illustrates more than two - third (68.2%) and more than half (51.9%) of nurse managers had unsatisfactory level regarding overall time management strategies at El-Menshawy General Hospital and Tanta university Hospital.

**Figure (2):** This figure shows around half (57.6%,44.4%) of nurse manager had high level of perceived factor at El-Menshawy General Hospital and at Tanta University Hospital respectively.

**Figure (3):** this figure shows that around two-third (68.1%,54.1%) of nurse manager had unsatisfactory levels at Tanta University Hospital and El Menshawy General Hospital ,respectively regarding overall delegation skills.

**Table (1): represent distribution of nurse managers according to the**

**personal characteristics,** This table shows ,as total nurse managers (40.7%) aged  $30 \leq 40$  years while 13.6% aged  $\geq 50$  years with mean age  $37.97 \pm 8.65$  years. All (100%) nurse managers were female and the majority (96.8%) of them were married.

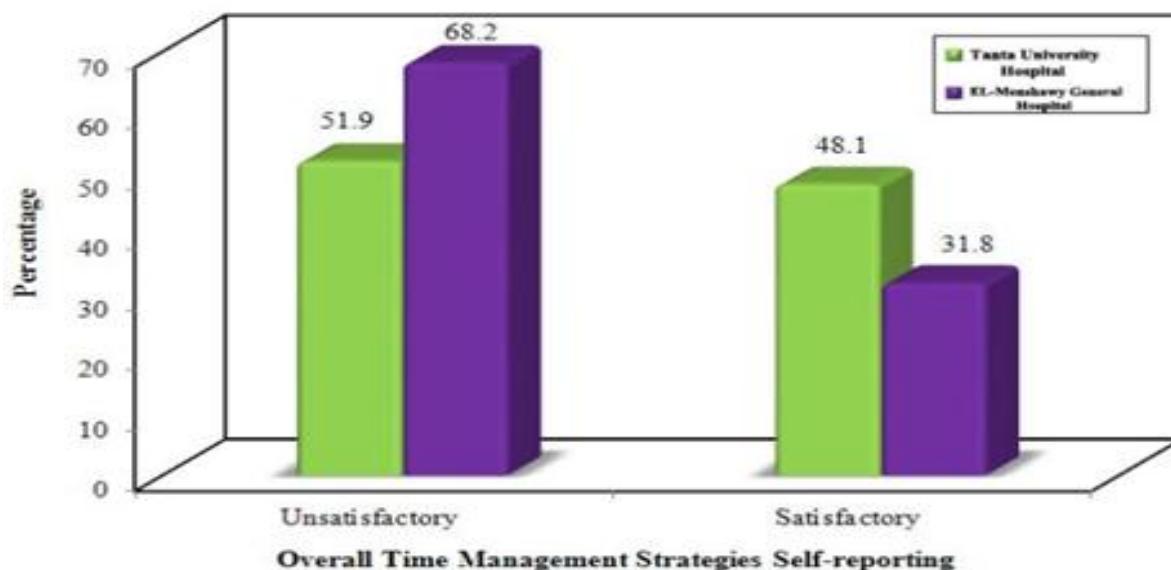
**Table (2): showed mean score, percent score and rank of time management strategies among nurse managers,** with statistically significantly difference at both hospitals regarding domain of time management strategies. The first rank was for time planning and establishing prioritizes. As total ( $61.0 \pm 21.37$ ) nurse managers had mean score ,while ( $64.22 \pm 21.82$ ), ( $56.59 \pm 19.84$ ) their mean score at Tanta University Hospital and at ElMenshawy General Hospital respectively.

