Assessment of Nurse Manager Performance of Staffing In Middle Euphrates Governorates Hospitals.

تقييم اداء مدراء التمريض في التوظيف لمستشفيات محافظات الفرات الاوسط

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الخلاصة

الهدف: هدف الدراسة هو تقويم الاداء الاداري لمدراء التمريض في التوظيف في مستشفيات محافظات الفرات الاوسط.

المنهجية: أجريت دراسة وصفية لتحديد جودة الاداء الاداري لمدراء التمريض في مستشفيات محافظات الفرات اللاوسط اختيرت عينة (غير احتمالية) مكونه من (62) مدير تمريض في مستشفيات محافظات الفرات اللاوسط مقسمة الى اربع محافظات (بابل، كربلاء، نجف، القادسية) من خلال عرض الاستبانه على عدد من الخبراء تم تطوير استمارة استبيان كأداة لجمع البيانات لغرض الدراسة. وأجريت دراسة تجريبية لتحديد موثوقية أداة الدراسة. وقد أجريت الدراسة في الفترة من 2 حزيران2013 الى 30حزيران، 2013 و تم تحليل البيانات باستخدام أسلوب تحليل البيانات الإحصائي الوصفي (التوزيع التكراري، النسبة المئوية، والوسط الحسابي) وأسلوب تحليل البيانات الإحصائي ألاستنتاجي (الاختبار التائي ،التحليل الإحصائي للتضاد المنطقي التدريجي المتعدد، ومربع الكاي).

النتائج: أشارت نتائج الدراسة ان أكثر من نصف عينة الدراسة من محافظة بابل، يتم توزيع معظم المستشفيات في مركز المدينة وليس اطراف المدينة أو في المناطق الريفية ، وكانت أكثر عينات الدراسة هم من الذكور الذين كانوا يشغلون منصب مدير شؤون التمريض ، وكانت استجابات عينة الدراسة جيدة حول واجبات ومهام مدراء التمريض في المستشفى، واما بالنسبة للاستجابة حول لتقييم جودة الأداء الإداري في التوظيف هي ايضا جيدة، واظهرت نتائج الدراسة بوجود علاقة ذات دلاله احصائية بين تقييم مهام وواجبات مدير التمريض في المستشفى مع الأداء الإداري في التوظيف.

الاستنتاجات: واستنتجت الدراسة إلى أن مدراء التمريض كانت لديهم فرصة لاكمال دراستهم، بحكم منصبهم الاداري، ومدراء التمريض لديهم مستوى جيد من الأداء الاداري بما يخص مهام وواجبات مدير التمريض في المستشفى، وبالنسبة لمدراء التمريض العاملين في المستشفيات التعليمية كانت معارفهم جيدة حول التخطيط لتحديد جودة ادارة التمريض في مستشفيات محافظات الفرات الاوسط.

التوصيات: أوصت الدراسة بضرورة إجراء مزيد من الدراسات لتشمل منطقة جغرافية أوسع في العراق، والعمل على اقامة دورات التعليم المستمر لمدراء شؤون التمريض لزيادة معارفهم حول ادارة التمريض ومهام وواجبات مدير التمريض وخاصة في المستشفيات غير التعليمية، تفعيل الجانب العملي لمادة ادارة التمريض ضمن مفردات كليات التمريض .

Abstract

Objective(s): The objective of the study to assess the nurse manager performance of planning in hospitals.

Methodology: A descriptive study was carried out to determine the quality of nurse manager role performance of staffing in middle Euphrates governorates hospitals. Non-probability sampling was performed. Convenient sampling of (62) nurse manager was selected from the middle Euphrates governorates hospitals. The study was conducted for the period of 2nd June, 2013 through 30th June, 2013. Through extensive review of relevant literature, a questionnaire was constructed for the purpose of the study. A pilot study is conducted in order to determine the reliability of the study instrument which was used for measuring the determination of quality of nurse manager administrative role performance in middle Euphrates governorates hospitals. Data were analyzed through the application of the descriptive statistical data analysis approach (frequency, percentage, mean) and inferential statistical data analysis approach (t-test, person correlation coefficient, stepwise logistic multiple regression, Spearman-Brown, chi-square).

