



بسم الله الرحمن الرحيم

∞∞∞∞

تم رفع هذه الرسالة بواسطة / سامية زكى يوسف

بقسم التوثيق الإلكتروني بمركز الشبكات وتكنولوجيا المعلومات دون أدنى

مسئولية عن محتوى هذه الرسالة.

ملاحظات: لا يوجد



Time Management Program and Its Effect on Work Stress among Head Nurses

Thesis

*Submitted for Partial Fulfillment of the Requirements of
Doctorate Degree in Nursing Sciences
(Nursing Administration)*

By

Marwa Abd EL-Rahman Gaber Khalifa

(M.Sc. Nursing Science)

(Ain Shams University 2017)

**Faculty of Nursing
Ain Shams University
2021**

Time Management Program and Its Effect on Work Stress among Head Nurses

Thesis

*Submitted for Partial Fulfillment of the Requirements of
Doctorate Degree in Nursing Sciences
(Nursing Administration)*

Supervisors

Prof. Fatma Hamdy Hassan

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

Prof. Rabab Mahmoud Hassan

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

**Faculty of Nursing
Ain Shams University
2021**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قالوا

سبحانك لا علم لنا
إلا ما علمتنا إنك أنت
العليم العليم

صدق الله العظيم

سورة البقرة الآية: ٣٢



*First, all praises to **Allah**, the most gracious, the most merciful and blessing and peace to his messenger.*

*My words fail to express my sincere thanks and deepest gratitude to **Prof. Dr. Fatma Hamdy Hassan**, Professor of Nursing Administration, Faculty of Nursing – Ain shams university, for her patience ,valuable scientific guidance and support , dynamic effort, valuable suggestions, great help and offering me much of her time and effort through this work.*

*I am also, greatly honored to express my highest appreciation and gratitude to **Prof. Dr. Rabab Mahmoud Hassan**, Professor of Nursing Administration, Faculty of Nursing – Ain shams university, for her professional co-operation, meticulous supervision, constructive encouragement, valuable support and instructions generous support and encouragement in every step in this work,*

Additionally, I would like to thank the head nurses who participat in the study for their contribution and cooperation.

Lastly, but not least, I am thankful to all who directly or indirectly help me to accomplish this work,

Marwa Abd El Rahman Gaber Khalifa

List of Contents

Title	Page
Introduction	1
Aim of the study	6
Review of Literature	
1. Time management	7
- The concept of time management.	
- Time management in nursing work.	9
- Importance of time management in nursing work.	10
- Symptoms of poor time management.	15
- Time management theories / models.	18
- Time Management Principles.	22
- Time Wasters “barriers to time management.	25
- Managing time wasters “overcoming barriers to effective time management.	28
- Time management skills “strategies”.	33
2. Work stress	52
- Concept of stress.	
- Concept of work stress.	53
- Work stress in nursing.	55
- Work Stress in nursing management.	57
- Sources of work stress among head nurses.	58

Title	Page
- Effect of work stress.	68
- Signs and symptoms of stress overload.	70
- Strategies to reduce work stress “Stress Management”.	70
3.Training	77
4.Head nurse	78
Subject and Methods	80
Results	96
Discussion	123
Conclusion	166
Recommendations	168
Summary	170
References	177
Appendices	205
Arabic Summary	

List of Tables

Table	Title	Page
1	Stress warning signs and symptoms.	70
2	Description of study setting.	81
3	Description of current use of time management dimensions.	84
4	Description of Time wasters dimensions.	85
5	Description of Expanded Nursing Stress Scale.	87
6	Reliability score for the data collection tools.	89
7	Demographic characteristics of study subjects.	97
8	Head nurses' time management knowledge throughout program phases (n= 115).	99
9	Total time management knowledge percent scores among head nurses throughout program phases (n= 115).	101
10	Head nurses' time management skills mean scores before the program.	102
11	Head nurses' time management skills mean scores immediately after the program.	103
12	Head nurses' time management skills mean scores at follow up phase.	104
13	Time management skills mean scores among intervention group throughout program phases.	105
14	Time management skills mean scores among control group throughout program phases.	107
15	Head nurses' total time management skills mean score throughout program phases.	108
16	Head nurses' time wasters mean scores ranking before the program.	109
17	Head nurses' time wasters mean scores immediately after the program.	110
18	Head nurses' time wasters mean scores at follow up phase.	111
19	Time wasters mean score among intervention group throughout program phases.	112

