

Relationship between Time Management Skills and Time Wasters among Nurse Managers at Menoufia University Hospital

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Abstract: Time is precious resource, it can't be saved, if wasted it can't be retrieved but it can be allocated from less important to more important activities.. The purpose of this study was to explore the relationship between time management skills and time wasters among nurse managers. Design: Descriptive – Correlational research design. Setting: it was conducted in Menoufia University Hospital at Menoufia Governorate Egypt. Subjects: a convenient sample of 84 nurse managers was included in the study from Menoufia University Hospital. Instruments: two instruments was used for data collection, instrument one : a questionnaire to investigate the abilities of time management among nurse managers and instrument two a questionnaire to measure factors affecting time management through common time wasters. Results: The majority of nurse managers at Menoufia University Hospital had moderate time control. The most time waster tasks of nurse managers at Menoufia University Hospital were structure factors. There was no statistical relation between time management skills and time wasters among studied subjects. Conclusion: On the light of the current study it can be concluded that the most nurse managers had time wasters as a result of moderate time management skills, so they need to improve their time management skills especially in applying delegation skills and managing un expected visitors. Recommendation: Replication of the study on large number of a sample is required to allow the generalizability of the findings. Creating ongoing educational sessions for nurse managers and refresher training courses should be provided in order to keep nurse managers have updated knowledge and practices related to time management skills.

Key words: Time management skills –Time wasters-Nurse managers.

Introduction

Nursing is a very demanding job. Nurses can often feel as though there are not enough hours in the day to complete all required tasks (Said, 2014).

All managers have four kinds of resources: human resources, materials, money and time. Learning how to effectively manage time will be one of the most important skills you will need to acquire in order to be successful. Reducing anxiety and procrastination, eliminating cramming, increasing motivation, and gaining extra time are few advantages of time management (Qteat and Sayej, 2014).

Many people with poor time management skills spend inordinate amounts of time burning the candle at both ends, blaming others for their time inefficiencies, and getting others to work harder. The reality is that each person is given seconds every day to use as they please and when they are wasted, they can never be retrieved. The keys to optimizing time management must include prioritizing duties, managing and controlling crises, reducing stress, and balancing work and personal time. All of these activities require some degree of both leadership

skills and management functions (Thomack, 2012).

Time management is recognized as an important component of work performance and professional nursing practice. Learning time management skills in nursing lets nurses work smarter instead of harder. This skill is crucial to survive the day to day busy shift. The amount of time required for a nursing member to spend on any activity in nursing practice is important for nursing manager in order to schedule and task allocation (Rosario, 2012).

Jones (2012) mentioned some tips for time management which include: (1) Arrive early to plan your work (that way you will never be late), (2) list activities that need to be done (3) prioritize these activities (prioritize patient care using categories, write everything down, cross items off as you complete them, and re-prioritize as events unfold throughout the day), (4) estimate the time needed for each, (5) be conscious of the amount of time spent on different tasks, (6) allow time for unscheduled activities or errors (if not the time will be wasted), (7) learn to say no, and finally; (8) organize your home life; prioritize and delegate tasks at home to reduce stress.

Time waster is something that prevents a person from accomplishing the job or achieving goals .Time is wasted by the nurse manager when time is devoted to something that really do not need be done, Time is also wasted when more time than is actually necessary is spent in doing something. Interruptions and distractions are major time wasters (El-Shaer, 2015).

Nurses can't manage what they don't recognize. So becoming aware of common time wasters can be a good starting strategy. Because the work environment and differing responsibilities determine not only which time wasters affect nurses but

also the degree, brainstorming with the nursing staff can be an effective way to identify the ones that affect your business. Some of the most universal time wasters include procrastination, ineffective prioritization, poor daily planning or a complete lack of daily planning, and perfectionism (Lohrey, 2013).

Proper planning and good organization of time with the proper implementation of the plans and positive disposition towards wasting time gives us a successful and effective management of time (Said, 2014).