Results The findings of the study indicated that through the course of data analysis more than one half of the study sample are from Babylon governorate, the most hospitals are distributed in the city center rather than in the city side or in rural areas, the males nurses are more attend to working as an administrative nurse than the female nurses, the study sample responses to overall evaluation for the majority of the administrative nurse managers' role and duties is highly significant, study subject's responses to the basic components to determine the quality of management performance staffing are at all items a non-significant correlation between the basic components to determine quality of management performance staffing and the different demographic data at p-value more than 0.05.

Conclusion: The study concludes that the nurse managers have a good opportunity to continue their education, because they are to the top working side by management, The nurse managers have a good level of performance relative to their managerial roles and duties, and Working as managers in teaching hospital increases their knowledge about the staffing function determine the quality of nurse manager performance.

Recommendations: The study recommended that the Further studies should be conducted to involve a larger geographical area in Iraq, apply a continuing education courses for the nurse managers to increase their knowledge and performance about the managerial roles and duties especially in the non-teaching hospitals, and Management courses should be developed and improved to increase students' managerial knowledge and performance.

Keyword: Staffing, Nurse Manager, Assessment, Performance.

INTRODUCTION

Nursing management is interrelated to execution the utility of planning, organizing, staffing, directing, and evaluating. The nurse manager performs this management function to carry health care to patient the nurse manager administrative role work at all levels to put into practice the concept and theories of nursing management [1].

Staffing as a largely part of management function establish the framework within which the work done while scheduling is essentially a refined component of planning. The concept of good staffing determined and provides the acceptable number of personal to produce a desire level of care to meet the patient demand [2].

Staffing is a selection, training, motivating and retaining of a personnel in the organization. Nurse staffing is a constant challenge for health care facilities. Before the selection of the employees, one has to make analysis of the particular job, which is required in the organization, then comes the selection of personnel [3].

Management in all business and organizational activities is the act of coordinating the efforts of people to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and evaluation [4].

Objectives of the study:

To assess the nurse manager performance of staffing in middle Euphrates governorates hospitals.

METHODOLOGY

A descriptive study was carried out to determine the quality of nurse manager performance of staffing in middle Euphrates governorates hospitals.Non-probability sampling was performed. Convenient sampling of (62) nurse manager was selected from the middle Euphrates governorates hospitals.

Instruments: Through extensive review of relevant literature, a questionnaire was constructed for the purpose of the study. It is composed of (3) major parts included personal information sheet. The functions and duties of the director of nursing at the hospital, and the planning function in hospitals.

Data collection: The data collection process was initiated for the period of July 1th, 2013 through August23th, 2013. Data were collected through the use of the constructed questionnaire as self-report method.

Data Analysis: In order to determine whether the objectives of the study were met or not, (frequency, percentage, mean) and inferential statistical data analysis approach (t-test, person correlation coefficient, stepwise logistic multiple regression, Spearman-Brown, chi-square).

RESULTS:

