

## **Job Analysis of Head Nurse Role at Benha and Menoufia University Hospitals**

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### **Abstract**

**Background:** Job analysis of head nurses' role is vital to critically review the existing nursing practices within the unit and maintain continuity of all operation in changing work environment. **The study aimed to** identify job analysis of head nurse role at Benha and Menoufia University Hospitals. **Comparative design** was utilized to conduct this study. **Setting:** The current study was conducted in all inpatient units at Benha and Menoufia University Hospitals. **Subjects:** Included all head nurses' working at the above mentioned study setting and disturbed as 58 head nurses at Benha University Hospital, and 52 head nurses at Menoufia University Hospital. **Tools for data collection:** Head nurses job analysis questionnaire. **Results:** Showed that the majority of the studied head nurses' at Menoufia and Benha University Hospital reported a high committed level (86.6% & 84.5%) regarding their job description and reported higher qualified level (90.4% & 89.7%) regarding their job specification respectively. Moreover, the majority of studied head nurses' at Benha University Hospital reported higher achieved level (87.9%) regarding their job evaluation as compared to Menoufia University Hospital (84.6%). **The study concluded that,** the majority of studied head nurses at both hospitals reported a high level of job analysis however the head nurses at Menoufia University Hospital reported higher level of job analysis as compared to head nurses at Benha University Hospital with a highly statistical significant positive correlation between total job analysis and total of job description, job specification and job evaluation among studied head nurses at both hospitals. **Recommendations:** The study recommended that raising the awareness about all duties of head nurses through continuing education of courses in both nursing management and administration as participate in training program for updating professional knowledge and teaching staff team.

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**Keywords:** Head nurse, Job analysis, Role.

### **Introduction**

Head nurses fill a first line management position of the nursing management levels and play a pivotal role in the immediate lives of nurses and it has an impact on improving the quality of care, patient outcomes and the entire health care system as, head nurses come in day to day contact with staff nurses' (Non managerial individuals). They are responsible for execution / translating the goals and objectives of the department into action, providing administration and clinical leadership as well

as know more than senior management knows, with really happens on the ground with patient care (Kim and Windsor, 2019).

Presence of head nurses as a member from health care team now become very important, head nurses spend the whole working hours in performing different administrative functions as well as participating in direct and indirect patient care activities ( Cziraki,2018). Head nurses are usually in close contact with other staff nurses so, the effectiveness of their activities /roles and management skills they could be

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beneficial for their health care organizations (Van Oostveen, 2019).

The head nurse is a professional nurse who is responsible for one hospital unit where nursing care is provided and is a link between top, middle management levels and staff nurses (Elsayed, 2019). Head nurses usually began their careers as bedside nurses and achieved promotions as they gained experience, education and training. Hospital managers usually give preference for nurses who hold or are pursuing master degree in leadership and healthcare system. Head nurses have to pursue a 4 year program in nursing and should undergo training programs in the same. Hence, they must have at least from three to five years of experience as bedside nurse (Verghese, 2019).

Head nurses contribute to the provision of nursing care by maintaining high standards and a safe environment for care delivery. They are responsible for maintaining current knowledge and experience in their specific area of practice, supporting the education and professional development of staff nurses and acquired knowledge about information technology risk management, financial analysis, human resources and lab our relations (Bogaert, Peremans, Wit, Heusden and Frank et al., 2015).

Moreover, head nurses can work in any setting of medical facilities such as hospitals, treatment centers or nursing homes, in general they work in larger facilities where coordination of nursing teams is needed their roles derived from job analysis (Gatewood, Field and Barrick, 2015). Job analysis is content of tasks of head nurses that contribute to a better understanding of head nurses and their roles within the hospital. It plays an important role in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages,

analyzing training and development needs as well as organizational productivity. It includes job description, job specification and job evaluation in order to collect and record data about particular job (Dale and Abigail, 2017).

Job description is basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, job summary, nature and objectives of job, tasks and duties to be performed, working condition including machines, tools and equipment to be used by a prospective staff and hazards involved in it (Dean and Arnold, 2015).

The second step: Job specification is a written statement of educational qualification, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, ethics, manner and creativity (Prier, 2016).

