
Relationship between Head Nurses' Job Performance and Staff Nurses' Commitment.

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ABSTRACT

The Aim of the study was to investigate the relationship between head nurses' job performance and staff nurses' commitment. *A descriptive* correlational research design was used. **Settings:** all inpatient units at Sherbin general hospital, the hospital affiliated to Ministry of Health at Dakahlia Governorate, Egypt. *The subjects of* this study included two groups; 25 head nurses and 203 staff nurse with at least one year of experience. Tools of data collection included: performance evaluation observation sheet and organizational commitment scale were used to collect the date of the study.

Results: head nurses had average level of job performance and majority of staff nurses were committed, it was found correlation between organizational commitment of staff nurses and job performance of head nurses. Based on the study results, it was recommended that enhance head nurse job performance through: develop and implement training program on job performance as a managerial skill for head nurses to continues improvement in areas patient care. Integrate job performance courses into the nursing curriculum to increase nurses' level of job performance.

Conclusion: All head nurses had average level of job performance and the most job performance head nurses behavior pertained to unit management followed by patient care management and their staff nurses were highly committed. Staff nurses are more committed in Supervisor-related internalization followed by Supervisor-related identification, Organizational identification and Organizational internalization.

Keywords: job performance, commitment, head nurses, staff nurses

INTRODUCTION

Head nurse held vital position which is viewed by many as the most essential link in the nursing organization, that nurse fills one of the most critical first line role in the administration of nursing service. The head nurse has formal role in the performance of her staff, whereas head nurse facilitates the acceptance of performance norms by staff nurses (*Bentein, 2004*). *Kahya (2009)* indicated that job performance has been studied as an important variable in industrial and organizational psychology literature. More over, *Mathis & Jackson (2009)* mentioned that Performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Performance of employee is associated with quantity of output, quality of output, timeliness of output, and presence attendance on the job, efficiency of the work completed and effectiveness of work completed.

Head nurse has been described as vital to quality patient care and providing high quality patient care on the unit that is the most significant goal of every nurse manager. head nurses' main responsibility in the patient care division is to see that the patients' total needs are met; therefore, all the unit activities should be directed towards this goal. Also head nurse is responsible for nursing staff management. Initiating nursing care plan, deciding what information should be included, as well as keeping information up to date for all patients in their units fall in the head nurse responsibilities (*Ibrahim, 2013*). Patient care management: Head nurse has to ensure that nursing care of patient is individualized and documented, and is evaluated and modified following individual patient assessment. Admission assessment on every new patient is completed within 24hours and identifies persons at risk; patient assessment is carried out at the beginning of every shift and/or after any clinical change and priorities care accordingly. Current nursing care plans and discharge plan are reviewed daily and revised according to patients' clinical progress. She has to involve the patient in all aspects of care (e.g. orientation, discharge planning and ongoing treatment), and provide therapeutic, effective relationships with other nursing staff, individual patients, and their families (*Ibrahim, 2013*).

Staff management: Head nurse must be able to monitoring appropriate staffing numbers and allocating Workloads to staff in an efficient and equitable manner. Recently many authors have highlighted the leadership function of the head nurse. They contend that to make a significant impact on performance and goal achievement, especially while pursuing new reforms and strategies, head nurse must be able to inspire, challenge, motivate, and unit staff in a common purpose head nurse wear described as visionary and enthusiastic, supportive and knowledgeable **(Fox, 2009)**.

Unit management: The last major responsibility of the head nurse is management of the nursing division. A well administrated patient division, in which reports and records are complete, equipment and supplies are available and maintain, depends to a large extent on the head nurses' competency and efficiency **(Bates, 2002)**. According to **Levinson (2010)**, the following guidelines are critical to a unit's success: An effective unit must have the support of top management; there must be a unit plan; the unit manager must be on the same level as other department heads on the organization chart; and the unit manager must have administrative and supervisory authority over staff working in the unit. Points out, the primary objective of correctional management is to decrease the likelihood of disturbances. Unit management is the most effective tool to accomplish that objective. The key to a tranquil institution is unit staff's ability to supervise inmates effectively and to play the primary role in inmate classification and reclassification.