Purpose

The purpose of this study is to explore the relationship between time management skills and time wasters among nurse managers at Menoufia University Hospital.

Research questions:

- 1) What are the levels of time management skills among nurse managers at Menoufia University Hospital?
- 2) What are the time waster's tasks of nurse managers at Menoufia University Hospital?
- 3) Is there a relationship between time management skills and time waster's tasks among nurse managers at Menoufia University Hospital?

Methods

Research design: A descriptive correlational study was used in conducting the study.

Study subjects: A convenience sample was taken by the investigator from departments and units of Menoufia University Hospital. It consisted of 84 nurse managers available at the time of the study.

Setting: The study was conducted in Menoufia University Hospital in Menoufia Governorate Egypt.

Instruments:

Two different instruments were used in the present study for data collection.

Instruments one: Time Management Observational Checklist:

This Instrument was adopted by the investigator based on time management questionnaire by (El-Shaer, 2015). This Instrument aimed to investigate level of time management skills among the nurse manager.

- **Part I:** It consists of seven items related to social characteristics of the study subjects (marital status, number of children, managerial level, years of experience, department, qualifications and previous experience with time management programs).
- **Part II:** to determine time management skills among nurse managers: It consists of 77 items under the six subscales namely: goal setting (11 items), prioritization (6 items), procrastination (7 items), scheduling (11 items), delegation (11 items) and managing interruption (14 items for telephone interruption, 6items for unexpected visits and 11 items for meeting).

Instrument (2): Time Wasters Questionnaire:

This questionnaire was developed by Soliman (2004), and adopted by the investigator to measure factors affecting time management through common time wasters. It consists of 35 items grouped into three subscales structure (15 items), process (18 items), and outcome (2items).

The response for each item was (yes) or (No).

Validity:

The validity of the Instruments was ascertained by two experts from nursing administration department Menoufyia

University, two expert from nursing administration department Mansoura University, and one expert from nursing administration department Ain Shams University who reviewed the instruments for face validity. Also they were asked to judge items for completeness and clarity of the sentences, the appropriateness of its content, the sequence of its items and accuracy of recording items. Suggestions were incorporated into the tool.

Ethical consideration:

Before beginning to collect data from the study subjects the investigator introduced herself to them explained the aim of the study, and informed them that their information will be treated confidential and will be used only for the purpose of the research; additionally, each participant was notified about the right to accept or refuse to participate in the study.

Pilot study

A pilot study was conducted before starting the actual data collection. The aim of the pilot study was to test the clarity, relevance, applicability, sequence of questions, and to estimate the time required to fill the questionnaire tool. The pilot was conducted on ten percent (10 %) of nurse managers. Nine nurse managers of hospital included in the study filled out the form. Based on the result of the pilot, rephrasing of some questions was done to ensure clarity of the questions and to be easily understood by nurse managers.

Statistical design:

The data collected were, categorized, tabulated, analyzed and presented in descriptive forms by using SPSS version 20.

The necessary tables were then prepared and statistical analysis included the

Fisher's exact test, Pearson correlation and chi-square test.

Data collection procedure:

A written permission was obtained from the Dean of Faculty of Nursing Menoufia University and from the administrator of Menoufia University Hospital to collect data from study setting

Time wasters' questionnaire was applied to assess factors affecting time management through common time wasters. Before distributing the time waster questionnaire, a clear explanation about filling was given to each participant of the study. The questionnaire was distributed and collected in the same day or the next day based on workload of nurse managers.

Time management Observational Checklist was used to assess their performance regarding time management process. The investigator made three observations of performance of each nurse manager to assess their time management process.

Results

Table (1): Illustrates social characteristics of the studied subjects. As indicated in the table, the majority of studied nurse managers worked at medical departments (42.9%). The highest percentage was first line managers (84.5%). Regarding years of experience, the highest percentage of nurse managers (46.4%) had ten to less than fifteen years of experience. Concerning marital status, the majority of the studied nurse managers were married (97.6%) and had more than one child (92.8%). more than three quarters of studied nurse managers (76.2%) did not attend any time management programs.

