

## SUMMARY

Time in the organization is constant and irreversible. Nothing can be substituted for time. Worse, once wasted, it can never be regained. Leaders have numerous demands on their limited time. It keeps getting away and they have trouble controlling it. No matter what managers' position, they cannot stop time, they cannot slow it down, nor can they speed it up. Yet, time needs to be effectively managed to be effective.

Time management can be viewed as a systematic approach to taking control of the issues that confront people on a day to day basis (*Emmett, 2000*). Managing time is important for managers and for organization as a whole. Furthermore, when dealing with people it is impossible to plan an entire day due to the variety of personalities and amount of interruptions.

The present study aims at measuring the effect of training on head nurses' time management skills acquisition. This was achieved through; assessing the knowledge gained regarding time management, measuring to what extent the head nurses use skill of time managing as a result of attending the program, designing an educational program based on the needs of the head nurses in relation to time management, implementing of the designed educational program, and evaluating of the effect of the educational program on head nurses knowledge and attitude.

Head nurses who are working in inpatient departments and units of Benha University Hospital and Benha Teaching Hospital at the time of study were recruited for the study sample. Their total number was 55 head nurses, 36 from the Benha University Hospital, and 19 from the Benha Teaching Hospital. The number of head nurses are distributed as one head nurse for each department in the above mentioned settings except, in Benha University Hospital at Cardiology Department and Coronary Care Unit where one head nurse is

assigned for them and in Benha Teaching Hospital at female Medical Department and female Urology Unit where one head nurse is assigned for them, at male Medical Department, and male Urology Unit, where one head nurse is assigned for them also, as well as at male ENT and females ENT units there is one head nurse assigned for them also.

Data were collected using pre/post/follow-up test format questionnaires to measure the knowledge level and attitude that head nurses have regarding to time management. *First*, time management knowledge questionnaire: It was designed to measure the knowledge level that head nurses have regarding to time management, and also to assess their gain after implementation of the designed program. The *second* tool is time management assessment sheet: This type of tool aims at measuring to what extent the head nurses manage their time. *Third*, delegation scale: The Likert format scale was used to assess the head nurses attitude toward delegation skills. Lastly the time wasters' questionnaire for the purpose to measure factors affecting time management through common time wasters.

A pilot study was performed to test the practicability and applicability of the questions, and to detect the obstacles and problems that may be encountered during data collection. The necessary modifications and clarifications of some questions were done in time management knowledge sheet. The questionnaire sheets were distributed to the head nurses after a brief explanation of the purpose of the study.

An in-service training program was designed by the researcher after review of literature and based on the needs and demands of head nurses according to the results of the baseline assessment of knowledge and attitude in the pre test. Then, a post-test was done after implementation of the program to detect the knowledge and attitude gained by the participants. This

was repeated three months after program implementation for the four study tools.

**The main findings of the study revealed the following:**

- More than half of study subjects (54.5%) are holders of baccalaureate degree of nursing, and more than half of them (52.7%) were working at medical units. Meanwhile, 52.7% their age ranged between 25-35 years. In relation to marital status the majority of study subjects (83.6%) are married, while 16.4% are single. Concerning their experience, more than half of the study subjects (52.7%) are having experience less than 10 years in nursing field, and more than two thirds (69.1%) of the study subjects are having experience 5 years or more as head nurses.
  
- Head nurses knowledge and attitude related to time management were deficient in the pre-test.
  
- Statistically insignificant differences were detected between head nurses in Benha University and Benha Teaching hospitals regarding to time management, wasters , delegation, and knowledge ( $p>0.05$ ), in the pre-test.
  
- Statistically significant improvement in head nurses' knowledge and attitude related to time management were noticed throughout the post and follow-up phases.
  
- A highly statistically significant positive correlation was revealed between knowledge and attitude scores ( $p < 0.001$ ), adjusted for the effect of program.

**The following recommendations are suggested:**

- Further research with larger sample to be carried out by head nurses on the factors affecting time management skills.
  
- An orientation program for newly graduate nurses must be designed to cover management skills stressing on how to manage their time and when to delegate or not to delegate.