Commitment of nurses can be an important instrument for improving the performance of the organizations. **Silverthorne (2008)** who studied the relationship of the organizational commitment, and job performance. Their research findings indicated that there are positive relationships between organizational commitment and job performance. This finding suggested that companies strengthen their communication channels and processes in order to strength their accounting professionals' organizational commitment and job performance. Organizational commitment is considered to be one of the foremost important and crucial outcomes of the human resource strategies. And the employee commitment is seen as the key factor in achieving competitive performance **(Juyal, 2006)**. **Clarke (2008)** who studied the commitment and network performance based health care units and found that

commitment may play a significant role specifically with performance outcomes. The researcher found that statistically both affective and normative forms of commitment have significant impact on performance. **Khan (2010)** who reported that continuance commitment contributes positively towards enhancing performance. Also **Mehmud (2010) who** stated that normative commitment has significant and positive relationship with performance. So this study aims to investigate the relationship between head nurses' job performance and staff nurses' commitment, which had an obvious lack of studies in Egypt at nursing field.

AIM OF THE STUDY:

The study aimed to investigate the relationship between head nurses' job performance and staff nurses' commitment, through:

- 1-Measuring head nurses' level of job performance.
- 2-Determining staff nurses' level of commitment.
- 3-Finding out the relationship between head nurses' job performance and staff nurses' commitment.

Research Questions:

- 1- What is the head nurses level of job performance?
- 2- What is the level of staff nurses commitment?
- 3- Is there a relationship between head nurses' job performance and staff nurses' commitment?

SUBJECTS AND METHOD:

Design: A descriptive research design was used.

Settings: All inpatient units at Sherbin general hospital which affiliated to Ministry of Health and population at Dakahlia Governorate, Egypt.

Subjects: 25 head nurses, and 203 staff nurses with at least one year of experience in patient unit, the total manpower in the study setting was 502 nurses at the time of the study. all inpatient units and number of the staff nurses in this units Hem dialysis unit (18), surgical female unit(8), surgical male unit(8), cardiac female unit(8), Cardiac male unit(8), Intensive care unit(8), Cardiac care unit(8), Pediatric unit(12), orthopedic male unit(6), orthopedic female unit(6), traction male unit(6), traction female unit(6), Pediatric Intensive care unit(8). Gynecology unit(8), Obstetrics unit(6), Neonate

unit(13). diabetic foot department(4) , ophthalmology department(4), medical Intensive care unit(8), medical male department(9), medical female department(9), chest female Department(8), chest male Department(8), diets female Department(8), diets male Department(8).

Data collection tools: Two tools were used to collect the data of the study

Tool 1: Observation Sheet consists of two parts: The first part: includes Personal data and job characteristics of nurses as age, level of education, department, years of experience, etc. The second part: includes performance evaluation sheet that was developed by Ali (2005), it was directed to assess head nurse's performance in relation to the following areas: Patient care management: includes 18 items, Staff management: includes 20 items, and Unit management: includes 13 items. Tool II: Organizational Commitment Scale consists of two parts: The first part: includes personal and job characteristics of nurses as name, age, level of education, department, years of experience, etc. The second part: includes scale adopted from (Ali, 2005). It consists of four categories: Supervisor-related identification: consists of five questions, Supervisor-related internalization: consists of four questions, Organizational identification: consists of five questions, and Organizational internalization: consisted of four questions.

Method Related literature and theoretical knowledge of various aspects of the study was critically reviewed using books, articles, the internet and periodicals to develop the tool for data collection. The validity of the tools was assessed by three experts from nursing administration department Data collection started from first of December 2013 to first of July 2014. In relation to performance evaluation: The researchers observe all head nurses in the study settings using performance evaluation sheet. The researchers observe every head nurses six time / week at daily shift. This process of data collection was carried out in the period started since first January of 2014 to first of July 2014. Firstly, obtaining an official agreement from the directors of the studied hospital. Also, meeting with the directors of nursing service was conducted by the researcher on an individual basis to explain the objectives of the study and to gain their cooperation.

In relation to commitment: The researcher met the staff nurses during daily shifts and distributed the questionnaires, during these meetings, the researcher explained the purpose of the study and how to complete the questionnaires and assured the respondents about the anonymity of answers, and that information would be used for scientific research only and were confidential. The respondents filled out the questionnaires sheets individually by themselves at once. This process was taken one month from first December to thirty one December 2013.

Ethical consideration

Official permissions through formal agreement were taken from hospital medical and nursing directors to carry out the study. The aim of the study was explained to head nurses and staff nurses who included in the study and their permission to participate was taken.

