



The Relationship between Organizational Excellence and Managerial Competencies among Nursing Managers

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Abstract

Introduction: Organizational excellence refers to the focus on an organization to establish a standard set of organizational elements that together deliver outstanding results. **Aim:** The study aimed to explore relationship between organizational excellence and managerial competencies among nursing managers. **Setting:** The study was conducted at Dar El-Shefa Hospital. **Design:** A descriptive, correlational design was used in this study. **Subject:** A convenient sample of nurse managers was included (N=40). **Tools:** Self-administrated questionnaire sheets to assess demographic characteristics of nursing managers and organizational excellence questionnaire and questionnaire of managerial competencies of nursing managers. **Results:** There was a highly statistically significant positive correlation between cumulative organizational excellence and cumulative managerial competencies at $r= 0.928$ & $P= 0.000$. **Conclusion:** There was a positive correlation between organizational excellence and managerial competencies of nursing managers. **Recommendation:** Achieving an organizational excellence, every employee not only understand the company's vision, but also know their own roles, responsibilities and the specific actions they need to take in order to help achieve this vision.

Keywords: Competencies, Excellence, Managerial, Nurse Managers and Organizational.



Introduction

Healthcare is multifaceted and faced with several challenges including inadequate staffing and increasing workloads. As the largest health care group, nurses are mostly at the center of these challenges. To deal with these clinical challenges that confront healthcare delivery, it is crucial for the nurse manager (NM) to be a primary successful driver for organizational excellence and possess the relevant critical managerial competencies for the effective management of the scarce resources in order to address these clinical challenges that face healthcare delivery (*Dawabsheh et al., 2019*).

Excellent organizations proactively and systematically take action to ensure that they have the human resource capability to meet their current and future work requirements; these organizations have made talent management practice critical force in their drive for excellence. Organizational excellence is defined as the ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations. It is the achievement by an organization of consistent superior performance, for example, outputs that exceed meeting objectives, needs, or expectations (*Hamouda & Abd El-Aliem, 2020*).

Managers cannot succeed and become more effective in today's global business climate unless they have the abilities that are genuinely matched with the demands of that environment. The variety and diversity of firms' workforces have raised the need for managers to reskill and upskill their capabilities. To effectively achieve their missions and be more successful in such a global environment, the organizations need to recruit people with skills and competencies that better match organizational requirements and work on



developing their top-management skills to be more effective (*Suliman, 2021*).

It is impossible to overestimate the value of "competencies." Within an organization, the idea of competency may be perceived in various ways. competency as the traits and abilities that persons require to succeed in professional jobs. Competence is also defined as a collection of knowledge, abilities, and characteristics that contribute to good work performance. Managerial competencies of nurse managers are believed to influence the efficiency of healthcare (*Paarima et al., 2020*).

Significance of the Study

Organizational excellence is an important part in organizations, and it has an effect on managerial competencies of nursing managers, some studies indicate that about (65%) of the variance in organizational productivity is explained by excellence principles, excellence practices (*Saeed et al., 2018*), and some results also showed that (53.6%) of managerial competencies have the most significant statistical impact on business performance and the variation in performance (*Veliu et al., 2017*). Low managerial competencies effect on performance of nurse manager's, quality of care, and will affected organization performance as all. Organizational excellence has a positive effect on organization performance as all so it is important to study the effect of organizational excellence program on nurse manager's managerial competencies.

Aim of the study

The aim of this study is to explore relationship between organizational excellence and managerial competencies among nursing managers.

Research question

What's the relationship between organizational excellence and managerial competencies among nursing managers?

Subject and Methods:

I. Technical design

The technical design includes research design, setting, subject and tools for data collection.

Research design:

A descriptive, correlational design was used in this study.

Setting:

The study was conducted at Dar El-Shefa hospital. The hospital capacity more than 160 beds include many specialties, the hospital is consisted of one building; consists of basement, ground floor and six floors, **1)** the basement floor contain Emergency unit with bed capacity 12 beds , **2)** the ground floor contain the kidney dialyses unit with bed capacity 19 beds, **3)** the first floor contain operations room contain 13 rooms and intensive care unit contain 15 beds , **4)** the second floor contain patients rooms 10 rooms and neonate intensive care unit with incubator capacity 4 incubators, **5)** the third floor contain 25 patients rooms, **6)** the fourth floor contain 25 patients rooms,



7) the fifth floor contain 25 patients rooms, the total number of patient rooms in three floors is 75 rooms with 104 bed capacity.

Subjects:

All available nurse managers were included during data collection.