**Table(3): shows mean score, percent score and rank of factors affecting nurse managers time management strategies.** As total there was statistically significant

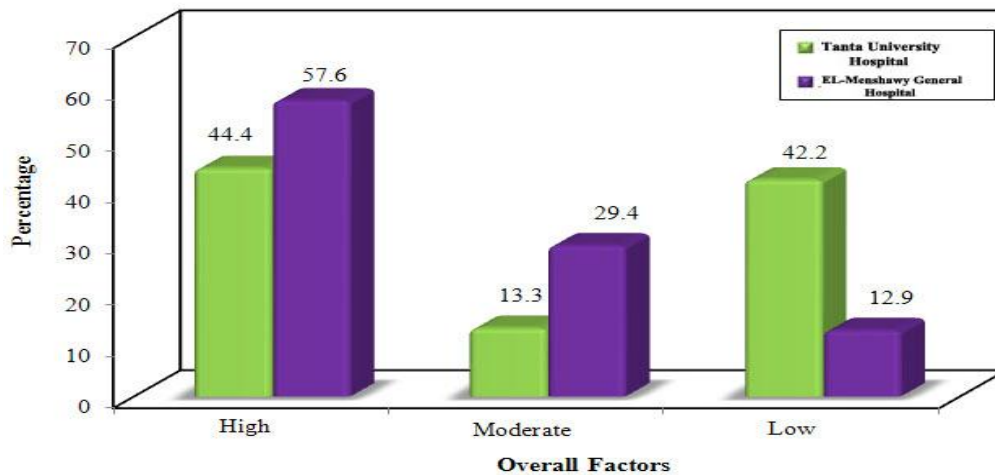
difference at both hospital regarding overall factors, personal factor and administrative factor affecting nurse managers.

**Table(4): shows mean score, percent score and rank of nurse managers effective delegation domain.** As total ( $58.95 \pm 20.50$ ) nurse managers had mean score, while, ( $62.78 \pm 19.89$ ), ( $50.59 \pm 18.64$ ) their mean score at Tanta University Hospital, and at El Menshawy General Hospital respectively

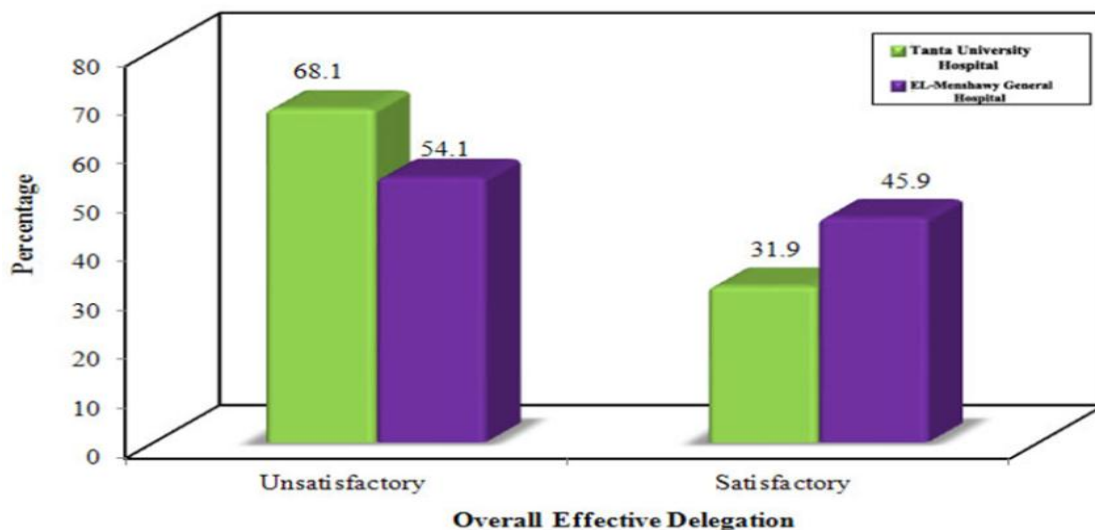
**Table (5):showed, Correlation between nurse manager's time management strategies and their effective delegation.** this table shows correlation between nurses manager time management strategies and their effective delegation except accountability for all domains, as total ,there was positive statistically significant correlation among three domains.



