

Factors Affecting Time Management and Nurses' Performance in Hebron Hospitals

Mr. Mohammad Qteat*, Dr. Sumaya Sayej
Nursing Department, Al-Quds University, Palestine

Abstract

Background: Nursing is a demanding job and it can often feel as though there are not enough hours in the day to complete all of tasks required. Unlike other jobs, priorities can change rapidly when a patient is in urgent need for attention. **Aim of the Study:** The purpose of this study was to investigate the factors affecting time management(personal, and administration obstacles) and nurses performance in Hebron hospitals. The study used a quantitative descriptive design and stratified random sampling approach to select 181 nurses working in Hebron district Hospitals in the West Bank. The data was collected through questionnaire which consisted demographic variable, and 57 statements divided into four dimensions to examine the effectiveness of time management on nurses' performance. These dimensions are; time management (Analyzing time, follow-up, planning time, and time commitment) , personal as (uses phone, fear from mistakes) and administrative obstacles of time management as(lack priorities or plans daily, Lack of incentives, Procrastination), and nursing performance in Hebron hospitals. The total number of responders was 181 nurses distributed among five hospitals in Hebron government and non government hospitals in the West Bank. The governmental hospitals included: Alia Hospital, 65 nurses and Abu Al-Hassan hospital 18 nurses; while the non-governmental hospitals included: Al Ahli Hospital 60 nurses, Al-Mizan hospital 20 nurses, and Red Crescent hospital 18 nurses. **Results:** The majority of the responders were young with age less than 39 years old, with less than ten years of experience, and 60% of them had a bachelor degree or more. Time management in Hebron hospital was high with rate 69.5% and there were two major factors affecting to time management for nurses including personal obstacles with a rate less than 50%, and administrative and organizational obstacles with a rate of 69.3%. There was a positive significant correlation between time management and nurses performance ($\alpha \leq 0.05$). There was also a significant correlation between. time management obstacles and nurses performance ($\alpha \leq 0.05$). However, there was no significant correlation between gender, academic degree, experience or qualification of participants and time management or nurses' performance with $\alpha \leq 0.05$.

Conclusion: Attention is needed to address the obstacles of time management within governmental hospitals. More studies about obstacles of time management among nurses are needed to expand the concepts of interest, and the meaning of scientific and technical methods to manage time.

1. Introduction:

Time management is the act or process of exercising conscious control over the amount of time spent on specific activities, especially to increase efficiency or productivity (Hassanzabeh and Ebadi, (2007). Time management may be aided by a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects and goals. This process encompasses a wide scope of activities, including: planning, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing. Initially, time management referred to just business or work activities, but eventually the term broadened to include personal activities as well Adams,(1997). Compared with the International Council of Nurses (ICN, 2009), nurse-to-patient ratios should be 1:1 in the Operating Room and 1:2 in the intensive care, critical care, and neonatal intensive care units, as well as in post-anesthesia recovery and labor and delivery, 1:4 in ante-partum (before delivery), post-partum (after delivery), pediatric care, and in the emergency room and other specialty care units and 1:5 in general medical-surgical units (regular hospital units). Such figures indicates that Palestinian nurses are overloaded during their work and their performance may be disrupted. According to North (2004), time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time. Time management is a method for managers to increase work performance effectiveness Claessens, Roe, Rutte (2009). Time management is probably not as easy as what it is imagined and expected to be. Hence, authors differ in the way in which they define time management. In their study on, "time management: effectiveness, logic and challenges", Claessens, et al (2009) have noted that the term time management means different things to different people. The problem of how to manage time was previously discussed in the 1950s and 1960s, and several authors proposed methods on how to handle time issues on the job (Drucker 1967; Lakein, 1974; MacKenzie, 1954; McCay, 1959). They suggested simple remedies such as writing work plans down on paper (so-called to-do lists) in order to increase one's job performance. At the same time, some authors recognized that planning tasks and activities does not always lead to the completion of planned work, especially when time pressure is high (Drucker, 1967). According to

Orlikowsky and Yates (2002), the temporal dimension of work has become more important because of expanding global competition and increased demands for immediate availability of products and services. Garhammer (2002) pointed at the increased pace of life which displays by doing things faster (acceleration), contracting time expenditure (e.g., eat faster, sleep less), and compressing actions (making a phone call while having lunch). Several studies acknowledged experienced time pressure among employees (e.g., Jackson & Martin, 1996; Major, Klein, & Ehrhart, 2002; Teuchmann, Totterdell, & Parker, 1999). Mackenzie (1954) developed a concept for a time management training, which is still being used, time management training programs are aimed at giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks. Books, articles, and time management training programs that were initially developed for managers have been made available to everyone. According to Lakein (1973), time management refers to the use of particular techniques such as 'to-do' lists or planning activities, or to participate in training with the purpose of learning how to master and use such a technique. In general sense. According to drucker (1982), "time obstacles condition are: meetings beyond reasonable limits; inadequate information and communication systems; unnecessary phone. reading newspaper ; over- employment; bad management and inefficient organization; unexpected visits, hesitation in decision -making, fear of making mistakes, unsound delegation; wrong order of priorities, interruption during work; social interaction and entertainment within the organization; starting to implement tasks without prior thinking and planning, moving to anew task before accomplishing a present one; obsession with less important routine matter". Schriber and Gutek (1987) found a serious relationship between overall job performance and time management,. Ghaith study (1990) investigated a sample of employees in the government sector in the Saudi Arabia Kingdom, under the title "productivity in the public sector", and found that 57% of the sample expressed that the time available is not sufficient to meet the needs of the work assigned.