Tools of data collection:

Two tools were used to collect necessary data:

1st tool: Self-Administered Questionnaire sheet for organizational excellence:

A self – administrated questionnaire was modified by the researcher after reviewing the literature based on **Araya (2019)**. It was consisting of the following two parts to collect the required data from nurse managers.

Part 1: Personal characteristic data for nursing managers: such as (Age, gender, educational qualification, Job title, years of experience, total tenure time as nurse managers).

Part 2: Organizational excellence questionnaire: was conducted by the researcher to assess nursing managers knowledge about organizational excellence. It consists of the following seven components: Leadership (5 items), policy and strategy (5 items), nurses (6 items), partnerships and resources (5items), processes (6 items) and patient (5 items).

The item response categories include: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

Scoring system: This tool consisted of 32 items with a total grade (160). This instrument uses a 5-point Likert scale from 1 (strongly disagree) to 5

strongly agree. The grades for each item were summed up and then converted into a percent score.

- **Satisfactory level: $\geq 60\%$.**
- **Unsatisfactory level: $< 60\%$.**

2nd tool: Self-Administered Questionnaire of managerial competencies of nursing managers:

A self – administrated questionnaire was modified by the researcher after reviewing the literature and based on **Pabico (2019)**. was conducted by the researcher to assess managerial competencies of nursing managers. It consists of the following ten components: Financial management skills (2 items), human resource management skills (2 items), human resource leadership skills (4 items), performance improvement skills (4 items), foundational thinking skills (3 items), technology skills (2 item), strategic management skills (5 items), relationship management and influencing behaviors (2 items), diversity management skills (3 items) and clinical practical knowledge (1item).

The item response categories include: 1=novice, 2= advanced beginner, 3= competent, 4=proficient, and 5=expert.

Scoring system: This tool consisted of 28 items with a total grade (140). This instrument uses a 5-point Likert scale from 1 (novice) to 5 experts. The grades for each item were summed up and then converted into a percent score.

- Novice $\leq 20\%$.
- Advanced Beginner 21%-40%.
- Competent 41%-60%.



- Proficient 61%-80%.
- Expert 81%-100%.

Validity of the tools:

Validity of the tools was done namely face validity and content validity. The tools were translated into Arabic and tested by a group of five experts specialized in nursing administration from different three universities; Ain Shams University, Menoufia University and Helwan University through an opinionnaire sheet to measure validity of the tools and the necessary modifications were (was) been done accordingly.

Face Validity

Face validity was conducted based on five expert's opinions which were regarding the tool's layout, format and clarity of parts.

Content Validity

Content validity was done to determine the appropriateness of each item to be included in the questionnaire sheet. Necessary modifications were done based on five expert recommendations.

Reliability of the tools:

Reliability for the utilized tools was tested to determine the extent to which the items of the tools are inter-correlated to each other. The Cronbach's alpha model is one of the most popular reliability statistics in use today and considered as a model of internal consistency that used to estimate of reliability of test scores. Reliability of Organizational excellence questionnaire for nursing managers by Cronbach's alpha was (0.976). While



Reliability of Managerial competencies questionnaire for nursing managers by Cronbach's alpha test was (0.967) respectively.

Pilot study:

The pilot study was carried out on (10%) of the total sample size (4 nursing managers) to test applicability and clarity of tools and time needed to complete it. Total time needed to complete both tools was ranged between (10:20) minutes. No modifications were made so participants in the pilot study were included in the study sample.

Ethical considerations:

The research approval was obtained from Faculty of Nursing ethical committee of Helwan University before starting the study, an approval was obtained from the director of Dar Al-Shifa Hospital. Informed consent was sought and obtained from each participating subject prior to data collection, they were informed about the purpose and expected outcomes of the study and that the study is harmless and their participation is voluntary and they have the right to withdrawal from the study at any time without reason. They also were assured that, anonymity and confidentiality will be guaranteed, as well as gathered data will be used for the research purpose only. Ethics, values, culture and believes will respected.

II. Operational design

The operational design includes: preparatory phase and field work.

A) The preparatory phase:



It was included reviewing of past, current, national and international related literature and theoretical knowledge of various aspects of the study using books, articles, internet, periodicals and journals.

B) Field Work:

The field work started actually at the beginning of April 2022 to end of October 2022. The researcher met the hospital manager to explain the aim of the study to gain their approval on data collection. The researcher collected data by herself through meeting nursing managers and explaining the purpose of the study to them in the study setting. The researcher was present at all time during fulfilling the questionnaire forms to answer any questions. The time needed by nursing managers to complete both tools (organizational excellence and managerial competencies questionnaire) was ranged between (10-20) minutes. Also, the researcher checked the completeness of each filled sheet to ensure the absence of any missing data.