**Figure (1): Distribution of nurse manager according to overall time management**



**Figure (2):** Distribution of nurse manager according to levels of factors affecting nurse managers time management strategies .



**Figure (3):** Distribution of nurse manager according to levels of over all delegation affecting nurse managers time management strategies.

Table (1): Distribution of nurse managers according to personal characteristics (n=200)

Part(1): Personal characteristics of nurses manger	Total (n = 200)		Tanta University Hospital (n = 130)		El- Menshawey General Hospital (n = 70)		Test of Sig.	P
	No.	%	No.	%	No.	%		
<b>Age (years)</b>								
< 30	40	18.2	10	7.4	25	35.3	$\chi^2=$ 31.812*	<0.001*
30- > 40	74	40.7	50	43.7	30	38.2		
40- < 50	56	25.5	41	30.4	10	17.6		
≥ 50	30	13.6	25	18.5	5	5.9		
Min. – Max.	23.0 - 55.0		24.0 - 55.0		23.0 - 55.0		U= 2922.50*	<0.001*
Mean ± SD.	37.97 ± 8.65		40.59 ± 40.59		33.81 ± 7.57			
Median	35.0		39.0		34.0			
<b>Sex</b>								
Male	-	-	-	-	-	-		
Female	200	100.0	130	100.0	70	100.0		
<b>Marital status</b>								
Single	7	3.2	3	2.2	4	4.7	$\chi^2=$ 1.044	<sup>FE</sup> p= 0.434
Married	198	96.8	128	97.8	68	95.3		
<b>Unit name</b>								
Neurology care unit	29	13.2	28	20.7	1	1.2	$\chi^2=$ 112.279*	<sup>MC</sup> p= <0.001*
Intensive care unit	26	11.8	11	8.1	15	17.6		
Neonatal care unit	36	16.4	3	2.2	33	38.8		
Emergency care unit	17	7.7	15	11.1	2	2.4		
child care unit	32	14.5	23	17.0	9	10.6		
Chest care unit	2	0.9	6	4.5	-	-		
Anaesthesia care unit	27	12.3	22	16.3	-	-		
Cardiology care unit	9	4.1	6	4.4	3	3.5		
<b>Educational qualification</b>								
Bachelor of nursing	130	71.8	85	69.6	50	75.3	$\chi^2=$ 2.193	0.334
Technical institute of nursing	30	21.4	30	24.4	10	16.5		
Diploma of nursing	15	6.8	8	5.9	7	8.2		
<b>Years of Experience</b>								
< 10	40	20.9	10	8.1	30	41.2	$\chi^2=$ 39.067*	<0.001*
10- < 15	60	30.5	30	30.4	20	30.6		
≥ 15	100	48.6	70	61.5	10	28.2		
Min. – Max.	1.0 - 35.0		1.0 - 35.0		1.0 - 30.0		U= 2704.50*	<0.001*
Mean ± SD.	14.65 ± 8.06		17.47 ± 7.41		12.18 ± 6.50			
Median	14.0		15.0		11.0			
<b>Training courses</b>								
Yes	190	91.8	125	96.3	60	84.7	$\chi^2=$ 9.327*	0.002*
No	10	8.2	5	3.7	10	15.3		