Asfour (1991) studied the level of governmental agencies in the Saudi Arabia Kingdom how the manager use her time in government sectors, the most important obstacles time per week were as follows:

- Delays in the morning on official business (61.8) minutes
- Calls for special purposes (35.4) minutes
- Reading magazines related to work (49.4) minutes
- Tea and coffee (46.6) minutes
- Hospitals review (75.5) minutes
- Leave the office before the end of the day (42.5) minutes
- Other wasting (132.5) minutes.

Booyens (1996) states that meeting the needs of patients in a health care institution depends on how planning is done, it is, therefore, essential that nurses plan for patient care focusing on how time can be managed during execution of patient care procedures. This calls for the allocation of time for each nursing procedure to be done. Norrie (1997) study in North America about how Intensive Care Nurses use their work time, the study sample consisted of 36 nurses, the finding indicated that nurses spent 41% of their time in direct nursing care, 22% in patient assessment, 19% in clerical duties, 11% in time outside the unit and 7% in non-nursing duties. These findings were compared with the North American studies where similarities of the results were found giving some support to the reliability and validity of the tool used. Hanna, (1998) studied time management among chairpersons of academic department in the West Bank universities. The participants' socio-demographic variables that included sex, age, academic degree, year of experience in administrative work were correlated with their time management skills. The study finding indicated that; participants attitudes toward importance of time was high (79%), degree of obstacles in time management was very low (47%), unexploited time was (67.2%) and degree of achievement of presented proposal for time management improvement was high (71%). Furthermore, time management was influenced by; age in favor for those 50 years old and above, sex in favor for females, and experience in favor for those with 5 years and above.

Al-Zahrani (2006), Sufyani (2001), Drucker (1992), and Abu Sheikha (1991) reiterated that obstacles of the time is the poor management of the organization and that mismanagement leads to the loss of time for many of its employees. They further found many causes of obstacles; the excessive number of meetings, communication system, unplanned visits, fears of taking decisions and of making mistakes and procrastination. Al-Zahrani (2006), Shamrani (2000), Abu Sheikha (1991) and (Asfour, 1991) commented that personal obstacles lead to the loss of time and this can be identified in; reading newspapers and magazines during working, follow-up on own personal needs, the use telephone and the Internet for personal matters and without control, receive planned or unplanned visitors, delay the work starting time and leave the work early. Ajayi (2007) Olaniyi (1998), submitted that procrastination may occur as a result of poor utilization, lack of concentration, fear and anxiety and personal problems among others. It is imperative for lecturers to identify the various causes and reasons for procrastination and plan to overcome them by disciplining themselves on how best to use time wisely, set

priorities and perform their duties according to schedule so as to always meet deadlines. Ajayi (2007) reiterated the personal time analysis chart will help individuals to study the use of their time and on the basis prepare a more useful personal time tables for their activities during the day and each week and it will also allow individual to identify their time wasters. Time management is important and affects any organization by planning and achieving its goals. Fitsimmons (2008) conducted a study entitled "Time management a planning tool for setting goals," the purpose of the study was to identify the quality of leadership to time management, the study has provided planning as an essential element of good time management, and then determined how to set goals in the planning process, which in turn covers the development of business goals and objectives of subordinates (Working). The study revealed that the development of career goals (professional) can be used effectively as a tool for planning time in order to help achieve the objectives of administrative units and of the organization as well, and staff can achieve business goals more efficiently and effectively.

Effective time management does not come naturally for many of us, but to avoid working ridiculous hours and greatly increase the chances of success in business, it is an area that needs attention (Steven, 2009). Futhremore, Claessens et. al (2009) elaborated on that time management is a method for managers to increase work performance effectiveness. Jons (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 (this allows you to transfer tasks from your mind into a paper, then your brain space becomes available for something else), (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, finally; (8) organize your home life; prioritize and delegate tasks at home to reduce stress, make relaxation a must do in your life. Ahamd (2012), studied time management challenges among Jordanian nurse managers, the study aimed to find out problematic areas among nurse managers in Jordan across various managerial levels (first, middle, and top-level managers) and explore any relationship between the sample's demographics and their abilities to manage time effectively, the study method quantitative, descriptive, cross-sectional research design was utilized to meet the goals of this study, the sample 171 nurse managers at various managerial levels who agreed to participate in the study from selected governmental and private hospitals in Amman and Zarqa, Jordan constituted the study sample. the results nurse managers had a satisfactory mean score ($M \geq 1.5$) in all of the questionnaire's dimensions, except top-line-managers only in the technique dimension with a mean score of ($M=1.40$). Leaving tasks uncompleted, telephone conversations that stopped work and difficulties to finish work-related conversation were the major identified time management problems for top-level managers ($M=1.12$; $M=1.25$; $M=1.38$ respectively). All of the study sample demographic characteristics showed no significant statistical differences except for the type of hospital in favor of private hospitals' managers ($P=0.006$ & $M=2.24$; 2.14). Conclusion: The current study concluded that top level managers lacked the technical skills for time.

