

Relationship between Head Nurses' Time Management Skills and Work Place Stress

Thesis

Submitted for Partial Fulfillment of the Requirements
of Master Degree in Nursing Administration

By

Eman Saad Ibrahim

(Bsc. Nursing)

Faculty of Nursing

Ain Shams University

2016

Relationship between Head Nurses' Time Management Skills and Work Place Stress

Thesis

Submitted for Partial Fulfillment of the Requirements
of Master Degree in Nursing Administration

Supervisors

Prof. Dr. Samia Adam

Professor of Nursing Administration
Vice of dean post graduate studies

Dr. Samah Faisal Fakhry

Assistant Professor of Nursing Administration
Faculty of Nursing- Ain Shams University

**Faculty of Nursing
Ain Shams University
2016**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قالوا

سببنا انك لا تعلم لنا
إلا ما علمتنا إنك أنت
العليم العظيم

صدق الله العظيم

سورة البقرة الآية: ٣٢

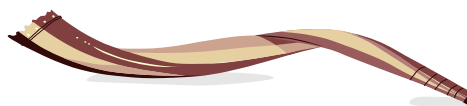


*First and for most I feel always indebted to Allah,
The most kind and most merciful.*

*I wish to express my deepest thanks and sincere appreciation to **Prof. Dr. Samia Adam**, Professor of Nursing Administration and vice of dean post graduate studies, Faculty of Nursing, Ain Shams University for her great support and advice, her valuable remarks that gave me the confidence and encouragement to fulfill this work.*

*I also express my special gratitude and appreciation to **Dr. Samah Faisal**, Assistant Professor of Nursing Administration, Faculty of Nursing, Ain Shams University for her valuable supervision, co-operation and direction that extended throughout this work.*

*✍ **Eman Saad Ibrahim***



Abstract

Introduction: Time management is a set of principles, practices, skills, tools, and systems that work together to help nurse managers get more value out of their time with the aim of improving the quality of their life. **This study aimed** was to investigate the relationship between head nurses time management skills and work place stress through; assess time management skills among head nurses. Assess work place stressor among head nurses and Finding out relationship between time management skills and level of stress among head nurses. **Subjects & Methods;** Descriptive correlational design was conducted at two hospitals Ain Shams University Hospitals & El Demerdash Surgical hospital. The study sample was recruited from the above mentioned departments of the two hospitals. It consisted of all available head nurses working in inpatients departments and units at the time of study. Their total number was 65 head nurses, 30 from the Ain Shams University Hospitals, and 35 from the & El Demerdash Surgical hospital. **Tools;** personal characteristics sheet for head nurses, Time management skills questionnaire sheet, Delegation questionnaire, Time interrupter (wasters') questionnaire and Expended nursing Stress scale. **Results:** There was negative correlation between time management score of the studied head nurses and their delegation score and work place stress scores. **Conclusion:** There was negative correlation between time management score and studied head nurses work place stress score. There was positive correlation between time management score of the studied the head nurses degree of delegation. There was negative correlation between delegation score and stress level. **Recommendation:** It is recommended Continuing education in the form of workshops and seminars and training courses must be initiated to improve time management skills of nurse managers.

Keywords: delegation- head nurse-Time Management–work place Stress.

List of Content

<i>Subject</i>	<i>Page No.</i>
Introduction and Aim of the Study	1
Review of literature	
Time Management	
• Definition	6
• Concept of Time Management	7
• Time Management Theory	7
• Dimensions of Time Management	8
• Time Styles	8
• The 'Five Time Zone' Concept	9
• The Time Thieves (wasters)	11
• Overcoming Barriers to Effective Time Management	15
• Symptoms of Poor Time Management	19
• Time Management strategies	20
• Time Management Matrix	21
• Time Management in Nursing Work	23
• Benefits of Time Management in Nursing work	24
• Delegation	27
Nursing Work Place Stress	
• Definition of Stress	29
• Types of Stressors	31
• Stress as a Stimulus	33
• Theories of Stress	33
• Work Stress	35
• Sources of Work Stress among Nurses	35
• Interpersonal Relationships/Intrinsic Nature of the Work	37
• Health Effects of Stress in Nursing	39