**Table (2): Mean score, percent score and rank of time management strategies among nurse managers .**

Nurses manager Time Management Strategies	Total (n = 200)	Tanta University Hospital (n = 130)	El-Menshawwy General Hospital (n = 70)	Rank	U	P
<b>Time planning and establishing prioritizes</b>						
<b>Total Score</b>	<b>(10 – 30)</b>					
Min. – Max.	13.0 – 30.0	15.0 – 30.0	13.0 – 30.0			
Mean ± SD.	22.20 ± 4.27	22.76 ± 4.38	21.32 ± 3.97			
Median	20.0	20.0	20.0			
<b>% Score</b>	15.0 – 100.0	30.0 – 100	15.0 – 100.0	<b>1</b>	4703.0*	0.020*
Min. – Max.	61.0 ± 21.37	64.22 ± 21.82	56.59 ± 19.84			
Mean ± SD.	50.0	50.0	50.0			
Median						
<b>Completing the highest priority task</b>						
<b>Total Score</b>	<b>(5 – 15)</b>					
Min. – Max.	6.0 – 15.0	8.0 – 15.0	6.0 – 14.0			
Mean ± SD.	10.90 ± 2.25	11.42 ± 2.08	10.06 ± 2.26			
Median	10.0	10.0	10.0			
<b>% Score</b>	10.0 – 100.0	25.0-100.0	10.0 – 90.0	<b>3</b>	4239.50*	0.001*
Min. – Max.	58.95 ± 20.50	62.78 ± 19.89	50.59 ± 18.64			
Mean ± SD.	50.0	50.0	50.0			
Median						
<b>Reprioritize of task</b>						
<b>Total Score</b>	<b>(8 – 24)</b>					
Min. – Max.	10.0 – 24.0	14.0 – 24.0	10.0 – 22.0			
Mean ± SD.	17.56 ± 3.31	18.21 ± 3.32	16.52 ± 3.03			
Median	16.0	16.0	16.0			
<b>% Score</b>	12.50 – 100.0	37.50 – 100.0	12.50 – 87.50	<b>2</b>	4456.50*	0.004*
Min. – Max.	59.74 ± 22.68	63.84 ± 20.75	53.24 ± 22.94			
Mean ± SD.	50.0	50.0	50.0			
Median						
<b>Overall Time Management Strategies</b>						
<b>Total Score</b>	<b>(23 – 69)</b>					
Min. – Max.	36.0 – 69.0	40.0 – 69.0	36.0 – 63.0			
Mean ± SD.	50.65 ± 7.96	52.39 ± 7.89	47.89 ± 7.29			
Median	47.0	50.0	46.0			
<b>% Score</b>	28.26 – 100.0	36.96 – 100.0	28.26 – 86.96		3739.0*	<0.001*
Min. – Max.	60.12 ± 17.29	63.90 ± 17.15	54.12 ± 15.85			
Mean ± SD.	52.17	58.70	50.0			
Median						



**Table (3): Mean score, percent score and rank of factors affecting nurse managers time management strategies**

Factors affecting nurses time management Strategies	Total (n = 200)	Tanta University Hospital (n = 130)	EI-Menshawy General Hospital (n = 70)	Rank	U	P
<b>Personal factors</b>	<b>(7 – 21)</b>					
<b>Total Score</b>						
Min. – Max.	9.0 – 21.0	11.0 – 21.0	9.0 – 19.0			
Mean ± SD.	15.40 ± 2.86	16.04 ± 2.74	14.40 ± 2.76			
Median	14.0	14.0	14.0			
<b>% Score</b>				<b>2</b>	4114.0*	<0.001*
Min. – Max.	14.29 – 100.0	19.57 – 100.0	14.29 – 85.71			
Mean ± SD.	60.03 ± 20.42	58.55 ± 19.60	52.86 ± 19.72			
Median	50.0	50.0	48.0			
<b>Administrative and organizational factors</b>	<b>(15 – 45)</b>					
<b>Total Score</b>						
Min. – Max.	20.0 – 45.0	22.0 – 45.0	20.0 – 44.0			
Mean ± SD.	34.92 ± 6.40	36.30 ± 6.72	32.73 ± 5.18			
Median	33.0	33.0	33.0			
<b>% Score</b>				<b>1</b>	4243.50*	0.001*
Min. – Max.	16.67 – 100.0	23.33 – 100.0	16.67 – 96.67			
Mean ± SD.	66.41 ± 21.32	64.55 ± 19.60	59.10 ± 17.25			
Median	60.0	50.0	60.0			
<b>Overall Factors affecting nurses time management Strategies</b>	<b>(22 – 66)</b>					
<b>Total Score</b>						
Min. – Max.	32.0 – 66.0	33.0 – 66.0	32.0 – 62.0			
Mean ± SD.	50.33 ± 8.45	45.34 ± 8.71	47.13 ± 6.96			
Median	50.0	50.0	46.0			
<b>% Score</b>					3892.50*	<0.001*
Min. – Max.	22.73 – 100.0	25.0 – 100.0	22.73 – 90.91			
Mean ± SD.	64.38 ± 19.20	62.96 ± 19.78	57.11 ± 15.81			
Median	63.64	68.18	54.55			