Catherine (2013), strategies that used by nurses; plan your day out in advance, focus on the most important time management activities first, don't let interruptions disrupt your day, keep yourself and your workspace organized, learn to delegate tasks. According to Bargogliotti (1999), performance is used to focus attention on the total behavior of person including his or her organization, the use of specialized knowledge, attitude acquired through training, as well as organization and integration of practice. A Delphi technique study conducted by Zaher, et. al. (2008) to identify specific competencies of the nurse performance, these competencies included: quality standards, work habits, supervision/leadership, staff relations and interpersonal skills, attendance and punctuality, problem solving, oral communication, productivity results, coordination, innovation and record keeping. These criteria for appraisal were chosen based on qualitative interviews with nurses about what they thought the most important duties of their jobs were. Effective time management by nurses can increase their productivity and save their sanity. Job and personal responsibilities are the important key area in time management, where most people believe they know how to spend their time, but they do not. Assessing how the time is spent will help in determining areas needing improvement. According to Ulrich (1985), the easiest assessment method is a time log, areas that fall into the "too much time for too little results" category are prime targets for time management efforts, time log is a quick assessment tool but not an in-depth, minute-by-minute exercise.

Job performance and job related stress of nurses was examined on 463 nurses working rotating shift. The study revealed that the overall job performance was highest for nurses on day shift followed by the night, afternoon, and rotating shifts. Rotating shift nurses experienced the most job related stress, followed in turn by the afternoon day and night shift nurses (Coffey, et al, 1998). Schriber & Gutek, (1987) found a significant relationship between job performance and time management. They asserted that management of time is key to managerial performance. Whittington,(2000) explored the proportion of work time psychiatric nurses spend in potentially psychotherapeutic one-to-one communication with patients. Twenty staff nurses from three acute

admission wards in a psychiatric hospital in Northern Ireland were observed. The time spent in a selection of routine activities was recorded using a specially developed observation system Nurses' Daily Activity Recording System (NURDARS). The main findings were: (i) less than half of the working day (42.7%) was spent in patient contact, and (ii) the proportion of work time which was devoted to potentially psychotherapeutic interaction with patients was very small (6.75%). The implications and limitations of the study are discussed and suggestions are made for the management and practice of psychiatric nursing, for the education of psychiatric nurses, and for further research.

Time management is complex, with nurses using a range of time management strategies and a repertoire of actions. Two of these strategies, namely routinization and prioritizing, are discussed, including their implications for understanding time management by nurses in clinical practice (Waterworth, 2003). According to Webb (2006), time management at work is critical for the success of any organization. He asserted that the biggest mistake people in the job is not realizing how much time is lost due to poor time management at work which directly affects employees' performance and the company's bottom line. Time has to be analyzed and used wisely in the workplace. Time has to be set aside each day to review and prioritize demands on the time. Time is costly and individual employees and departments are accountable for the use of their time. Goals are defined and should be clearly stated, divided into long and short term which has to be broken down into weekly and daily action plans. Workloads have to be controlled and more time to focus on most important aspects of the job (Heller & Hindle, 1998).