The third step is job evaluation that involved decisions about what jobs are worth take place all the time, it may be made informally, based on assumptions about the value of a job in the hospital or in comparison with other jobs in the hospital or it may be a formal approach through any type of job evaluation The performance of head nurses also affects their pay, but this is not a matter for job evaluation, which is concerned with valuing the jobs personnel carry out, not how well they perform their job (McCue, Prier and steinfeld, 2012).

**Aim of the study:-**

The present study was conducted to identify job analysis of head nurse role at Benha and Menoufia University Hospitals.

**Subject and method**

The present study was conducted to identify job analysis of head nurse role at Benha and Menoufia University Hospitals that can be achieved through the following objectives: Assessing job analysis levels among head nurses, identifying the levels of job description and job specification as reported by head nurses and assessing job evaluation levels among head nurses in the study setting.

The methodology of the current study was portrayed according to the following four designs:

**I- Technical design**

**II- Administrative design**

**III- Operational design**

**IV- Statistical design**

**I-Technical design:**

The technical design of the current study included a description study design of the study setting, subject as well as tools of data collection.

**Study design:**

Comparative design was utilized to achieve the aim of the present study.

**Study setting:**

The current study was conducted in all inpatient units at Benha and Menoufia University Hospitals. The number of units at Benha University Hospital is 58 units, and 52 units at Menoufia University Hospital. The total numbers of beds at Benha University Hospital is 880 beds and it is constructed from three separated building; Medical building 478 beds distributed in 33 units, surgical building 384 beds distributed in 22 units and ophthalmology building 18

beds distributed in 3 units. Also, the total number of beds at Menoufia University Hospital is 861 beds and it constructed from four separated building; Specialist building 376 beds distributed in 24 units, main building 242 beds distributed in 14 units, Oncology building 65 beds distributed in 5 units and emergency building 178 beds distributed in 9 units.

**Study subjects:**

The subjects of the current study included all head nurses who working at the above mentioned study settings and accepted to participate in the study during the study time. Their total number was 110 head nurses' and distributed as following at Benha University Hospital 58 head nurses' and at Menoufia University Hospital 52 head nurses'.

**Tool for data collection**

The data of the present study was collected by using the following tool;

**Head nurse job analysis questionnaire (Appendix: I):**

It consisted of four parts:-

**Part (I):-** Included demographic characteristics of studied head nurses as; hospital name, age, gender, educational levels, years of experience, marital status and working units.

**Part (II):-** Used to assess head nurses' job description. It was developed by investigator after reviewing the related literature (**Darbyshire 2011; Gillan and Tibbitts 2014; Dessler 2015; and Norman 2017**). It included 38 items divided under three dimensions as the following.

**Scoring system:**

The studied head nurses' answers were evaluated by using a three point likert scale ranged from (1-3); where always had score (3), sometimes had score (2) and never had

score (1). Each studied head nurses' chose only one answer after reading and understanding carefully, finally the scores of each dimension summed up and converted to percent scores. Range of scores from (38-114) and cut point was done at 60% = 68 point. Accordingly level of job description among head nurses' were evaluated as the following; head nurses' had a high committed to their job description if the percent  $\geq 75\%$  equal to  $\geq 86$  point, moderate committed to their job description if the percent ranged from 60% -  $< 75\%$  that equal to from 68- $< 86$  point and low committed to their job description if the percent  $< 60\%$  equal to  $< 68$  point ( **Mahdy and Mahfouz, 2016**).

**Part (III):-** Used to determine job specification of head nurses. It was developed by investigator after reviewing the related literature (**Dolansky, 2013; Steinfeld, 2013 and Thai, 2013**). It consisted of 17 items divided under three dimensions as the following.

### **Scoring system**

The studied head nurses' answers were evaluated as follow; (Yes) answer had score (2) and (No) answer had score (1). Each head nurse chose only one answer after reading and understanding carefully, finally the scores of each dimension summed up and converted to percent scores. Range of scores from (17-34) and cut point was done at 75% equal to 26 point. In this respect the level of job specification for head nurses were categorized as the following; qualified specified level  $\geq 75\%$  and not qualified level  $< 75\%$  (**Abd-Elmonem, Eid and Rashed, 2019**).

**Part (IV):** Designed to measure job evaluation as reported by studied head nurses'. It was developed by investigator after reviewing the related literature (**Darbyshire, 2011; Roman, 2014; Dessler, 2015**). It consisted of 23 items.