III. Administrative Design

Approval to carry out this study was obtained from the Dean of the Faculty of Nursing Helwan University and Director of Dar Al-shifa Hospital to conduct the study. Individual oral consent was also obtained from each nursing manager to participate in the study.

IV. Statistical design

Data entry and analysis were performed using SPSS statistical package version 25. Categorical variables were expressed as number and percentage while continuous variables were expressed as (mean \pm SD). Chi-Square (χ^2)

was used to test the association between row and column variable of qualitative data.

The Shapiro Wilk tests has a significance value below 0.05, indicating that the data did not follow a normal distribution; therefore, nonparametric tests were used for analysis.

ANOVA test was used to compare mean in normally distributed quantitative variables in more than two groups. The Kruskal–Wallis test are nonparametric tests used to compare the mean ranks of scores and determine significant differences in mean values for more than 2 groups. Pearson correlation was done to measure correlation between quantitative variables.

For all tests, a two-tailed p-value ≤ 0.05 was considered statistically significant, P-value ≤ 0.01 was considered highly statistically significant. While p-value > 0.05 was considered not significant.

Results:

Table (1) Personal characteristics among the studied nursing managers (n=40).

Nursing manager's characteristics		N	%
▪ Age (in years)	≤ 25	1	2.5
	$\geq 26 - \leq 30$	11	27.5
	$\geq 31 - \leq 40$	5	12.5
	≥ 41 years	23	57.5
$\bar{x} \pm SD$	37.32 \pm 6.81		
▪ Gender	Male	1	2.5
	Female	39	97.5

Ratio	M to F ratio=1: 39		
▪ Education	Bachelor's degree	23	57.5
	Nursing diploma	8	20.0
	Master's degree	9	22.5
▪ Job title	Director	5	12.5
	Head nurse	26	65.0
	Supervisor	9	22.5
▪ Year of experience	< 5 years	2	5.0
	≥ 5 years to ≤10 years	14	35.0
	≥ 11 years	24	60.0
$\bar{x} \pm SD$	16.82 ± 6.6		
▪ Total tenure time as nurse manager	< 5 years	11	27.5
	≥ 5 years to ≤10 years	12	30.0
	≥ 11 years	17	42.5
$\bar{x} \pm SD$	9.80 ± 5.69		

Table (1) Shows that more than half of study nursing managers (57,5%) their age is ≥ 41 years old with a mean score and standard deviation (37.32 + 6.81). Also, majority of them are females (97.5%), More than half of them (57.5%) are holding a bachelor's nursing degrees. As concerning the job title, more than half of them (65%) are head nurse. As considering, year of experience, about sixty percentage (60%) of them are worked ≥ 11 years.

Figure (1): percentage distribution of total knowledge regarding organizational excellent among the studied nursing managers (n=40)

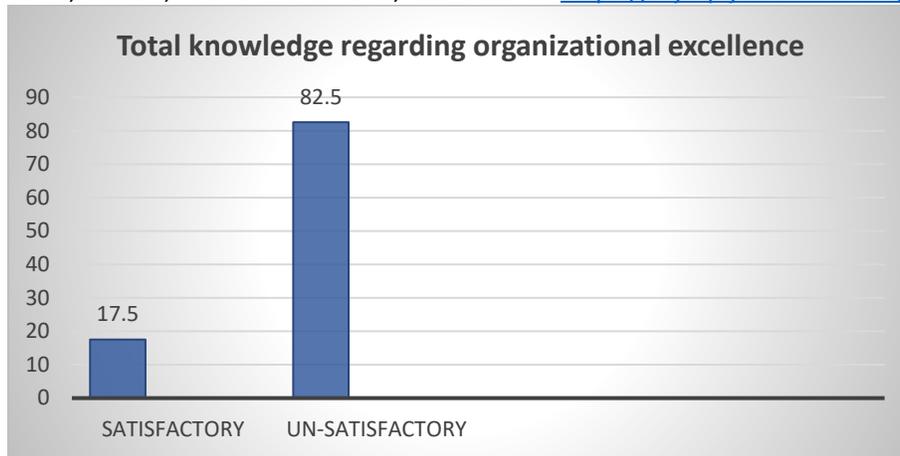


Figure (1): Displays that, percentage distribution of total knowledge regarding organizational excellent among the studied nursing managers, seventeen and half percentage of nursing managers is satisfactory, while more than half of them are unsatisfactory toward knowledge regarding organizational excellent.