Bowers (2001) study was on how nurses manage their time and work in long-term care facilities. The aim of the study was to better understand how work conditions, including time management and staffing are affecting nurses performance and the quality of care they provide in long-term care facilities. In 1995 and 1996, interviews and participant observation were used to examine how 18 licensed nurses employed in two long-term care facilities in the Midwestern United States experience their day-to-day work. Time was an extremely salient work condition for the nurses interviewed, as a result of too little time and many interruptions, nurses compensated by developing strategies to keep up the minimal required working conditions. These strategies included minimizing the time spent doing required tasks, creating new time and redefining work responsibilities. Although these strategies allowed nurses to complete the tasks for which they were accountable, there were adverse consequences for nurses and residents. Nurses realized that time demands often made it impossible to provide care of high quality. They expressed their ideas about quality care as the notion of forced them to forego the 'should do' work. In effect, time pressures increased 'should do' work to complete the 'must do' work staffing could improve the quality of care in long-term care facilities. Khodam (2009) explained that time management skills are considered as determinant factor of managers' success. Promoting abilities and performance of nurses are demands of human resource improvement in health sectors. The study aimed at investigating the training time management skills application of head nurses on university hospitals in Golestan province. The study indicated that most of participants were female (70.1%), married (85.7%), with bachelor degree in nursing and mean age of 37.45 years. Average of professional experience and employment as a head nurse were 13.7 years. Participants were using goal setting (91.8%) and organization skills (98.4%), time mechanic (5%) and control on time (19.4%) prior to intervention. While the values converted to 91.8%, 98.4% and 32.3% for goal setting, organization and control on time, respectively after the intervention. No significant difference was found between skill of time mechanic before and after the education. Applying the skills before and after the intervention was just significantly different in control on time and organization ($P < 0.05$). Conclusion: Considering the results and importance of time management skills' application in nursing management, teaching such skills through continuous education programs could be contributed in improving head nurses' performance. Oluseyi (2009) investigated the influence of work motivation, leadership effectiveness and time management on employees' performance in some selected industries in Ibadan, Oyo State Nigeria. 300 participants were selected through stratified random sampling from the population of staff of the organizations. The study employed exposit facto design; data were collected through Work Motivation Behavior Profile ($\alpha = 0.89$), Leadership Behavior Rating scale ($\alpha = 0.88$) and Time management Behavior Inventory ($\alpha = 0.90$) adapted from Workers' Behavior Assessment Battery. Three research questions were answered at a significance level of (0.05). The data were analyzed using multiple regression statistical method and correlation matrix. The findings revealed that the three independent variables (work motivation, leadership effectiveness and time management) accounts for 27.2% variance in employees' performance (R^2 adjusted = 0.272). Each of the independent variables contributed to employees' performance. In terms of magnitude of the contribution, leadership effectiveness was the most potent contributor to employees' performance ($\beta = 0.521$, $t = 7.11$, $P < 0.05$), followed by work motivation ($\beta = 0.289$, $t = 5.42$, $P < 0.05$) while time management was the least contributor to employees' performance ($\beta = 0.190$, $t = 2.43$, $P < 0.05$). Based on the findings of this study, it was recommended that employers, human resource managers and other leaders in organizations are encouraged to show greater interest in the welfare of workers to make them more valuable contributors to the success of the organization.

De Lucia (2010) concluded, "The profession of nursing as a whole is over loaded because there is a nursing

shortage. Individual nurses are overloaded. They are overloaded by the number of patients they oversee. They are overloaded by the number of tasks they perform. They work under cognitive overload, engaging in multitasking and encountering frequent interruption. They work under perpetual overload, engaging in multitasking and encountering frequent interruptions. They work perceptual overload, due to medical devices that do not meet perceptual requirements, insufficient lighting, illegible handwriting, and poor labeling designs (Salawu, 2004). Nevertheless, already overloaded nurse should not be given more tasks to perform.

Alexander study, (2010) on “time management training and perceived control of time at work” was to examine the effects of time management training, which was based on psychological theory and research, on perceived control of time, perceived stress, and performance at work. The authors randomly assigned 71 employees to a training group ($n = 35$) or a waiting-list control group ($n = 36$). As hypothesized, time management training led to an increase in perceived control of time and a decrease in perceived stress. In particular, the authors explored the use and the perceived usefulness of the techniques taught. Participants judged the taught techniques as useful, but there were large differences concerning the actual use of the various techniques. Yusu ,elt, (2012), The Relationship between Time Management and Job Performance in Event Management, The purpose to determine the relationship of time management on the job performance among Malaysian event management crew, disrupted 100 questionnaires distributed only 65 returned. The research findings show, that the employee's job performance in the organization were affected by their time management in completing the tasks during an event, and shows that there was a significant relationship between time management and job performance. Although the relationship is moderate, there are significant between them, mostly the employees said that time management can affect their job performance, by not having enough time to manage all their work when the work is more than they can handle

2. Subjects and Method

2.1 Aim of the study: The study goal was to examine time management practices among nurses working in Hebron hospitals and to analyze the relationships between time management practices and nursing performance.

2.2 Objectives of the study: To assess the effect of nurses demographic variables (qualification, experience, age, gender) on time management.

1. To identify nurse perception of time management.
2. To correlate the effectiveness of time management on nurses performance.
3. To identify obstacles affecting nurses time management.

2.3 Research questions of the study:

“What is the effect of time management on nursing performance in Hebron hospitals?”

2.4 Research hypotheses:

1. There are no significant differences at a level of ($\alpha \leq 0.05$), between the means of time management effectiveness on nurses' performance attributed to gender.
2. There are no significant differences at a level of ($\alpha \leq 0.05$), between the means of time management effectiveness on nurses performance attributed to type of hospitals
There are no significant differences at a level of ($\alpha \leq 0.05$), between the means of time management effectiveness on nurses performance attributed to qualification variables.
3. There are no significant differences at a level of ($\alpha \leq 0.05$), between the means of time management effectiveness on nurses' performance attributed to experience
4. There are no significant differences at a level of ($\alpha \leq 0.05$), between the means of time management effectiveness on nurses' performance attributed to age
5. There are no significant differences at a level of ($\alpha \leq 0.05$), between the means of obstacles of time management and nursing performance.
6. There are no significant differences at a level of ($\alpha \leq 0.05$), between the means of time management effectiveness on nurses' performance attributed time management.

2.5 Study design: This study utilized quantitative approach

2.6.2.6 Study setting

This study was conducted in the Hebron hospitals south of West Bank. These hospitals were; governmental (Hebron government hospitals - Alia, Abu Al-Hassan hospital), non government hospitals (Al Ahli Hospital, Al-Mizan hospital and Red Crescent hospital).