### **Scoring system**

The studied head nurses' responses were evaluated by using a three point likert scale ranged from (1-3) as; (3) always, (2) sometimes and (1) never. Each studied head nurse chose only one answer after reading and understanding carefully, finally the scores converted to percent scores. Range of scores from (23-69) and cut point was done at 60% = 41 point. Accordingly level of job evaluation among head nurses' were categorized as the following; high achieved job evaluation if the percent  $\geq 75\%$  =  $\geq 52$  point, moderate achieved job evaluation if the percent ranged from 60% -  $< 75\%$  = from 41-  $< 52$  point and low achieved job evaluation if the percent  $< 60\%$  =  $< 41$  point (**Mahdy, and Mahfouz, 2016**).

## **II - Administrative design**

An official permission was issued to the Dean of the Faculty of Nursing Benha University to the Director of Benha and Menoufia University Hospitals to obtain the approval for data collection to conduct the current study (**Appendix. II**). Before conducts the study; the investigator explained the nature and aim of the study to head nurses in both hospitals and informed that participation in the study is voluntary. Oral consent was obtained from each participant in the study. Confidentiality of data obtained by the allocation of a code number to the questionnaire sheet. Subjects were informed that the obtained data will be used for the research purpose only. Participants' right to withdraw from the study at any time with no consequences were ascertained. To ensure scientific honesty, the investigator used bracketing and intuiting to avoid bias.

## **III- Operational design**

The operational design included preparatory phase, pilot study and field work phases. These phases took ten about it

covered eleven months from the beginning of March, 2018 to the end of January, 2019.

### **Preparatory phase:**

It included a review of recent the national and international related literature using journals, periodicals, magazines, text books, internet and theoretical knowledge of the various aspects concerning the study topics to develop the current tool. This phase extended from March, 2018 to the end of September, 2018 covered six months.

### **Content validity**

Face and content of the study tools were revised by five Jury Experts' in the field of Nursing Administration; one Professor from Faculty of Nursing, Cairo University, four Assistant Professors from Faculty of Nursing Menoufia, Tanta, Damanhur, and Benha University **Appendix. III**). The validity of the tool aimed to judge its clarity, comprehensiveness, relevance simplicity and accuracy. All of their remarks were taken into consideration. Minor modifications were done based on experts' prospective. It took one month October, 2018.

### **Reliability of the tools:**

Reliability of the tool was applied by using Cronbach's Alpha coefficient test to measure internal consistency of the study results and the value for head nurses job analysis questionnaire was  $\alpha = 0.861$  and for ( head nurses' job description = 0.850, head nurses job specification = 0.796 and job evaluation for head nurse' = 0.897). This indicates a high degree of reliability for the study tools.

### **IV- Statistical design:**

The collected data organized, tabulated and statistically analyzed using statistical package for social science (SPSS) Version 21 for windows, running on IBM compatible computer. Descriptive statistics were applied

as frequency, percentage, mean arithmetic and standard deviation. Chi-square test( $X^2$ ) and fisher exact test were used to study association between two qualitative variables. In addition, independent sample t test was used to compare mean scores of different group. In addition correlation coefficient (r) test was used to estimate the closeness association between variables. The P-value is the probability that an observed difference is due to chance and not a true difference A significant level value was considered when  $p\text{-value} \leq 0.05$  and a highly significant level value was considered when  $p\text{-value} \leq 0.001$ , while  $p\text{-value} > 0.05$  indicates non-significant results.

### **Results:**

**Table (1)** illustrates that more than half (53.4% & 51.9%) of the studied head nurses' were aged ranged from 25 to less than 35 years old at Benha and Menoufia University Hospitals respectively, and all of them (100%) were female at both hospitals. As far as educational levels about three quarters (77.6% & 75.0%) of head nurses' had Bachelor degree of nursing science at Benha and Menoufia University Hospitals respectively. Additionally nearly two thirds (70.7% & 63.5%) of head nurses' had experience from 5 to less than 15 years at both Hospitals respectively. Moreover the majority (82.8% & 84.6%) of them were married at Benha and Menoufia University Hospitals respectively. Regarding, working units more than half (56.9% & 51.9%) of head nurses' worked at critical units at Benha and Menoufia University Hospitals respectively.