RESULTS:

Table (1): shows personal and job characteristics of head nurses. The table reveals that, more than half of head nurses (56.0%) aged between 30 to less than 40 years old. While 32.0% of head nurses at age between 40 to less than 50 years old. Moreover, this table shows that head nurses who have age between 50 to less than 55 years old represents 12.0% of total head nurses. In addition to the presence of more than two-thirds of head nurses (68.0%) have bachelor degree of nursing, and 32.0% of head nurses have nursing diploma. Moreover, less than half of the head nurses (48.0%) have between 10 to 20 years' experience in nursing, while head nursing experience at department with the same years represents 32.0%. Also, the table reveals that head nurses who have between 20 to 30 years of experience in nursing represent 40.0% of head nurses, while head nurses experience at department represent (20.0%) of head nurses.

Table (2): shows personal and job characteristics of staff nurses. The table reveals that, 45.6% of staff nurses aged between 30 to less than 40 years old while, 34.8% of staff nurses aged between 20 to less than 30 years old. Moreover, less than half of the staff nurses (40.2%) have less than ten years of nursing experience, while staff nursing experience at department represents 43.1%. Staff nurses who have between 10 to less than 20 years of nursing experience and experience at department represent 37.3%.

Also, the table reveals that staff nurses who have between 20 to less than 30 years of nursing experience represent 16.2%, while staff nursing experience at department represent 13.7%.

Table (3): displays job performance evaluation among the head nurses. As shown in the table the majority had head nurses have a satisfactory level of total performance (96.0%), activities performed by head nurses for unit management it is a percentage 100.0%, and patient care management (96.0%), while staff management it is a percentage 92.0%.

Table (4): reveals organizational commitment among staff nurses. According to the table majority, 87.2% of staff nurses were committed, the highest percent of commitment was shown in supervisor-related internalization, followed by a supervisor-related identification, and organizational identification (88.7%, 87.7%, 86.7%, respectively), while the lowest percent of commitment showed in organizational internalization (82.3%).

Table (5): displays correlation between performance evaluation among the head nurses and organizational commitment among the staff nurses. As shown in this table, there was statistically significant correlation between commitment and performance, $p=0.017$, the table reveals a significant relation between supervisor-related internalization and total performance ($p=0.012$), also the table show relation between oorganizational internalization and total performance ($p=0.02$).Whereas, there was not statistically significant relationship between supervisor-related identification and total performance ($p= 0.098$) and organizational identification ($p = 0.062$).

Table (6): reveals correlation between organizational commitment of staff nurses and job performance of head nurses. The table display a statistically significant correlation between job performance of head nurses' and organizational commitment of staff nurses ($p=0.017$).

Table (1): Percentage distribution of head nurse related to their characteristics

Personal characteristics	Head nurses (n=25)	
	No.	%
Age (years)		
30-<40	14	56.0
40-<50	8	32.0
50-<55	3	12.0
Min-Max	32.0-59.0	
Mean±SD	40.1±7.3	
Educational level		
Nursing Diploma / Technical	8	32.0
Bachelors	17	68.0
Total nursing experience (years)		
10-<20	12	48.0
20-<30	10	40.0
30 -> 30	3	12.0
Min-Max	10->30	
Mean±SD	20.0±9.3	
Experience at department (years)		
Less than 10	9	36.0
10-<20	8	32.0
20-<30	5	20.0
30-<41	3	12.0
Min-Max	1-41	
Mean±SD	14.9±11.4	

Table (2): Percentage distribution of staff nurse related to their characteristics

Personal characteristics	staff nurses (n=203)	
	No.	%
Age (years)		
20-<30	71	34.8
30-<40	93	45.6
40-	31	15.2
50-	8	3.9
Min-Max	22.0-57.0	
Mean±SD	32.7±7.4	
Educational level		
Nursing diploma	126	62.1
Associate technical diploma	9	4.4
Bachelor in nursing	68	33.5
Total nursing experience (years)		
Less than 10	82	40.2
10-<20	76	37.3
20-<30	33	16.2
30-≤40	12	5.9
Min-Max	2.0-40.0	
Mean±SD	13.9±8.7	
Experience at department (years)		
Less than 10	88	43.1
10-	76	37.3
20-	28	13.7
30-≤40	11	5.4
Min-Max	0.5-40.0	
Mean±SD	12.9±9.0	

Table (3): Percentage distribution of Total job performance level among head nurses

Performance of head nurse	head nurses (n=25)			
	Unsatisfactory(less than 60%)		Satisfactory (60% or more)	
	No.	%	No.	%
Patient care management	1	4.0	24	96.0
Staff management	2	8.0	23	92.0
Unit management	0	0.0	25	100.0
Total performance	1	4.0	24	96.0