**Table (4): Mean score, percent score and rank of nurse managers effective delegation .**

Nurses effective delegation	Total (n = 200)	Tanta University Hospital (n = 130)	El- Menshawy General Hospital (n = 70)	Rank	U	P
<b>Authority</b>	<b>(8 – 24)</b>					
<b>Total Score</b>						
Min. – Max.	12.0 – 24.0	12.0 – 24.0	13.0 – 24.0			
Mean ± SD.	17.85 ± 3.30	17.53 ± 3.40	18.38 ± 3.07			
Median	16.0	16.0	18.0			
<b>% Score</b>				<b>1</b>	4475.50*	0.004*
Min. – Max.	25.0 – 100.0	25.0 – 100.0	31.25 – 100.0			
Mean ± SD.	61.59 ± 20.62	61.54 ± 21.27	64.85 ± 19.21			
Median	50.0	50.0	62.50			
<b>Responsibility</b>	<b>(7 – 21)</b>					
<b>Total Score</b>						
Min. – Max.	7.0 – 21.0	7.0 – 21.0	8.0 – 21.0			
Mean ± SD.	15.09 ± 3.19	15.47 ± 3.35	14.48 ± 2.84			
Median	14.0	14.0	14.0			
<b>% Score</b>				<b>2</b>	4772.50*	0.028*
Min. – Max.	0.0 – 100.0	0.0 – 100.0	7.14 – 100.0			
Mean ± SD.	58.79 ± 22.79	59.53 ± 23.93	56.45 ± 20.25			
Median	50.0	50.0	55.0			
<b>Accountability</b>	<b>(10 – 30)</b>					
<b>Total Score</b>						
Min. – Max.	14.0 – 30.0	14.0 – 30.0	15.0 – 28.0			
Mean ± SD.	21.64 ± 3.87	22.01 ± 4.14	21.06 ± 3.35			
Median	20.0	20.0	21.0			
<b>% Score</b>				<b>3</b>	5143.50	0.184
Min. – Max.	20.0 – 100.0	20.0 – 100.0	25.0 – 90.0			
Mean ± SD.	55.20 ± 19.37	58.04 ± 20.71	55.29 ± 16.73			
Median	50.0	50.0	50.0			
<b>Overall Effective Delegation</b>	<b>(25 – 75)</b>					
<b>Self-reporting</b>						
<b>Total Score</b>						
Min. – Max.	37.0 – 75.0	37.0 – 75.0	40.0 – 71.0			
Mean ± SD.	54.59 ± 8.76	55.01 ± 10.04	53.92 ± 6.23			
Median	52.0	50.0	54.0			
<b>% Score</b>					5250.0	0.281
Min. – Max.	24.0 – 100.0	24.0 – 100.0	30.0 – 92.0			
Mean ± SD.	56.17 ± 17.53	58.01 ± 20.08	55.84 ± 12.45			
Median	54.0	50.0	58.0			