**Figure (1)** reveals that the majority of the studied head nurses' at both hospitals reported a high level of job analysis however the head nurses' at Menoufia University Hospital reported slightly higher level (88.5%) as compared to head nurses' at Benha University Hospital (86.2%). Otherwise, the lowest

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percentage of head nurses' (1.7% & 1.9%) had low level of job analysis at Benha and Menoufia University Hospitals respectively.

**Table (2)** presents that the first ranking with highest mean score was  $30.60 \pm 2.51$  &  $30.67 \pm 2.28$  related to job specification, while, the last ranking with lowest mean score was  $56.66 \pm 3.48$  &  $56.48 \pm 4.091$  related to job evaluation for studied head nurses at Benha and Menoufia University Hospitals respectively and there was no statistically significant difference ( $p > 0.05$ ) between of job analysis dimensions among studied head nurses at both hospitals.

**Figure (2)** shows that the majority of the studied head nurses' at both hospitals reported a high committed level regarding their job description; however the head nurses' and at Menoufia University Hospital reported higher committed level (86.6%) as compared to head nurses' at Benha University Hospital (84.5%). Otherwise, the lowest percentage of head nurses' (1.7% & 1.9%) had low committed level of job description at Benha and Menoufia University Hospitals respectively.

**Table (3)** presents that the first ranking with the highest mean score was  $49.34 \pm 1.92$  &  $49.63 \pm 3.21$  related to managerial role, while, the last ranking with the lowest mean score was  $16.79 \pm 1.87$  &  $16.85 \pm 2.61$  related to educational role for head nurses at Benha and Menoufia University Hospitals respectively and there was no statistically significant difference ( $p > 0.05$ ) between of job description dimensions among studied head nurses at both hospitals.

**Figure (3)** shows that the majority of the studied head nurses' at both hospitals reported qualified level regarding their job specification however the head nurses' at Menoufia University Hospital reported higher

qualification level (90.4%) as compared to head nurses' at Benha University Hospital (89.7%). Otherwise, the lowest percentage of head nurses' (10.3% & 9.6%) hadn't qualified level of job specification at Benha and Menoufia University Hospitals respectively.

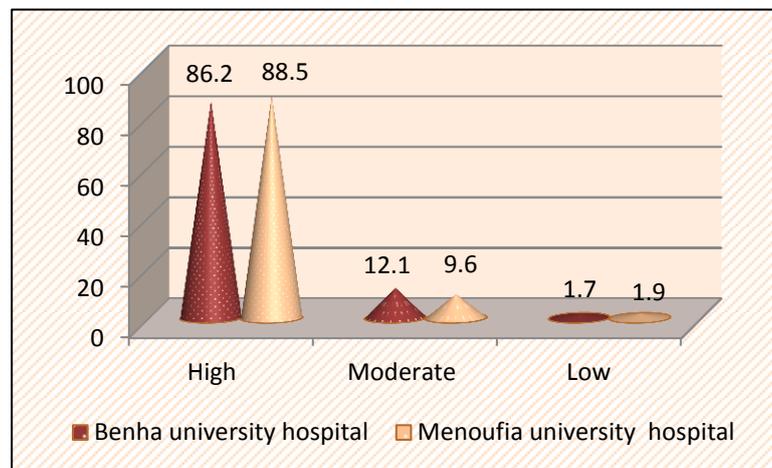
**Table (4)** illustrates that the first ranking with the highest mean score was  $14.33 \pm 1.49$  &  $14.38 \pm 1.37$  related to personal qualification, while, the last ranking with the lowest mean score was  $3.68 \pm 0.47$  &  $3.71 \pm 0.46$  related to educational role for head nurses at Benha and Menoufia University Hospitals respectively and there was no statistically significant difference ( $p > 0.05$ ) between job specification dimensions among studied head nurses at both hospitals.

It is evident from

**Table (5)** shows that there was a highly statistical significant positive correlation ( $P < 0.001$ ) between total job analysis and total of job description, job specification and job evaluation among studied head nurses' at Benha and Menoufia University Hospitals.