2.7 Study population and Sample approach

The sample of the study consisted of (181) nurses with response rate 97% who were selected as a stratified random sample from the whole population (609). To have a sufficient representative randomly selected sample, the researcher and the statistician agreed to target (30%) of the study population of all nurses in Hebron hospital and this was implied in each target hospital setting. (excluding those on leave). The population under study is by virtue divided into five strata and sample selection represented (30%) of nurses in Hebron hospitals making (181) nurses.

2.8 Construction of data collection Instrument

The study questionnaire was designed by the study investigator after scanning related studies and literature, about time management and performance, and supported by previous studies (Melham, 2010; Alzharaina, 2006.). the questionnaire Content validity was ensured through an intensive literature review of article, and by discussion with many specialists in this field. The questionnaires were constructed in Arabic language; questions were framed in a way that it was easy to understand using simple Arabic expressions. Difficult technical terms were avoided in the preparation of the questionnaire. The questionnaire was developed into two main sections covering; the demographic information (gender, type of hospital, qualification, years of experience, and age). There was 57 items in the questionnaire that are related to time management and effectiveness on nurses' performance divided into four subsections: the first 16 items covered the most effective methods on time management in the workplace, the second 9 items covered personal obstacles to time management, the third 21 items covered the administrative and organizational obstacles to time management and the fourth 11 items covered nursing performance in the workplace. The questionnaires items were arranged into five points Lickert Scale format from strongly agree to strongly disagree. The responses were rated for strongly agree (5) points, for agree (4) points, for neutral (3) points, for disagree (2) points and for strongly disagree (1) point

3. Validity and Reliability of the tool

This instrument was approved and evaluated by different experts including, researcher, nursing educators and other experts in the faculty of educational sciences to evaluate initial contents for validity. After revising the items in questionnaire and summarizing the expert's suggestions, modifications were made in wording and content. Some items were added but some others were dropped. The Cronbach alpha reliability obtained for overall scale was (0.85), indicating a high consistency among study items. All subscales of the questionnaire rated high as; the reality of time management was (0.85), the personal obstacles (0.83), the administrative organizational obstacles (0.90) and nursing performance scale (0.77) and it is good in all scales and satisfy the purpose of the study.

4. Pilot Study

The pilot testing of the instrument was carried out on 15 nurses from the Al Ahli hospital,. The results indicated that alpha correlation coefficient was (0.85) for reliability of the questionnaire and the answers showed consistency in understanding the questions where no changes or modification is needed.

5. Data analysis

After data collection, the compiled data was refined, entered and analyzed using the Statistical Package for Social Science program (computer soft ware SPSS V.17) for descriptive and inferential statistics. Frequencies were used to present the distribution of study variables. Means and standard deviation were computed for continuous numeric variables. An independent t- test and one-way ANOVA statistical test were also used, and Chi square. In this study, the researcher and statistician used Cronbach's Alpha, to measure the questionnaire reliability and to test the data collection instrument for reliability. Prior to analysis data were cleaned and questionnaires were coded. Complex comparisons involve contrasts of more than two means at a time. The researcher and statistician agreed on the following statistical analysis

6. Ethical consideration and accessibility

The title and research methods were approved by the Higher Studies Committee at the Faculty of Health Professions at Al-Quds University. Permission obtained to access the MOH hospitals when approval by the director of hospital services. While for Al-Ahli, Al-Mizan and Red Crescent hospitals, permission to conduct the study was granted from each hospital administration. The study participant were informed through a consent form (attached with the questionnaire), and received thorough explanation about purpose of the study, confidentiality and sponsorship was ensured. In addition, they were informed about his/her right to refuse or to withdraw at any time during the study through the informed consent attached with each questionnaire.

7. Results

The study participants were; 53.0% males and 47.0% female with more than 54.1% of them were working in the 3 nongovernmental hospitals and 45.9% in the governmental hospitals. Regarding their work experience; more than 50.6% were educated at a bachelor degree in nursing, 37.4% diploma 8% with high diploma, and 4% with master degree. There is 21.5% have a work experience for more than 10 years, 48.1% work experience ranged from 5 to 10 years, 29.8% worked for less than 5 years and 21.5% for more than 10 years. It was noted that most of nurses are young with 44.8% with an age less than 30 years, followed by 43% with an age ranged 30 to 39 years and 12.2% were for 39 years and older group.

Table 1. Frequency of socio-demographic

Items	Percent	frequency
Type of hospital		
Governmental hospital	46.1%	84
Non government hospital	53.9%	97
Gender		
Male	53.3%	96
Female	46.7%	85
Qualification		
Diploma	37.4%	71
BA	50.6%	91
High diploma	8%	14
Master	4%	8
Age		
less than 30	44.4%	80
Between 30-39	43.3%	78
More than 39	12.2%	23
Experience		
Less than 5	29.8%	54
From 5-10	48.6%	88
More than 10	21.7%	39

Time management among nurses was measured by sixteen items in questionnaire distributed over four categories as table (5.2.1); analysis of time, planning, follow-up and time commitment. Mean, standard deviation, and percentage to measure nurses use of time. The overall mean of the time management items was 3.47 indicating is high. Nurses analyses of time was measured with mean of 3.908 is indicating high, then the planning the second mean 3.4 on the third follow-up mean 3.4 the last time commitment mean 3.12 that's from sample all nurses 181. Generally the time management is high for nursing in Hebron hospital.