Figure (2): percentage distribution of total managerial competencies among the studied nursing managers (n=40)

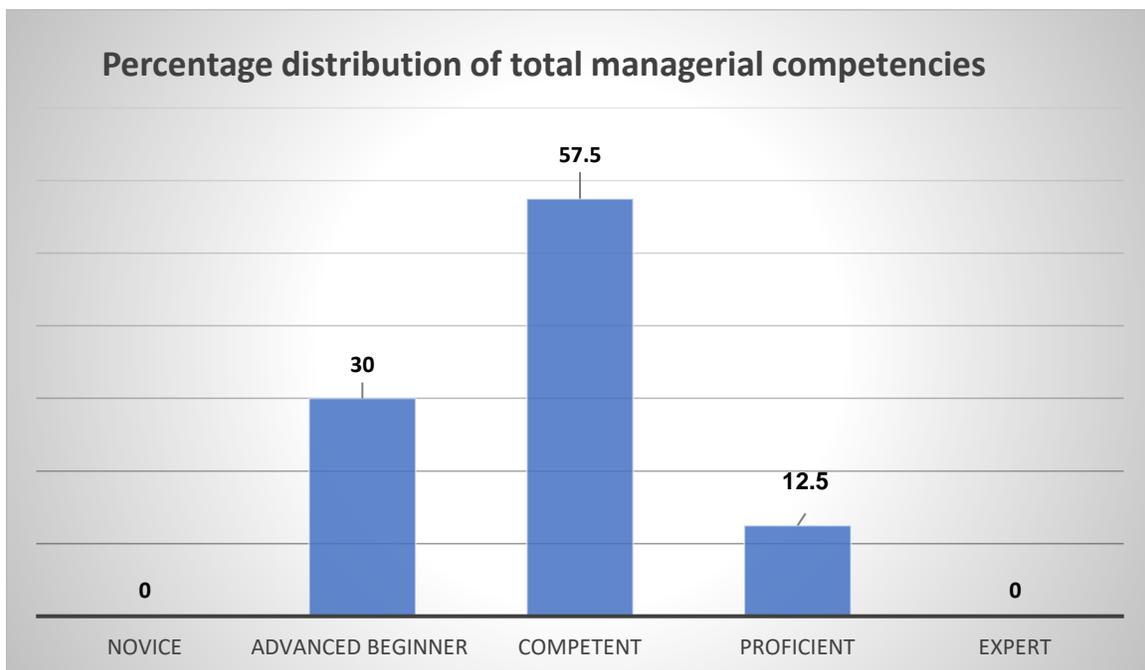


Figure (2) Displays that percentage distribution of total managerial competencies among the studied nursing managers, the lowest percentage (0%) is novice and expert and more than half of them (57.5%) is competent.

Figure (3): Scatter dot correlation between cumulative organizational excellence and cumulative managerial competencies among the studied nursing managers

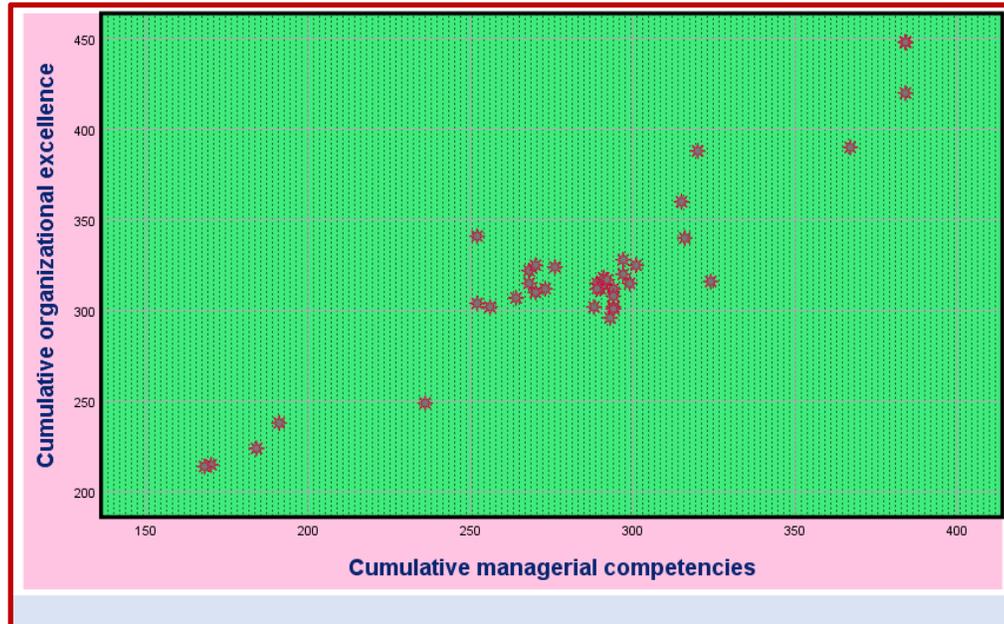


Figure (3) Clarify, it is a high statistically significant positive correlation between cumulative organizational excellence and cumulative managerial competencies among the studied nursing managers at $r= 0.928$ & $P= 0.000$.