**Table (1): Distribution of the studied head nurses' according to their demographic characteristics in the study setting (n=110)**

Demographic items	Hospital		Hospital	
	Benha University Hospital n=58		Menoufia University Hospital n=52	
	No.	%	No.	%
<b>Age (years)</b>				
25-<35	31	53.4	27	51.9
35 -<45	20	34.5	21	40.4
≥45	7	12.1	4	7.7
<b>Gender</b>				
Female	58	100	52	100
Male	0	0.0	0	0.0
<b>Educational levels</b>				
Nursing diploma	8	13.8	7	13.5
Bachelor of nursing science	45	77.6	39	75.0
Master degree in nursing	5	8.6	6	11.5
<b>Years of experience</b>				
5 -<15	41	70.7	33	63.5
15 -<25	9	15.5	14	26.9
≥25	8	13.8	5	9.6
<b>Marital status</b>				
Married	48	82.8	44	84.6
Un married	10	17.2	8	15.4
<b>Working units</b>				
Open units	25	43.1	25	48.1
Closed units	33	56.9	27	51.9



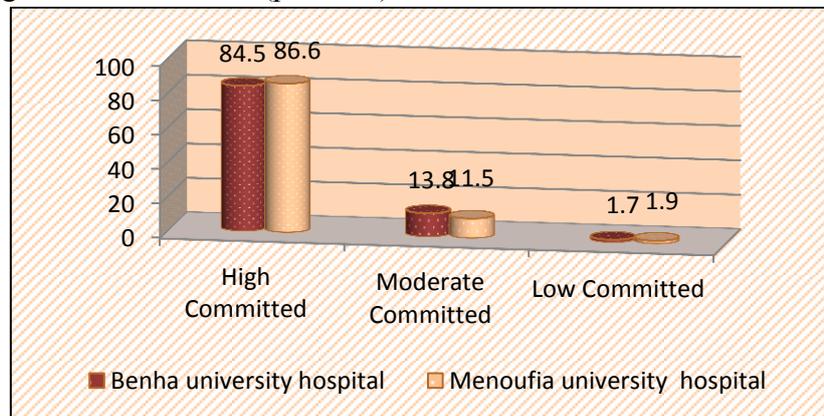
**Figure (1): Total levels of job analysis among studied head nurses' at study settings**

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**Table (2): Ranking with mean scores and standard deviation of job analysis dimensions among studied head nurses in the study setting (n=110)**

Dimensions	Maximum score	Benha University Hospital n=58		Menoufia University Hospital n=52		Independent t test	P value	Ranking
		Mean ± SD	Mean %	Mean ± SD	Mean %			
Job description	114	95.78 ± 6.49	84.0	96.17 ± 6.61	84.4	0.318	0.751	2
Job specification	34	30.60 ± 2.51	90.0	30.67 ± 2.28	90.2	0.152	0.880	1
Job evaluation	69	56.66 ± 3.48	82.1	56.48 ± 4.091	81.9	0.241	0.810	3
<b>Total Job analysis</b>	217	181.48 ± 12.09	83.6	182.15 ± 11.96	83.9	0.292	0.771	

No statistically significant difference ( $p > 0.05$ )

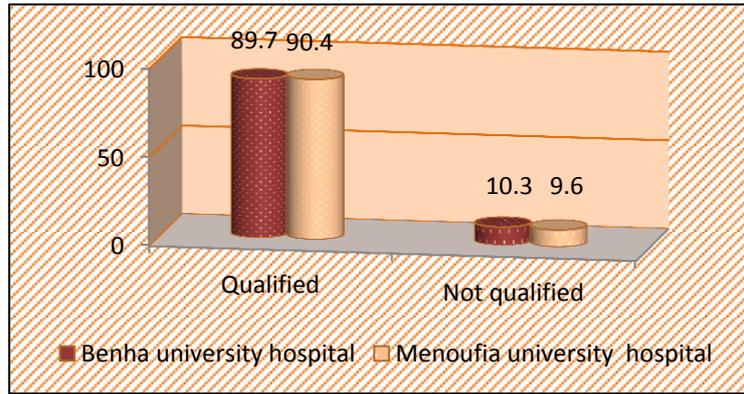


**Figure (2): Total levels of job description among studied head nurses' at study settings**

**Table (3): Ranking with mean scores and standard deviation of job description dimensions among studied head nurses in the study setting (n=110)**

Job description dimensions	Maximum score	Benha University Hospital n=58		Menoufia University Hospital n=52		Ranking	Independent t-test	P value
		Mean ± SD	Mean %	Mean ± SD	Mean %			
Supervisory role	36	30.32 ± 2.89	84.2	30.56 ± 1.58	84.9	2	0.510	0.611
Managerial role	57	49.34 ± 1.92	86.6	49.63 ± 3.21	87.1	1	0.581	0.563
Educational role	21	16.79 ± 1.87	79.9	16.85 ± 2.61	82.2	3	0.124	0.902
<b>Total job description</b>	114	95.78 ± 6.49	84.0	96.17 ± 6.61	84.4		0.318	0.751

No statistically significant difference ( $p > 0.05$ ).