<i>Subject</i>	<i>Page No.</i>
Subjects and Methods	46
Results	56
Discussion	96
Conclusion	107
Recommendations	108
Summary	110
References	118
Appendices	--
Arabic Summary	--

List of Tables

Table No.	Title	Page No.
Table (1)	Description of the study settings	47
Table (2)	Socio-demographic and job characteristics of head nurses in the study sample	56
Table (3)	Comparison of head nurses' time management skills related to organizing dimension in the two studied hospitals	59
Table (4)	Comparison of head nurses' time management skills related to leading and staffing dimension in the two studied hospitals	61
Table (5)	Comparison of head nurses' time management skills related to planning and controlling dimension in the two studied hospitals	63
Table (6)	Comparison of head nurses' total time management skills in Ain Shams University Hospital and El Demrdash Hospital	65
Table (7)	Comparison of head nurses' degree of delegation in the two studied hospitals	66
Table (8)	External Time interrupter among head in the two studied hospitals	69
Table (9)	Internal Time interrupter among head in the two studied hospitals	71
Table (10)	Comparison of work place stress among head nurses related to the personal in the two studied hospitals	73
Table (11)	Comparison of work place stress among head nurses related to the hospital in the two studied hospitals	75
Table (12)	Comparison of work place stress among head nurses related to Stress related to the Unit /Word in the two studied hospitals	77
Table (13)	Comparison of work place stress among head nurses related to the social relations in the two studied hospitals	79
Table (14)	Comparison of work place stress among head nurses related to the position in the two studied hospitals	80

Table No.	Title	Page No.
Table (15)	Comparison of work place stress among head nurses related to the tasks and responsibilities in the two studied hospitals	82
Table (16)	Comparison of work place stress among head nurses related to the doctors in the two studied hospitals	84
Table (17)	Comparison of work place stress among head nurses related to the patients in the two studied hospitals	86
Table (18)	Comparison of head nurses' total work place stress score in Ain Shams University Hospital and El Demrdash Hospital	88
Table (19)	Relation between age of the studied head nurses and their time management, delegation and work place stress scores	89
Table (20)	Relation between qualification of the studied head nurses and their time management, delegation and work place stress scores	90
Table (21)	Relation between work department of the studied head nurses and their time management, delegation and work place stress scores	91
Table (22)	Relation between years of experience of the studied head nurses and their time management, delegation and work place stress score	92
Table (23)	Correlation between time management score of the studied head nurses and their delegation score	93
Table (24)	Correlation between time management score of the studied head nurses and their work place stress score	94
Table (25)	Correlation between delegation score of the studied head nurses and their work place stress score	95

List of Abbreviations

<i>Abb.</i>	<i>Full Term</i>
AIDS	Acquired immune deficiency syndrome
ENSS	Expanded nursing stress scale
GAS	General adaptation syndrome
HIV	Human immunodeficiency virus

**Relationship between Head Nurses'
Time Management Skills and Work
Place Stress**

Thesis

Submitted for Partial Fulfillment of the Requirement
of Master Degree in Nursing Administration

By

Samia Adan

Eman Saad Ibrahim

(Bsc. Nursing)

for

Dr. Samah

Faculty of Nursing
Ain Shams University

2015

**Relationship between Head Nurses'
Time Management Skills and Work
Place Stress**

Thesis

Submitted for Partial Fulfillment of the Requirement
of Master Degree in Nursing Administration

Supervisors

Prof. Dr. Samia Adam

Professor of Nursing Administration
Vice of dean post graduate studies



Dr. Samah Faisal Fakhry

Assistant Professor of Nursing Administration
Faculty of Nursing- Ain Shams University



Faculty of Nursing
Ain Shams University
2015

Introduction and aim of the study

Time is the most important and often misused resources available to humangenerally, time management refers to the development of processes and tools that increase efficiency and productivity. Time management isn't a physics course, but it is worth making the effort to review and apply in individual life. Time management is learning the skills to use the time effectively (*Claessens et al., 2007*).