Table 1 : distribution of the study sample by socio-demographic Characteristic

Demographic data	Items	Freq.	%	Valid Percent	C.S.
governorate	Babylon	26	46.4	46.4	χ^2= 15.429 d.f. = 3 P = .001 HS
	Karbala	6	10.7	10.7	
	Al-Najaf	12	21.4	21.4	
	Al-Qadissya	12	21.4	21.4	
setting of hospitals	govern	23	41.1	41.1	χ^2= 3.679 d.f. = 2 P =.159 NS
	city	21	37.5	37.5	
	countryside	12	21.4	21.4	
type of hospitals	teaching hospital	19	33.9	33.9	Binomial P =.022 S
	non-teaching hospital	37	66.1	66.1	
Age / years	<= 23	1	1.8	1.8	C.C. =35.429 d.f. = 4 P =.000 HS
	24 - 32	15	26.8	26.8	
	33 - 41	25	44.6	44.6	
	42 - 50	13	23.2	23.2	
	51+	2	3.6	3.6	
Mean ± S.D 36.6 ± 7.7					
Gender	Female	6	10.7	10.7	Binomial P =.000
	Male	50	89.3	89.3	
Level of education	Nursing college	25	44.6	44.6	χ^2= 4.536 d.f. = 2 P =.104 NS
	Nursing institute	19	33.9	33.9	
	Nursing school	12	21.4	21.4	
Year of experience	<= 1	3	5.4	5.4	C.C. =30.786 d.f. = 4 P =.000 HS
	2-11	20	35.7	35.7	
	12-21	21	37.5	37.5	
	22 - 30	11	19.6	19.6	
	31+	1	1.8	1.8	
Year of work in management	<= 0.1	2	3.6	3.6	C.C. =129.714 d.f. = 4 P =.000 HS
	0.2 - 7.3	45	80.4	80.4	
	7.4 - 14.5	7	12.5	12.5	
	14.6 - 21.8	1	1.8	1.8	
	21.9+	1	1.8	1.8	
Training	Yes	36	64.3	64.3	Binomial P =.044 S
	N o	20	35.7	35.7	
Number of trainings	No training sessions	20	35.7	35.7	C.C. =19.286 d.f. = 3 P =.000 HS
	1-3	23	41.1	41.1	
	4-6	11	19.6	19.6	
	7-9	0	0	0	
	10+	2	3.6	3.6	
Setting of training	No training sessions	20	35.7	35.7	χ^2= 29.927 d.f. = 2 P =.000 HS
	Outside of Iraq	1	1.8	1.8	
	Outside and inside of Iraq	1	1.8	1.8	
	In side of Iraq	34	60.7	60.7	
Period of training sessions / days	No training sessions	20	35.7	35.7	C.C. =44.893 d.f. = 4 P =.000 HS
	1-8	26	46.4	46.4	
	9-16	7	12.5	12.5	
	17-24	1	1.8	1.8	
	25+	2	3.6	3.6	

Table 1 shows that the (46.4%) from the study sample are from the Babylon governorate. In addition, (41.1%) from the study sample are from city center. In regarding to the types of hospitals, the study results indicate that the (66.1%) from the hospitals are non-teaching hospitals.

Relative to the study sample age groups the study results indicate that the (44.6%) from the study sample are within the third age group (33-41 years). Regarding to the study sample gender the study results show that the majority of the study subjects (89.3%) are male. Concerning with the study sample level of education the study results indicate that the (44.6%) are nursing college graduates. Also the study results indicate that (37.5%) from the study sample have (12-21 years). In regarding to the years of experience in management the study results indicate that (80.4%) of the study sample have (2 months to 7 years). In addition the study results indicate that (64.3%) from the study sample are have a training sessions, (41.1%) from them having (1-3) training sessions, and (60.7%) from the take the training sessions in side of Iraq. While period of training sessions, the study results indicate that (46.4%) from the study sample take a training sessions for (1-8) days.

Table 2: Nurses Manager Responses about Basic Component for manager performance

List	Items	NO.	M.S	S.D	R.S %	SIG.	Assess.
1	Based Director of Nursing on design mode suitable for employment with respect to organizational rules and regulations.	56	2.75	0.48	91.67	HS	Adequate
2	The Director of Nursing on hire nursing landlords to carry out its functions to meet the needs of patients.	56	2.91	0.29	97.02	HS	Adequate
3	The Director of Nursing on motivate nursing landlords to work on different shifts to cover vacancies in the tables	56	2.93	0.26	97.62	HS	Adequate
4	The Director of Nursing to ensure the balance of the daily percentage of nursing owners.	56	2.89	0.37	96.43	HS	Adequate
5	The director of nursing on the implementation of the ongoing evaluation of nursing owners.	56	2.89	0.37	96.43	HS	Adequate
6	e director of nursing on the choice of angel qualified nursing well qualified to invest the time appropriately.	56	2.79	0.53	92.86	HS	Adequate
7	The Director of Nursing on encourage nursing licensees and develop their abilities to reduce wasted time.	56	2.89	0.41	96.43	HS	Adequate

C.S =Correlation significant d.f.=degree freedom   P=probability HS =High significant S=Significant NS=non-significant M.S=mean of score, SD=standard deviation, R.S =relative sufficient

Table 2 reveals that all items show adequate responses to the basic components to determine the quality of management performance staffing.