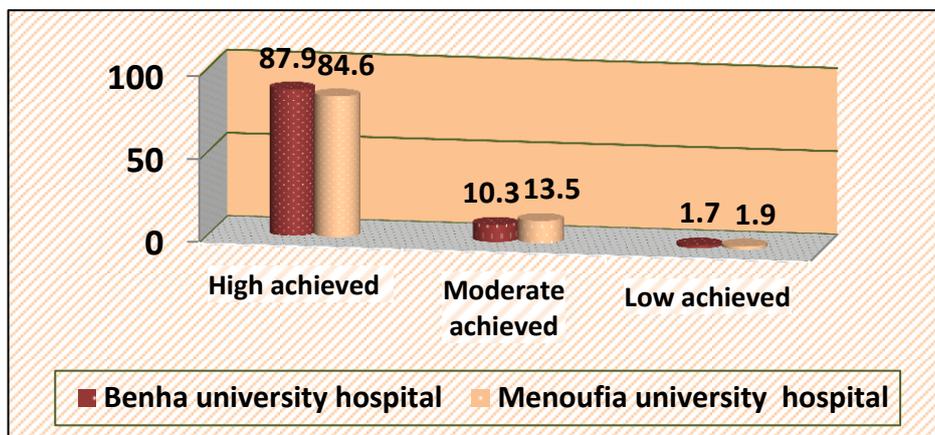


**Figure (3): Qualified levels of job specification among studied head nurses' at study settings**

**Table (3): Ranking with mean scores and standard deviation of job specification dimensions among studied head nurses in the study setting (n=110)**

Dimensions of job description	Maximum score	Benha University Hospital n=58		Menoufia University Hospital n=52		Ranking	Independent t-test	P value
		Mean ± SD	Mean %	Mean ± SD	Mean %			
Personal qualification	16	14.33 ± 1.49	89.5	14.38 ± 1.37	89.9	3	0.208	0.836
Educational qualification	4	3.68 ± 0.47	92.2	3.71 ± 0.46	92.8	1	0.248	0.805
Professional qualification	14	12.64 ± 1.51	90.3	12.69 ± 1.69	90.7	2	0.179	0.859
Total job description	34	30.60 ± 2.51	90.0	30.67 ± 2.28	90.2		0.152	0.880

No statistically significant difference ( $p > 0.05$ )



**Figure (4): Total levels of job evaluation of studied head nurses' at the study settings**

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**Table (4): Correlation between total job analysis and total of job description, job specification and job evaluation among studied head nurses' in the study setting (n=110)**

Hospital  Items	Total Job analysis			
	Benha Hospital n=58	University	Menoufia Hospital n=52	University
	r	P value	r	P value
Total job description score	0.850	0.000**	0.845	0.000**
Total job specification score	0.483	0.000**	0.447	0.000**
Total job evaluation score	0.577	0.000**	0.590	0.000**

\*\* A highly statistical significant difference ( $P \leq 0.001$ )

### Discussion

The finding of the present study illustrated that more than half of the studied head nurses' were aged ranged from 25 to less than 35 years old, and all of them were female. Also, about three quarters of head nurses' had Bachelor degree of nursing science and nearly two thirds of head nurses' had experience from 5 to less than 15 years. The majority of them were married and more than half of head nurses' worked at critical units at Benha and Menoufia University Hospitals.

Concerning to total levels of job analysis among studied head nurses' at Benha and Menoufia University Hospitals. The result of the present study showed that the majority of the studied head nurses at both hospitals reported a high level of job analysis. From the investigator's point of view, this result might be because the nursing managers are selected head nurses with high levels of knowledge and skills and their work is constantly evaluated to maintain the quality of care provided in health care setting.

The finding of the current study was supported by the study carried out in Pakistan by **Rafiq, (2010)** who investigated impact of job analysis on job performance: analysis of a

hypothesized model and revealed that the majority of head nurses that practiced of job analysis was strongly related to head nurses job performance. Furthermore, this result was in agreement with the study conducted in Western by **Siddique, (2010)** to show that the head nurses and top manager report high level of job analysis toward their roles.