Table (4): Percentage distribution of Total level of organizational Commitment among the nurses

Organizational commitment	Staff nurses (n=203)			
	Not committed (less than 60%)		Committed (60%) or more	
	No.	%	No.	%
Supervisor-related identification	25	12.3	178	87.7
Supervisor-related internalization	23	11.3	180	88.7
Organizational identification	27	13.3	176	86.7
Organizational internalization	36	17.7	167	82.3
Total commitment level	26	12.8	177	87.2

Table (5): Correlation between organizational commitment among the staff nurses and performance evaluation among the head nurses

Organizational Commitment of staff nurses	Total performance of head nurses	
	r.	P
Supervisor-related identification	-0.116	0.098
Supervisor-related internalization	-0.176	0.012*
Organizational identification	-0.131	0.062
Organizational internalization	-0.164	0.02*
Total commitment score	-0.168	0.017*

r: Spearman Rho correlation coefficient

*significant at $P \leq 0.05$

Table (6): Correlation between organizational commitment among the staff nurses and job performance evaluation among the head nurses

Job performance of head nurses item	Total Organizational Commitment of staff nurses	
	R	P
Patient care management score	-0.134	0.057
Staff management score	-0.027	0.707
Unit management score	-0.078	0.27
Total performance score	-0.168	0.017*

r: Spearman Rho correlation coefficient

*significant at $P \leq 0.05$ **DISCUSSION:**

Performance of head nurses at work premises is affected by many variables that include manager's attitude, organizational culture, personal problems, job content and financial rewards. All of these variables have positive impact on the performance of nurses except personal problems of the nurses that hinders the performance of the them Lodhi (2013). The study of job performance and organizational commitment is of foremost importance to the top-level management of the organizations Riaz (2010). The present study was conducted to study the relationship between head nurse' job performance and staff nurses' commitment in Sherbin hospital through; observation of head nurses job performance; assessment of commitment among nursing staff; and finding out the relationship between head nurse' job performance and staff nurses' commitment. The present study included twenty-five head nurse and two hundred and three staff nurse all of them were working in Sherbin general hospital.

Regarding to the relation between job performance and head nurses' personal characteristics; the present study was indicated that the older and more experience head nurses' were having job performance than younger and less experience head nurses. This might due to head nurses' become more aware of their mood, can call their feelings and handle performance better with time, which lead to more job performance. Moreover, older nurses face more complication situations through frequent interactions with others; these interactions make them more aware of their job

causes and know how to deal with it. Regarding head nurses job performance, the present study revealed that all head nurses job performance falls satisfactory level. This finding might be due to the nature of their work environment as empathy, social conversation and relationship domination in health care environments. As well, the time of data collection the nursing students were present at time of data collection and help nurses in performing their duties, this make head nurses and their staff feel ease.

This finding is supported by *Mahmud (2010)* who studied job performance and it indicated that head nurses of health care have high performance relating to the experience and nature of the profession. In the same context *Riaz (2010)* who investigated the impact of organizational Commitment on employee job performance from a sample of 153 nurses in hospitals at Islamabad Pakistan. It revealed a positive correlation between organizational commitment and nurses' job performance. In the comparative analysis of three dimensions of organizational commitment, normative commitment has a positive and significant impact on employees' job performance.

Regarding job performance component (patient care management, staff management and unit management), the findings of the present study showed that most of head nurses' have high scores in most components. The high score of head nurses for patient care management may be related to most activities which were done by majority of head nurses in units were receiving daily shift reports, orienting staff with their assignment and ensuring all documentation is up to date and complete. The high score of head nurses for staff management means that head nurses are able to manage their distressing feelings. This might be due to the nature of nursing profession which needs self-control, trustworthiness, conscientiousness, adaptability, innovation and responsible for their staff, resolve conflict, and collaborative with this team being an excellent communicator. Moreover, display fairness and consistency in decisions affecting staff, coordinating staffing schedules to accommodate unit needs and delegating tasks with enough authority and responsibility for to nursing staff.

The high score of head nurses' unit management may be a result of days of easy attainment of knowledge which head nurses needed to an accomplish their work and have power, intelligence and accuracy to control and managed the unit. Moreover, the most activities which were done by majority of head nurses are to unify activities were

ensuring implementation of unit policies and procedures, ensuring adequate supplies and equipment are available and maintained and ensuring that supplies are used for its purpose.