Table (2): Illustrates distribution of nurse managers according to their time

management skills .As indicted in the table, the majority of studied nurse managers (81%) had moderate time control, while 19 % of studied subjects were out of time control and no one of studied nurse managers had high time control.

Table (3): mean of time for time wasters factors . As indicated in the table, the highest mean and standard deviation (25.9 ± 2.86) was found in structure factors while the lowest mean and standard deviation (3.32 ± 0.88) was found in outcome factors.

Table (4): Demonstrates Time management skills of nurse managers having different social characteristics. As indicated in the table, there was highly statistical significant relation (0.001) between work departments and time management. The studied subjects in administration department had more time management than others. Also there was highly statistical significant difference (0.001) between years of experience in nursing and time management of nurse managers. Nurse managers who had twenty one years of experience or more had better time management than others where p value < 0.001 .And there was statistical significant relationship (0.012) between nurses who attended time management programs and time management. Nurse managers who attended time management programs had more time management than others where $p < 0.05$.

Table (5): Correlation between time wasters's and time management skills among studied nurse managers. As indicated in the table there was highly statistically negative correlation (0.004) between managing unexpected visitors subscale and outcome time waster subscale. While, there was positive correlation between goal settings subscale and time waster's subscales.

Table (1): Percentage Distributing of Socio-Demographic Characteristics of Nurse Managers in the Studied Subjects (n = 84):

Socio demographic characteristics	Number	Percent
Department :		
Surgical	17	20.2
Medical	36	42.9
Intensive care	18	21.4
Administration	13	15.5
Managerial level:		
Top level(Director)	1	1.2
Middle level(Supervisor)	12	14.3
First level(Head nurse)	71	84.5
Years of Experience in nursing:		
10-< 15	39	46.4
15-<21	33	39.3
>21	12	14.3
Mean ±SD	16.3±4.26	
Range	10 - 26	
Marital status		
Married	82	97.6
Not married	2	2.4
Number of children		
No children	2	2.4
One child	4	4.8
>One child	78	92.8
Attending time management program(TMP)		
Yes	20	23.8
No	64	76.2

Table (2): distribution of nurse managers according to their time management skills (n = 84):

Time management skills	n	%
No time control	16	19.0
Moderate time control	68	81.0
High time control	0	0.0

Table (3): mean of time for time wasters factors (n = 84):

Time wasters	$\bar{X} \pm SD$	Range
- Structure	25.9±2.86	18 – 30
- Process	9.35±1.49	7 – 12
- Outcome	3.32±0.88	2 - 4

Table (4): Time management skills of nurse managers having different social characteristics (n = 84):

Socio demographic characteristics	Time management skills				χ^2	P value
	Out of time control (n= 16)		Moderate time control (n=68)			
	n	%	n	%		
Department :						
Surgical	9	52.9	8	47.1	16.5	0.001**
Medical	3	8.2	33	86.8		
Intensive care	3	16.7	15	83.3		
Administration	1	7.7	12	92.3		
Managerial level:					0.300	0.861
Top level(Director)	0	0.00	1	100		
Middle level(Supervisor)	2	16.7	10	83.3		
First level(Head nurse)	14	19.7	57	80.3		
Years of Experience in nursing:					17.8	0.001**
10-< 15	15	38.5	24	61.5		
15-<21	1	3.1	32	96.9		
≥21	0	0.00	12	100		
Marital status					4.51	0.105
Married	15	18.3	67	81.7		
Not married	1	100	1	100		
Number of children					1.39	0.498
No children	1	50.0	1	50.0		
One child	1	25.0	3	75.0		
>one child	14	17.9	64	82.1		
Attending time management program(TMP)					6.18	0.012*
Yes	0	0.00	20	100		
No	16	25.0	48	75.0		