Regarding ranking with mean score of job analysis dimensions among head nurses in the study setting, the finding of the present study confirmed that, the first ranking with highest mean score related to job specification for head nurses, while, the last ranking with lowest mean score related to job evaluation for head nurses at Benha and Menoufia University Hospitals. From the investigator's point of view this might be because the vast majority of head nurses hold a Bachelor of nursing science and member in professional nursing organization syndicate and had good physical and mental health. This result was consistent with the study conducted in Austin by **Tumulty, (2010)** who showed that highest mean score for the characteristics of head nurses as leadership.

Concerning to total levels of job description among head nurses, at Benha and

Menoufia University Hospitals. The result of the present study revealed that the majority of the studied head nurses, at both hospitals reported a high committed level regarding their job description. From the investigator's point of view, this result might be due to that head nurses are focused on the day to day activities and they are responsible for overseeing the performance and effectiveness of all nursing staff under their management.

The finding of the current study was agreed with the study carried out in Alexandria by **Ali, (2015)** who assessed head nurses' commitment and their performance and proved that the majority of head nurses committed to perform all activities in their unit. This result was in agreement with the study conducted in Port Said by **Ibrahim and Elsayed, (2016)** who determined relationship between head nurses' job performance and staff nurses' commitment and showed that most of head nurses' have high scores in most components (patient care management, staff management and unit management).

Regarding ranking with mean score and standard deviation of job description dimensions among head nurses in the study setting, the finding of the present study confirmed that the first ranking with the highest mean score was managerial role, while, the last ranking with the lowest mean score was educational role for head nurses at Benha and Menoufia University Hospitals. From the investigator's point of view, this might be because the main focus of head nurses activities concentrated on managerial roles more than supervisory and educational roles.

This result was parallel to the finding of the study carried out in Turkish by **Türkmen, (2016)** who determined the administration proficiencies of head nurses and found that the area with the highest score was general unit management. Moreover, this result agreed with the study carried out in Assiut by

**Rashed, Al torky and Morsey, (2015)** who assessed the performance of head nurse management functions and reported that the highest mean score of head nurses for managerial function on their staff while the lowest mean score was educational function.

The result of the current study revealed that the majority of the studied head nurse at both hospitals reported higher qualified level regarding their job specification. From the investigator's point of view, this might be because the nursing managers chose the head nurse with certain job specifications and high standards level in order to perform their work in the fullest way. This result was similar with the study conducted in Oxford by **Lazarus and Folkman, (2011)** who investigated that all of head nurses reported high qualified in cultural character, educational background and work experience.

Regarding ranking with mean score and standard deviation of job specification dimensions of head nurses in the study setting. The finding of the present study confirmed that the first ranking with the highest mean score was educational qualification while, the last ranking with the lowest mean score was personal qualification at Benha and Menoufia University Hospitals respectively. From the investigator point of view this might be due to maintaining self-learning, and developing abilities that would ensure that they are knowledgeable on recent developments in the field. This result paralleled to the study conducted in Birmingham by **Livne, (2017)** who investigated the head nurse characteristics and patient safety and three dimensions of job specification were relatively high.

The finding of the present study showed that, the majority of the studied head nurses' reported high achieving level regarding their job evaluation. From the investigator's point of view this might be due to continuing for day to day activities also, the hospital

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provides all staff with the training team with continuous training and evaluation for all procedures and skills.

This finding was accordance with the study conducted in West of England by **Moule, Armoogum, Douglass and Taylor, (2017)** who determined evaluation and its importance for nursing practice and stated that evaluation of nursing care by first line manager was accurate and complete and showed that high achieved for all their responsibilities. Also, this finding supported with the study conducted in Port-Said by **Mahmud, (2010)** who investigated job performance for head nurses and it indicated that head nurses of health care, have high performance relating to the experience and nature of the profession.

The finding of the current study showed that there was a highly statistical significant positive correlation between total job analysis and total of job description, job specification and job evaluation among studied head nurses' at Benha and Menoufia University Hospitals. From the investigator's point of view, this might be because when doing a job analysis, it is necessary to know the previous job description and job specifications and his performance appraisal of the job.