This finding was in accordance with *Ali (2005)* who proved that the majority of head nurses in Alexandria Main University Hospital had a proficient level in all components of job performance. Similar findings were reported by *Suliman & Lles (2010)* explored the nature of organizational commitment in three units in Jordan by using head nurses' job performance and five demographic variables. Their research revealed that that organizational commitment comprises three-dimensional concept. The results also uncovered a positive relationship between commitment (all the three components) and job performance. Moreover, organizational commitment and its three dimensions' present positive and negative relationships with age, sex, education, job status, and organizational tenure variables. Also *Chen & Hung (2010)* studied the relationship of the organizational commitment, communication and job performance. Their research findings indicated that there are positive relationships between organizational communication, organizational commitment and job performance. This finding suggested that companies strengthen their communication channels and processes in order to strength their accounting professionals' organizational commitment and job performance.

These findings were contracted with that of (*Kamal, 2016*) who revealed that the level of performance among the staff nurses was relatively low. The finding of the present study revealed that the most head nurses' job performance behavior pertained to unit management followed by patient care management, and staff management. In this regard, *Ibrahim (2013)* who reported that unit management was the highest performance among head nurses behavior. Whereas, *Duffied (2011)who* mentioned that the highest average pertained to staff management.

Regarding the relation between commitment and staff nurses' personal characteristics; the study findings revealed that younger nurses are more committed than older nurse. This may be due to nurses feeling of hope and realistic job expectation. These finding were supported by (*Mehmud, 2010*) who stated that age is committed, younger nurses are more committed because they feel that their work is a career while older nurses feel that they have just a job. This is in contrast with *Aon*

(2011) who reported that older nurses had higher levels of commitment. Concerning staff nurses years of experience, the finding revealed that staff nurses who spend less than ten years were more committed than nurses who spend more time in work. This may be due to nurses who spend more time in work become more exhausted and burnout. And that staff nurses skills in their job increase and become more knowledgeable. This finding disagree with **Carlopo (2010)** who indicated that early in a career, commitment may be less than in the later years.

Regarding educational qualification, the study findings founded that more committed staff nurses have nursing diploma. These findings were in contradiction with **Foong, (2011)** who assessed nurses' commitment and found that nurses with higher education felt more committed at their work. Regarding to commitment dimensions, the findings of the present study showed that staff nurses have high scores in all committing dimensions (supervisor-related identification, supervisor-related internalization, organizational identification, and organizational internalization). These findings interpret the high level of staff nurses' commitment as **Silverthron (2008)** who believe that organizational commitment offers considerable promise in describing the positive behaviors. Moreover, Individuals take jobs, they had been identified with the role attached to the job, they become committed to doing the job, and they behave according to the expectations attached to that job. The high score of staff nurses' commitment factors may be due to approaches force head nurse to provide staff nurses with enough knowledge and information related to their job and nature of female which compose the majority of staff and head nursing as they usually offer advice and support in solving personal and job problem.

Also, high score in supervisor-related identification related to good relation with their head nurse and taking needed information, opportunity to make good work and staff nurses who were working in these units had a close relationship with their supervisors, and this return to the very different tasks which getting done in these units which give staff nurses opportunity to be more in contact with their supervisors, getting immediate information related to the unit work, and taking feedback continuously. This will contribute to self confidence, job satisfaction and team work, and in return will be reflected on commitment to supervisor. This finding consistent with that of **Benkhoff, (2009); Bentein, (2004)** who stated that staff nurses are more committed in access to supervisor-related internalization and less committed in

organizational internalization. These findings were in contradiction with (*Carlopio, 2010*) who reported that staff nurses are more committed in access to organizational internalization and less committed in supervisor-related identification. Generally building a high commitment organization is not easy but the superior performance that result from having nurses that work for the best interests of the organization, who are continually anticipating what needs to be done and who are continually searching for ways to improve their own and the organization's performance is a prize well worth striving for.

CONCLUSION:

In the light of the main study findings, it was concluded that there was statistically significant relation between head nurses' job performance and staff nurses' commitment in Sherbin hospital. Moreover, there was a statistically significant relation between most of head nurses' job performance components (patient care management, staff management and unit management) and staff-nurses' commitment. Also, there was a statistically significant relation between staff-nurses' commitment factors (Supervisor-related identification, Supervisor-related internalization, Organizational identification and Organizational internalization) and head nurses' job performance.

RECOMMENDATION

Enhance head nurse job performance through: develop and implement training program on job performance as a managerial skill for head nurses to continue improvement in areas patient care. Integrate job performance courses into the nursing curriculum to increase nurses' level of job performance.

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