Discussion

Considering personal characteristics of the sample of the study (nursing managers), the study result showed that about two thirds of the age range of the nursing managers was more than forty-one years old, with a high mean age. This indicated that the nursing managers were mature enough and able to tolerate the work responsibility. In relation to gender, majority of them were female. From the researcher point of view, this may be due to the greater fraction of the nurses in Egypt was female and may also related to the studying of nursing in Egyptian universities were exclusive for females only till few years ago.

Additionally, most of the nursing managers hold a bachelor's nursing degrees. This may indicate that nurses with a bachelor nursing degree were promoted to a higher position. Considering years of experience, most of them worked equal or more than eleven years in nursing profession. Regarding the total tenure time as nurse manager, more than two forth of them worked equal or more than eleven years. This explains that most of those nursing managers were adults and tolerated the nature of the work.

On the same vein, the study finding was consistent with a quantitative cross-sectional design published in Africa Journal of Nursing and Midwifery and conducted at Ghana by **Paarima, et al., (2020)** which studied managerial competencies of nurse managers, summarized that the mean age of the respondents was 38.8 years ($SD = 9.83$), the majority were females. On other hand the study was incongruent in the study finding in relation to most of respondents were first-degree holders. Furthermore, the majority of the



respondents have worked between six and ten years and have worked for nurse managers between one and five years.

Regarding this concept and considering the total knowledge regarding organizational excellent among the nursing managers. The study result displays that, percentage distribution of total knowledge regarding organizational excellent among the studied nursing managers, lowest percentage of nursing managers was satisfactory, while more than half of them were unsatisfactory toward knowledge regarding organizational excellent. On the line, the study finding was in a harmony with a quasi-experimental study result conducted at Benha University Hospital Qaluobia Governate, Egypt by *Abdel Azem Mostafa et al., (2021)* which reviewed effect of educational program about talent management for nursing managers on their job affiliation and organizational excellence, showed that there was statistical general improvement in total level of nursing managers' organizational excellence.

Regarding this concept and with the consideration of the total managerial competencies displays that, percentage distribution of total managerial competencies among the studied nursing managers, the lowest percentage of nursing managers was novice and expert, while the higher percentage was competent.

As well, the study result was supported by *Aqtash et al., (2022)* which reviewed evaluation of the impact of an education program on self-reported leadership and management competence among nurse managers, indicated that, the program had a greater effect on improving head nurses' managerial competency throughout post and follow-up phases (after three months) of the



program compared with the pre-program phase, more than half of head nurses were competent through preprogram phase, and they increased at immediately post program phase while they decreased through follow up phase.

Considering correlation, organizational excellence dimension and managerial competencies dimension among the studied nursing managers. The study result clarified that, there was a high statistically significant positive correlation between dimensions of cumulative organizational excellence (leadership, policy, nurse, partnership, process and patient) and dimensions of managerial competencies (financial management skills, human resource management skills, human resource leadership skills, performance improvement, foundational thinking, technology skills, strategic management, relationship and diversity and clinical practice)

On the same vein, the study finding was consistent with the study result done by *Alsarayrah & Zakariah, (2021)* which evaluated the impact of performance management on organizational excellence in educational institutions concluded that there is a significant and statistically significant impact on management (Performance planning, performance development, performance guidance, performance evaluation) on organizational excellence in its dimensions (excellence of leadership, the excellence of strategies, and excellence of processes) in educational institutions and how to support them.

Conclusion

The current study explores the relationship between organizational excellence and managerial competencies among nursing managers and found that there was a high statistically significant positive correlation between



cumulative organizational excellence and cumulative managerial competencies among nursing managers.

Recommendations

Based on the study finding, the following recommendations are suggested in order to promote organizational excellence to improve competences level of nursing managers.

- Achieving organizational excellence, every nurse manager not only understand the organization's vision, but also know their own roles, responsibilities, and the specific actions they need to take in order to help achieve this vision.
- Formulating a collaborative team to ensure the organizational excellence by every individual in the organization.
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