This finding paralleled with the study conducted in South Florida by **Juan and Edward, (2012)** who assessed the rise and fall of job analysis and the future of work analysis and showed that there were three primary types of job analysis data namely work activities, worker attributes and work context and their statistical significant between them.

Conversely, this finding was contracted with the study conducted in Washington by **Cormick, (2010)** who study was about job characteristics and job dimensions as based on the position analysis questionnaire and indicated that aptitude requirements and rates of pay can be predicted reasonably well from such quantified job-analysis data, suggesting that conventional test-validation and job-

evaluation procedures might sometimes be eliminated.

### **Conclusion**

In the light of the foregoing present study, it can be concluded that there was a highly statistical significant positive correlation between total job analysis and total of job description, job specification and job evaluation among studied head nurses at both hospital. The majority of studied head nurses had a high level of job analysis however the head nurses at Menoufia University Hospital reported higher level as compared to head nurses at Benha University Hospital. The first ranking with highest mean scores of job analysis dimension was related to job specification while, the last ranking with lowest means scores was related to job evaluation for studied head nurses at the study setting.

Also, the majority of studied head nurses reported a high committed level regarding their job description and the highest mean score was related to managerial role, while the lowest mean score was related to educational role at both hospitals. As well as, the majority of studied head nurses reported qualified level regarding their job specification and the highest mean score was related to personal qualification, while the lowest mean score was related to educational qualification at both hospitals. Additionally, the majority of studied head nurses at both hospitals reported high achieved level regarding their job evaluation.

### **Recommendations**

**In the light of the findings obtained from the present study, the following recommendations are suggested:**

#### **1- For hospital administrator**

- Designing training programs for head nurses about how to assess patient

- condition and set patient care priorities.
- Increasing the awareness of head nurses about continuing education courses in both nursing management and administration and participate in training program for updating professional knowledge and teaching staff team.
  - Encouraging the head nurse to share staff nurses in making decision, counseling in matter of work and using self-evaluation, there for increased nurses' commitment and reduced turnover.
  - Possessing competencies of head nurses as: exchange points of views with all healthy members, manage inappropriate behaviors and become calm under pressure, accept criticism also, supervise implementation of nursing services and physician orders.
  - Creating an environment that welcomes suggestions and facilitates communication and teamwork.

## **2- For head nurses:**

- Enabling head nurses to be calm under pressure.
- Encouraging head nurses to update their professional knowledge and participate in training programs.
- Enhancing head nurses for proposing the budget for their unit.
- Inducing head nurses to encourage staff nurses to use self-evaluation, and engage them to be involved in decision making.

## **3- For further research**

- Reapplication of the study on the larger probability sample is highly recommended to achieve generalizable results.
- Conducting study to determine the effect of job advancement and job demand on their job satisfaction.

- Conducting study to assess the effect of job analysis and span of control on head nurses' job satisfaction

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## التحليل الوظيفي لدور رئيسة التمريض في مستشفيات بنها والمنوفية الجامعي

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يعتبر التحليل الوظيفي لرؤساء الوحدات التمريضيه دور حيوي لإجراء مراجعة جميع العمليات التمريضيه الحالية داخل الوحدة والحفاظ على استمرارية جميع العمليات في بيئة العمل المتغيرة. لذلك هدفت هذه الدراسة إلى تحديد التحليل الوظيفي لدور رئيس وحدة التمريض في مستشفيات جامعة بنها والمنوفية. وقد أجريت الدراسة في جميع الوحدات بمستشفى بنها والمنوفية الجامعي على ٥٨ رئيسة وحدة تمريض بمستشفى بنها الجامعي و ٥٢ رئيسة وحدة تمريض بمستشفى جامعة المنوفية. حيث كشفت النتائج إلى أن غالبية رؤساء وحدات التمريض الذين خضعوا للدراسة في كلا المستشفيات أفادوا بمستوى عالٍ من التحليل الوظيفي ، إلا أن رؤساء التمريض في مستشفى جامعة المنوفية سجلو بمستوى أعلى من التحليل الوظيفي مقارنة برئيسات التمريض في مستشفى بنها الجامعي. كما أوصت الدراسة بأهمية زيادة الوعي بكافة واجبات رؤساء وحدات التمريض من خلال التعليم المستمر في إدارة التمريض والمشاركة في برنامج تدريبي لتحديث المعرفة المهنية وفريق هيئة التدريس.