Table 3: Correlation between the Basic Components to Determine the Quality of Nurse Manager Performance staffing with the Different demographic data.

Staffing X demographic data	Contingency Coefficients	Sig. Value	d.f	P-Value	Report
Setting of hospitals	0.183	1.936	4	0.747	NS
Types of hospitals	0.131	0.982	2	0.612	NS
Age / years	0.299	5.496	8	0.704	NS
Gender	0.108	0.659	2	0.719	NS
Level of education	0.256	3.919	4	0.417	NS
Years of experience	0.365	8.610	8	0.376	NS
Years of experience in management	0.153	1.342	8	0.995	NS
Training sessions	0.227	3.050	2	0.218	NS
Number of training sessions	0.274	4.559	6	0.601	NS
Setting of training sessions	0.241	3.397	4	0.494	NS
Periods of training sessions	0.350	7.825	8	0.451	NS

Table 3 shows that there is a non-significant correlation between the basic components for quality of management performance staffing and the different demographic data at p-value more than 0.05.

DISCUSSION

Through the course of data analysis more than one half of the study sample are from Babylon governorate, urban area, non-teaching hospitals, age (33-41) years old, males, nursing college graduates, and having (12-21) years of employment in nursing. This result has emerged because Babylon governorate is considered the large as being compared with other governorates as being involved in the study. Also the most hospitals are distributed in the city center rather than in the city side or in rural areas. Furthermore, the males nurses are more attend to working as an administrative nurse than the female nurses. While for the study results concerning the administrative nurse managers' age, this result comes because that the hospitals policies focused to involve those nurses with a high years of experience to work as an administrative nurse managers. In addition, the administrative nurses should have minimum of five years of employment. So, they can be capable to have adequate orientation to role performance, specific leadership style and managerial tasks. Also another study recommends in their work that graduate nurses should have management positions. They also stated that the nurse manager's role requires multiple skills and strong educational background. They said that without the advanced educational background, the nurse managers were stressed beyond their capabilities [5]. According to the Ministry of Health official letters, nurse manager must meet the standards of having at least college education and no less than five years of continuing employment[6]. In regarding to the administrative nurses gender, the study results come because of the more nurses in Iraq generally are males than females. Result of a study approved that the nurse manager was usually prepared at the BSN or higher level[7]. Also in previous study stated that the mean of the years of experience of nurses managers were 13 years[8]. While in regarding to the years of experience in management the study results indicate that the majority of the study sample has (2 months to 7 years).Result of a study show that most of the nurse's ages were approximately from 20 to 30 years old[9]. In regarding to the administrative nurse managers' qualification, the majority of them

(92.3%) having a bachelor degree in nursing, while the remaining has a diploma degree in nursing. The study result is supported by another study who indicate that majority of the study sample has a bachelor degree in nursing, most of their ages was from (26-35)year old, and their years of experience was from (11-15) [10].As regard the years of experience, nearly half of the studied nurses had a working experience more than ten years. The result of study supported by a study the majority of study sample was bachelor degree in nursing[11].

CONCLUSION:

The study concludes that the nurse managers have a good opportunity to continue their education, because they are to the top working side by management, The nurse managers have a good level of performance relative to their managerial roles and duties, and Working as managers in teaching hospital increases their knowledge about the staffing function determine the quality of nurse manager performance.

RECOMMENDATIONS:

1. Further studies should be conducted to involve a larger geographical area in Iraq
2. Apply a continuing education courses for the nurse managers to increase their knowledge and performance about the managerial roles and duties especially in the non-teaching hospitals
3. Management courses should be developed and improved to increase students' managerial knowledge and performance.

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