Table 2. The result of the question

Time management variables	Number of question	Mean	standard deviation	percent
Analyses of time	6+7	3.9081	.94941	78.2%
Planning	1+2+3+4+5+12	3.4272	.95651	68.5%
Follow-up	8-11	3.4175	.96219	68.4%
Time commitment	13-16	3.129	1.0910	62.6%
Total		3.4702	.98977	69.5%

The personal obstacles 48.4% its low the statement (22 , 23 , 24) achieve high level 63.1% .

Administrative and organizational obstacles to time management in Hebron hospitals

This section consist of twenty items, the statistician used mean, standard deviation, and percentage to measure the administer and organizational obstacles, the 69.73% , its high in the statement (36) achieve very high level 82.54%.

Nursing performance in Hebron hospitals

this section consist of eleven items, the statistician used mean, standard deviation, and percentage to measure, the 72.34% its high in statement (57) achieve 57.3%.

Table 3. Total score of obstacles and nursing performance

Variables	Mean	Standard deviations	Sample	Percent
Personal obstacles to time management	2.4208	1.0128	181	48.4%
Administrative and organizational obstacles to time management	3.4865	1.0248	181	69.73%
Nursing performance	3.6171	.82896	181	72.3%

Compression between government and non government

Type of hospital time management and personal, administration obstacles and nursing performance. This part consist of eleven items, the statistician used mean, and percentage to measure, from table (5.1.3) time management in government hospitals 64.45 is medium in nongovernmental hospital 71.12% its high. personal obstacles to time management in government 55.5% in non government 53.8%, Administrative and organizational obstacles to time management in government 70% , in non government 68.3%, nursing performance in the workplace in government 71%, in non government 71.83%.

Table 4. Type of hospital and effectiveness time management and personal, administration obstacles and nursing performance

Section of questionnaire	governmental	Non governmental
Time management in Hebron hospitals	64.45%	71.12%
Personal obstacles to time management	55.5%	53.8%
Administrative and organizational obstacles to time management	71%	68.3
Nursing performance in the workplace	71%	71.83%

Hypothesis 1

There are no statistically significant differences, in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to gender

Table 5. Independent Sample T-Test For gender Variable

Items	Gender	N	Mean	Std. Deviation	df	t	Sig value
Time management in your workplace	Male	96	3.4434	.54724	179	1.213	.894
	Female	85	3.3619	.53274			
Personal obstacles	Male	96	2.8458	.72072	179	2.363	.629
	Female	85	2.6016	.66213			
Administration obstacles	Male	96	3.5358	.61002	179	1.749	.221
	Female	85	3.3718	.65117			
nursing performance	Male	96	3.6170	.45879	179	1.474	.900
	Female	85	3.5189	.43359			
Total	Male	96	3.4308	.34097	179	2.536	.684
	Female	85	3.3024	.33906			

*** Significance level 0.05**

Since the total level of significance for the all section 0.684 is bigger than 0.05, so we accept the hypothesis and conclude that " There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to gender". So the hypothesis is accepted.

Hypothesis 2

Table 6. Independent Sample T-Test For type of hospital

	Type of hospital	N	Mean	Std. Deviation	df	t	Sig value
The most effective methods in time management in your workplace	governmental	83	3.2225	.52866	179	3.229	.475
	Non governmental	98	3.5598	.50318			
personal obstacles	governmental	83	2.7791	.67904	179	3.631	.460
	Non governmental	98	2.6905	.72295			
Administrative and organizational obstacles	governmental	83	3.5095	.58239	179	2.294	.108
	Non governmental	98	3.4158	.67332			
nursing performance in the workplace	governmental	83	3.5463	.47684	179	2.763	.096
	Non governmental	98	3.5918	.41430			
Total	governmental	83	3.3278	.27967	179	.927	.198
	Non governmental	98	3.4067	.34531			

*** significance level 0.05**

Since the total level of significance for the all section 0.198 is bigger than 0.05, so we accept the hypothesis and conclude that " There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to type of hospital.

Hypothesis 3

Table7. One way ANOVA Test effective time management for nurses/in the Hebron hospitals according to qualification

The scale		Sum of Squares	df	Mean Square	F	Sig.
The most effective methods in time management in your workplace	Between Groups	.430	3	.143	.486	.692
	Within Groups	52.159	177	.295		
	Total	52.589	180			
Personal obstacles	Between Groups	.458	3	.153	.306	.821
	Within Groups	88.402	177	.499		
	Total	88.861	180			
Administrative and organizational obstacles	Between Groups	2.444	3	.815	2.067	.106
	Within Groups	69.739	177	.394		
	Total	72.183	180			
nursing performance	Between Groups	1.164	3	.388	1.959	.122
	Within Groups	35.059	177	.198		
	Total	36.223	180			
Total	Between Groups	.314	3	.105	.876	.455
	Within Groups	21.131	177	.119		
	Total	21.445	180			

According to table Since the total level of significance for the all section 0.455 is bigger than 0.05, so we accept the hypothesis and conclude that " There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to qualification".