**Table (5): Correlation between nurse manager time management strategies and their effective delegation .**

Nurse managers effective delegation		Nurse managers time management strategies			
		Completing the highest priority task	Time planning and establishing prioritizes	Reprioritize of task	Overall Time Management
Responsibility	$r_s$	0.165*	0.056	0.071	0.153*
	P	0.014*	0.410	0.292	0.023*
Authority	$r_s$	0.222*	0.191*	0.138*	0.303*
	P	0.001*	0.004*	0.041*	<0.001*
Accountability	$r_s$	0.057	-0.069	0.125	0.092
	P	0.399	0.305	0.063	0.172
Overall effective delegation	$r_s$	0.203*	0.040	0.152*	<b>0.202*</b>
	P	0.002*	0.556	0.024*	<b>0.003*</b>

### Discussion

Time management is a way to develop and use processes and tools for maximum efficiency, effectiveness, and productivity. It involves mastery of a set of skills like setting goals, planning, assigning priorities, and the effective use of time to achieve desired results. In time management, nurse managers are managing their time better and are simply making better decisions about what they do and how they will do it<sup>(20)</sup>. Delegation is an art and skill of professional nursing that is considered as one of the core concepts and major element of the organizing and directing functions of nursing management by which nurse managers entrusting someone else to accomplish parts of their job to meet specific client and organizational goals .Effective delegation gives the nurse managers more time to concentrate on what is urgent and important and can improve job satisfaction, responsibility and productivity<sup>(21)</sup> **Nurse managers' time**

**management strategies.** The present study finding showed more than half of nurse

managers hadunsatisfactory level regarding overall time management strategies with statistically significantly difference This is result is consistent with **Abilio, andMaria, (2021)**<sup>(22)</sup>

who reported that learning to manage time is a problem for many nurse managers and many nurse not try to use time management skills. Also, **Dudovski, (2020)**<sup>(23)</sup> reported that time management is complex concept. The finding of current study, showed that first rank was for time planning and establishing prioritizes domain of time management strategies. This result may be due to majority of nurse managers force themselves to make time for planning, do not postpone today's work to tomorrow, **Silva, Khan, Jung, and Han, (2020).**<sup>( 24)</sup> they found that more than half of nurse manager had high rank for time planning and establishing prioritize tasks in working. On other hand, **Ageiz, and Eid,**

(2019)<sup>(25)</sup> disagreed with this result and reported that more than two-fifth of nurse manager had poor time planning. The present study showed that more than half of nurse managers had unsatisfactory level regarding completing the highest priority task, this result may be due to high workload, improper planning of nurses, and poor organization of technique and ineffective time management, and had no chance of training programs. This result is in agreement with **El-Shaer, et al., (2020)**<sup>(26)</sup> and **Kisa, and Ersoy, et al., (2019)**<sup>(27)</sup> who found that more than half of nurse managers unsatisfied with completing the highest priority task. The current study result showed that nearly two-thirds of nurse managers had unsatisfactory level regarding to reprioritizes of task. This result may be due to shortage of staff nurses, increase stress and pressure on nurse manager and increase workload with limited supplies. The result supported with **Grissom, Loeb, and Mitani, (2021)**<sup>(28)</sup> reported more than forty of nurse manager had high unsatisfaction level with reprioritizes of task.

**Nurse managers' factor.** Specifically, the current study regarding overall factor, demonstrated more- two fifths of nurse manager had moderate level of administrative factor at both hospital. This finding is consistent with, **Habib, Afzal, Hussain, and Naseer, et al., (2019)**<sup>(29)</sup> who found that one third of manager nurses had high level administrative factor. Also **Hardiker, and Staniland, et al, (2018)**<sup>(30)</sup> who demonstrated that high percent of nurse managers had high perceived organizational factor. Specifically, the result showed that more than half of nurse managers had neutral agreement that not able to implement time management guidelines.