Managing time or making effective use of time requires techniques and good planning behaviors. Numerous studies suggest that one can use time efficiently and productively by setting short-term and long-term goals, keeping time logs, prioritizing tasks, making to-do lists and scheduling, and organizing one's workplace (*Finkelman and Kenner, 2010*).

Effective time management reduces job stress, which can be an important impediment to job performance. An important source of job stress in the workplace is the perception for an individual that what he or she needs to accomplish outpaces the time available and time management can help reduce this discrepancy (*McMillan and Weyers, 2011*).

Today's head nurses have alleviate much of the stress and frustration that can lead to burn out and fatigue due to responsibilities, and managing a team of employees. Effective head nurses put their time management skills into play to ensure that they maximize their time and accomplish their goals (*Claessens et al., 2007*). At the same time head nurses need to be able to plan their days work and still be flexible because changes can occur. Setting priorities and evaluate the time lead to cut down on wasted time and care can be delivered effectively and in a timely manner. It can

① - Samah

Samah

be handle work interruptions by determining important tasks now and tasks can wait. This help to organize a head nurse's time and focus on activities (*Finkelman and Kenner, 2010*).

The term stress has been commonly applied these days. It is associated with sensation of discomfort, the numbers of people who define themselves as stressed, or who consider others in varied situations as stressed, increases day after day. Different situations depending on the individual standpoint, can unleash several types of emotional reactions. Most people commonly qualify unpleasant circumstances as stressing ones. Thus the understanding and the assessment of stress are not always relevant to the individual's life status, but may be related to the perception the person has of everyday situations when applying his psychological process and his understanding of the facts (*Preto and Pedrao, 2008*).

On the other hand stress is fact of life it is important to realize that not all stress is harmful; a certain amount of stress is essential to sustain life. The complete absence of stress (Sensory deprivation) leads to death, and moderate amount serve as stimuli to performance, but overpowering stress can cause a person to respond in a maladaptive physiological or emotional manner (*Decker and Sullivan, 2010*). As pointed by *Brunero et al. (2006)*, stress occurs when one is faced with event or encounters that he/she perceives as an endangerment to his/her physical or psychological well being. At the same time stress can be emotional and physical response, everyone experiences stress when the person perceives an imbalance between demands placed on him and his resources (*Cavalheiro et al., 2008*).

Sources of stress in the health care area is associated to specific situations, such as attributed largely to the work hours, shift work,

Do Samia

Samia

interpersonal relationships, other work factor that have increased stress among nurses include the rising use of sophisticated health care technologies, budget cuts, work overload, and constant organizational changes in some health care environment. Nursing is a stressful occupation and this fact is related to directly to the work stress. As well as increase the stress and frustration that can lead to burn out and fatigue (*Aktharsha and Anisa, 2012; Roberts et al., 2012*).

Workplace Stress is a timely and important topic for organizational leaders (*Ganster, 2005*). In a study conducted in USA It is estimated that work stress costs the nation billions of dollars a year in lost productivity, health care expenses, and stress-related lawsuits (*McGowan, 2001; Munsterhjelm, 2009*). Prevalence rates of stress among head nurses vary across studies with researchers reporting rates of 29–40% healthcare workers have been recognized as experiencing occupational stress associated by a range of different demands; these include physical (high workload), emotional (issues to do with death and dying) and social demands (conflict with colleagues) (*Barnet, 2013*).

Stress is an experience of being overwhelmed that can be either positively or negatively valued by the head nurses, when it is negatively valued, time management skills down, but when it is positively valued stress may even improve time management skills (*Preto and Pedrao, 2008*).

Ds- Samia

Samia