Hypothesis 4

Table 8. One way ANOVA Test effective time management for nurses/in the Hebron hospitals according to years of experience.

		Sum of Squares	df	Mean Square	F	Sig.
The most effective methods in time management in your workplace	Between Groups	.662	2	.331	1.131	.325
	Within Groups	51.770	177	.292		
	Total	52.432	179			
Personal obstacles	Between Groups	1.658	2	.829	1.684	.189
	Within Groups	87.120	177	.492		
	Total	88.778	179			
Administrative and organizational obstacles	Between Groups	.240	2	.120	.296	.744
	Within Groups	71.739	177	.405		
	Total	71.979	179			
nursing performance in the workplace	Between Groups	.088	2	.044	.215	.807
	Within Groups	36.133	177	.204		
	Total	36.221	179			
Total	Between Groups	.240	2	.120	1.002	.369
	Within Groups	21.188	177	.120		
	Total	21.428	179			

**significance level 0.05*

Since the total level of significance for the all section 0.369 is bigger than 0.05, so we accept the hypothesis and

conclude that " There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to years of experience "

Hypothesis 5

Table 9. One way ANOVA Test of the Effective time management for nurses/in the Hebron hospitals according to age.

		Sum of Squares	df	Mean Square	F	Sig.
time management in your workplace	Between Groups	1.294	2	.647	2.245	.109
	Within Groups	51.295	178	.288		
	Total	52.589	180			
Personal obstacles	Between Groups	.417	2	.209	.420	.658
	Within Groups	88.443	178	.497		
	Total	88.861	180			
Administrate and organizational obstacles	Between Groups	.088	2	.044	.109	.897
	Within Groups	72.095	178	.405		
	Total	72.183	180			
nursing performance in the workplace	Between Groups	.107	2	.053	.263	.769
	Within Groups	36.116	178	.203		
	Total	36.223	180			
Total	Between Groups	.225	2	.113	.944	.391
	Within Groups	21.220	178	.119		
	Total	21.445	180			

**significance level 0.05*

Since the total level of significance for the all section 0.391 is bigger than 0.05, so we accept the hypothesis and conclude that " There are no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to age "

Hypothesis 6

Table 10. The frequency and percentages of time management and nursing performance

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2222.554(a)	2070	.010
Likelihood Ratio	709.172	2070	1.000
Linear-by-Linear Association	8.573	1	.003
N of Valid Cases	181		

Since the level of significance (0.010) is lesser 0.05, we reject the hypothesis and conclude that " There exists significant difference, in the significant level 0.05, between time management and nursing ' performance.

Hypotheses 7

Table 11. The frequency and percentages of the obstacles of time management and nursing performance

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6993.817(a)	6716	.009
Likelihood Ratio	1182.591	6716	1.000
Linear-by-Linear Association	35.314	1	.000
N of Valid Cases	181		

Since the level of significance (0.009) is lesser 0.05, we reject the hypothesis and conclude that "There exists significant difference, in the significant level 0.05, between the obstacles of time management and nursing performance

8. Discussion and conclusion

The study participants were; 53.0% males and 47.0% female with more than 54.1% of them were working in the 3 nongovernmental hospitals and 45.9% in the governmental hospitals. Regarding their work experience; more than 50.6% were educated at a bachelor degree in nursing, 37.4% diploma, 8% with high diploma, and 4% with master degree. There is 21.5% have a work experience for more than 10 years, 48.1% work experience ranged from 5 to 10 years, 29.8% worked for less than 5 years and 21.5% for more than 10 years. It was noted that most of nurses are young with 44.8% with an age less than 30 years, followed by 43% with an age ranged 30 to 39 years and 12.2% were for 39 years and older group.

Time management effectiveness and nursing performance

To study the factor affecting time management and nursing performance in Hebron hospitals, questionnaire items distributed first the time management in Hebron hospitals, second the obstacles personal, obstacles administration and organization third measure nursing performance .