The current study demonstrated that administrative and organizational factor had the first rank with statistically significantly difference at Tanta University Hospital and Elmenshawy General Hospital among nurse managers. This result may be due to nurse managers had adequate information about policies and laws of their organization, fair delegation of duties to personnel according to personnel capabilities. This result supported with **Qteat, and Sayej, et al, (2020)**<sup>(31)</sup> who reported that the organizational factor had the highest mean score which came first in rank. Specifically, the current study demonstrated more- two fifths of nurse manager had moderate level of administrative factor at both hospital. This result may be due to majority of nurses suffering from bad organizational management and leadership style, shortage human resources. **Hussain, and Naseer, et al., (2019)**<sup>(32)</sup> who found that one third of manager nurses had high level administrative factor. Also who demonstrated that high percent of nurse managers had high perceived organizational factor. The current study demonstrated that personal factor had the lowest rank with statistically significantly difference. This result may be due to nurse manager are working under pressure affects time management, lack of motivation and reward affect quality of care. **Vassilis, (2021).**<sup>(33)</sup> who reported majority of nurse managers had perceived personal factor.

#### **Nurse managers' effective delegation.**

**The finding of current** study showed that nurse managers had unsatisfactory level regarding over all delegation. This result is in consistent with **Abu-Bakr, et al., (2020)**<sup>(34)</sup> and et **Alfadli, and Al-mehaisen al.,(2019)**<sup>(35)</sup> who reported that majority of nurse manager unsatisfaction with delegation of authority. The current study

finding showed that nurse managers had first rank for authority with statistically significantly difference between both hospital regarding authority, responsibility and accountability of effective delegation skill. This is may be due to nurse managers repeat the details of the task to delegate, give person authority for accomplishing task. **Thomas. et al., (2020)**<sup>(36)</sup> who found that the highest percentage of nurse managers had proper delegation in their tasks with subordinates.

This result showed that more than two-thirds nurse managers had unsatisfactory levels regarding responsibility. This result is accordance with **Demers,, et al., (2021)**<sup>(37)</sup> who supported that the majority of nurse managers were unsatisfied with delegation of responsibility. Also **Gamal, and Adam, et al 2020,**<sup>(38)</sup> who reported that high level satisfied with responsibility. Specifically, the result finding regarding responsibility, showed that more than half of nurse managers sometimes use the ideas of outside experts to develop nursing care, make their decisions in line with the goals of the organization. This result is supported by **Gassas,. Mahran, and Banjar, et al., (2020)**<sup>(39)</sup> who agreed that more than forty of nurse manager had delegation of responsibility. The current result finding showed that more than half of nurse manager had unsatisfactory regarding accountability. This result is in accordance with **Josephsen, (2021)**<sup>(40)</sup> found that more than forty nurse managers unsatisfied with accountability of delegation. Also, **Judge, Weiss, Kammeyer, and Hulin. (2020)**<sup>(41)</sup> agreed with this result

**Correlation between nurse manager's time management strategies and their effective delegation.**

The current study finding showed that there was statistically significant correlation between nurse managers overall and all

domains of time management and their effective delegation skills. . The result is supported with **Linnen, and Rowley (2021)**<sup>(42)</sup> who found that a significant correlation of authority and accountability on time management strategies

### **Conclusion**

The study result concluded that , as total, there was statistically significant difference at El-Menshawey General Hospital and Tanta university Hospital, more than two - thirds of nurse managers had unsatisfactory level ,regarding overall time management strategies, with first rank for time planning and establishing prioritize. In **addition around half of** nurse managers had high level of perceived factor regarding over all factor with first rank for administrative and organizational factor. Also around two-third of nurse managers had unsatisfactory levels with first rank for authority regarding over all delegation skill. There was statistically significant correlation between nurse managers overall time management strategies and effective delegation skills.

### **Recommendations**

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

- 1-Conduct frequent scientific meetings and congresses for nurse managers to improve delegation skill , especially promotion for nursing position.
- 2- Encourage nurse managers to use time management strategies to generate a strong work environment and culture that indorses effective time management. Especially the problems affecting administrative time management in health organizations
- 3- Empower nurse managers through advocating their right for respect, provide support, psychological counseling and comprehensive care for nurses and open door policy and uses two-way communication on a regular basis.

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

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