(**) Highly statistically significant at p < 0.001

(*) Statistically Significant at p < 0.05

Table (5): Correlation between Time waster's and Time Management Skills among Studied Subjects
(n = 84):

Time management subscales	Time wasters subscales					
	Structure		Process		Outcome	
	r	P value	r	P value	r	P value
1-Goal setting	0.055	0.617	0.017	0.878	0.054	0.623
2-Prioritization	-0.147	0.181	-0.025	0.820	0.069	0.532
3-procrastination	-0.116	0.292	0.196	0.074	0.209	0.057
4-Scheduling	-0.113	0.308	-0.004	0.971	0.104	0.348
5-Delegation	-0.024	0.826	-0.066	0.551	0.039	0.725
6-Managing interruption						
a) Telephone interruption	-0.132	0.230	-0.009	0.935	-0.024	0.825
b) Unexpected visitors	-0.085	0.441	-0.200	0.068	-0.312	0.004**
c) Meeting	-0.065	0.557	0.084	0.447	0.045	0.687

(**) Highly statistically significant at $p < 0.001$

Discussion

The findings of the present study, showed that the majority of studied subjects were in need of training related to time management skills and none of studied nurse managers are very good in time management skills. This study was in agreement with the study finding Munitysia, Yu, and Hailey (2011) who reported that time management is complex and deduced that some people resist the concept of time management. Also Melhim, (2010) reported that learning to manage time is a problem for many people and many people don't try to use time management skills. Additionally Cherry and Jacob, (2013) mentioned that the lack of self-management results in under use of the available time. Also, Soliman (2009) showed that none of studied head nurses are good in time management skills.

On other hand , the results of astudy by Hasumi and Sarikhani's (2010) indicated high average level of time management behaviors for the nurse managers in Azad university hospital. Also, this study disagree with Hosseini et al (2010) who demonstrated that head nurses and nurses of the hospitals affiliated with social security office obtained a high level of time management behaviors. Also it was in consistent with Kaya and pallo (2012) carried out on nursing and midwifery students in Istanbul University indicated that the majority of them had good time management skills. Causes of Moderate time management skills because nurse managers in Menoufia University hospital may be due to their little knowledge about time management and its benefits. They had no chance of training programs.

The results of the study revealed that most time wasters in Menofia University hospital were structure factors most common of them were presence of large number of visitors while doing work, lack of clarity in law of hospital and absence of reported plan for crisis management.

In agreement with the present findings Cherry and Jacob, (2013) mentioned that the three major interruptions are telephone calls internal and external visitors. In contrast to the present findings Adeyinka, (2013) who mentioned that time wasters are often procrastination in disguise and it is a bad habit that rank higher on the list of time wasters. These time wasters may attributed to lack of planning, in ability to estimate by manager, in adequate information and work over load in Menofia University Hospital.

Regarding years of experience the present study findings revealed that nurse managers with >21 years of work experience had a higher time management skill than others. The studies carried out in this regard also indicate a significant correlation between work experience and time management skill Bagheri and UsfiNezhad, 2012 they stated that time management skill is enhanced among the nurse managers with an increase in their work experience. Contradictory ,the fore mentioned finding are in disagreement with Thomack (2012) they found that the effect of nurses experience on patient care were not statistically significant .

This may be because the less experienced nurse managers are incompetent , didn't have back ground information or enthusim that make them tolerate responsibility, or cognitive skills to promote their work .

Conclusion

The majority of nurse managers in Menofia University hospital had moderate time management skills and most time wasters' tasks face them in hospital were structure factors s most common of them were presence of large number of visitors

while doing work, lack of clarity in law of hospital and absence of reported plan for crisis management. There was no statistical relation between time management skills and time wasters among studied subjects.

Recommendations

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

- Replication of the study on large probability sample is required to allow generalizability of the findings.
- Creating ongoing educational sessions for nurse managers and refresher training courses should be provided in order to keep nurse managers updating knowledge and practice regarding time management skills.

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