Table	Title	Page
20	Time wasters mean score among control group throughout program phases.	113
21	Total time wasters' mean score throughout program phases.	114
22	Head nurses' work stress mean scores before the program.	115
23	Head nurses' work stress mean scores immediately after the program.	116
24	Head nurses' work stress mean scores at follow up phase.	118
25	Work stress mean score among intervention group throughout program phases.	120
26	Work stress mean score among control group throughout program phases.	121
27	Total work stress mean score throughout program phases.	123

List of Figures

Fig.	Title	Page
1	ABC analysis model of time Management	20
2	Covey's Time Management Grid	22



List of Abbreviations

Abb.	Full Term
NIOSH	The National Institute for Occupational Safety and Health

Time Management Program and Its Effect on Work Stress among Head Nurses

Abstract

Background: Effective time management has become increasingly important for head nurses to accomplish the health care organizations' objectives. Learning how to manage nursing time at work will reduce work stress, burnout and gain control over work. **Aim:** the aim of this study was to evaluate the effect of time management program for the head nurses on their work stress. **Design:** Quasi-experimental design (intervention and control group) used in this study. **Setting:** The study was conducted at Ain-Shams University Hospitals. **Sample:** The subjects of the study included 115 head nurses working in Ain Shams University hospitals. The subjects were divided into two groups, intervention (61 HN) and control group (54 HN) the groups were selected randomly. **Tools:** Three tools were used for data collection, Time management knowledge questionnaire, Time management assessment questionnaire and Expanded nursing stress scale. **Result:** The results indicated that there was a highly statistical significant difference between pre /post, pre / follow up results regarding time management knowledge level , time management skills , time wasters and work stress in favor of the intervention group p-value <0.001, whereas there was no statistically significant difference or improvement in the control group (p > .05). **Conclusion:** the study revealed that the head nurses work stress decreased markedly after implementing the time management program in the intervention group than the control group. **Recommendations:** conduct time management training programs for nurse managers in various levels at different health care settings. Train nurses to eliminate time wasters, especially nurses who tolerate more problems and stresses.

Keywords: Management; Nurse; Program; Stress; Time; Work.

Introduction

Time is one of the most valuable assets for everyone in everyday life, which is something that can be lost but cannot be found back. Nursing is a profession which requires skills in performing different tasks during the day for coping with time limitations and pressures. Effective time management is considered an important factor for the nurse managers to achieve the goals in an organization and accomplish the tasks on time; also it is a process of exercising the moral sense in performing a responsibility and control over the amount of time spent to accomplish a task and increase effectiveness, efficiency, and productivity (*Barua et al., 2019*).

Changing the work environment with huge activities where nurse managers are carrying a lot of responsibilities, make it imperative to manage time to achieve these activities. Besides, the dynamics of healthcare systems and the necessity of permanent interaction with outside environments present the significance of time management skills for the nurses in all nursing categories (*Marquis and Huston, 2019*).

Time management is defined as an accomplishment of specified activities by making optimal use of available time

(Marquis and Huston, 2019). It is the use of personal and professional management tools and strategies to assure that investment in activities leads toward achieving a desired high- priority goal, enhance effectiveness of organizational performance and increase productivity *(Wise, 2015)*.

Head nurses are commonly facing time wasters. Time waster is any activity that has fewer benefits and usually prevents a person from accomplishing the job or achieving the goal. The two general categories of time wasters are internal which generated from the person or external imposed from the external environment *(Cherry and Jacob, 2019)*. The consequences related to poor manipulation of time wasters and ineffective time management are potentially serious not only for head nurses but also their clients, colleagues, families and the entire organizations where they are worked *(Zakaria, 2016)*.

The commitment to change is very essential for time management. Good time management techniques and skills are essential for functioning more effectively and focusing on results. Effective time management benefits in several ways including greater productivity, less stress, improved efficiency, more opportunities for

professional advancement and greater opportunities to achieve career and life goals. In contrast, if the time is not managed effectively it may lead into several consequences such as missed deadlines, poor work quality, negative influence on career path and high stress level (*Nayak, 2019*).

Head nurses experience unique work stresses associated with their leadership role. Head nurses encounter several kinds of stress that will not be found in other non-health sectors; they are working in a unique environment; full of noise, pollution, and they are susceptible to infections (*Goldsby et al., 2020*). The National Institute for Occupational Safety and Health (NIOSH) defines work stress as the emotional and physical responses of the worker when the capabilities, resources and needs do not match with the job demands (*Kumar and Bhalla, 2019*).

The major source of work stress resulted from ineffective time management is the time pressure when it is coupled with too much to do. Under intense time pressure, individuals tend to escalate information processing, hinder decision-making quality, and experience information overload (*Goldsby et al., 2020*).

Moreover, developing effective skills for managing time is essential to treat the conflicting demands of time for