Time management in Hebron hospitals

Nurses typically have an extremely busy and complex job with multiple, competing demands and many patients for whom to care. They must be able to manage their time if they are to be effective. No day is ever the same in the field of nursing, and nurses must be prepared to handle emergencies and contingencies as they arise. Having a clear idea of the responsibilities and tasks ahead of them each day will help nurses immensely in successfully completing them. Time management in nursing is vital to getting all required tasks completed, managing patient caseloads and feeling less stressed. There are numerous tasks that nurses must complete in a typical shift, including checking several times on each of their patients, managing medication for patients, answering calls from patients, completing required paperwork and updating patient charts. The safety, health and security of patients depend on nurses being able to manage the numerous tasks assigned to them. From results the time variables, analyses of time the first 78% then planning, follow-up, and time commitment, time management experts say that setting goals that needs to be done accurately and clearly, one of the most important elements of effective and successful management of time as study alwazany (2006). and accept with the study of Bowers (2001) nursing organize our time on hospital most works is depended on time as medication. The time variables are high (69.5%), which indicate nurses describe good skills for time analyses, planning, follow-up and commitment. From researcher opinion refer more than 60% of participant BA have studies management theory and to be aware of important of time, and more than 83% of participant are young and age less than 39 years it gives them motivation and strength to work and prove, and commitment. Oluchukwu (2003) use of personal time analysis which will show the various activities spend their time on; apart from the general schedule of activities for realizing the objectives, Good time management involves keeping a schedule of the tasks and activities important. Nursing work need to use time skills. Keeping a calendar, daily planner to be helpful to stay on the task, however, self-discipline is also required. Adejo, (2012), the key to successful time management is planning and protecting the planned time, which often involves re-conditioning your environment, and particularly the re-conditioning the expectation of others. Said (2012) planning and analyze of time with the proper implementation of the plans and positive disposition towards obstacles of time gives us a successful and effective management of time. When asked about There is a training courses for nurses on the importance of time and ways to manage, result 45% describe low, from researcher opinion that the managers not interested time management and its importance to organization, according to Mackenzie (1954) developed a concept for a time management training, which is still being used, time management training programs are aimed at giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make planning, how to prioritize tasks, and how to handle unexpected tasks. Books, articles, and time management training programs that were initially developed for managers have been made available to everyone. Brigitte further (2007) found time management training enhance time management skills and influence the outcomes of job performance. Nursing work long hours at least 7 hours for that need break time, according to Healthy working lives (2013) a right to an in-work rest break of at least 20 minutes if the working day is longer than six hours.

Personal obstacles to time management .

Time management by nurses can be affect by personal obstacles. Personal obstacles to time management that reduce our productivity. This subcategory consist of eight items related to personal obstacles to time management in Hebron hospitals indicate that percent 48.4% its low. This mean nurses is more attention to personal obstacles for time management, and you know how to deals with personal obstacles. Effective nurse use successful strategies for time management. Often nurse allow minutes and hours to be obstacles on nonessential tasks such as opening mail, filing, and responding to noncritical requests from others, effective

nurse use self-discipline to organize these tasks and assign priority to projects that produce results, Stephen Covey (1998), Drucker, (1992); the manager spends more than (10%) of his time in solving problems and conflicts as a result of human relations between the employees, initiation of a task without thinking and planning, moving to a new task before completion of previous task and attention to matters of low importance are factors that may increase the tension and block the work if it happen. Good time management is essential for coping with the pressures of modern life without experiencing too much stress. Whether it's in your job or your lifestyle as a whole, learning how to manage your time effectively will help you feel more relaxed, focused and in control (NHS,ND). According to Donaldson (2011), "the aim of good time management is to achieve the lifestyle balance you want". Good time at work means doing high quality work, not high quantity. In the lack of reasonable use of time, they will not be able to meet expectations leads to disruption of the works. This interconnected chain endangers the goals of the organization and healthcare of the entire society. In hospitals, the majority of head nurses' time is spent on boring chores including answering unnecessary phone calls, reviewing health records, ineffective delegation, attendance in useless meetings, useless conversation with staff, patients and their relatives (Hackworth, 2008). The fear from mistake, move to a new task before the previous task is done, and do the work more than once because not done right from the first time, according to Krueger GP(1994), the medical error affect on performance and make obstacles and crises the health take back steps, culture of fear that permeates the healthcare system effectively blocks open communication, and collaboration that is necessary to resolve conflict, and provide the safe working environment necessary for quality healthcare. According to researcher opinion the nurse work to be different than other career because it work with life saving and patient, and nurses in Hebron hospitals work more to give good impressions our manager ,53% from nurses works in non government hospitals, more control, and There are numerous tasks that nurses must complete in a shift, including checking several times on each of their patients, managing medication for patients, answering calls from patients, completing required paperwork and updating patient charts. Nurses in Hebron hospitals teach how to deal with personal obstacles from himself, and commitment nursing for our job, the situation on the west bank occupation, economy status give more responsibility on work.

The administrative and organizational obstacles

This subcategory consist of 20 items related to administration and organizational obstacles to time management in Hebron hospitals indicate that percent 69.73% its high. Administration obstacles increase the stress, effect on performance. Avoiding obstacles of time and learning time controlling may increase managerial ability, preserve human resources, reduce stress, increase satisfaction and improve mental health of managers (Gran Moravec & Hughes, 2005). The Eleanor(2010) , most common time management obstacles for nurses are interruptions such as unscheduled visitors, telephone calls, or crises attendance at inefficient meetings; other activities such as failure to delegate routine tasks; and lack of a daily or weekly plan. Drop-in visitors, waiting for others, and an inability to say no are other sources of wasted time. The participants when asked there is mismanagement and inadequate administration in hospital 72% are high according to researcher opinion mismanagement lead to loss of time nurses and recurrence of crises due to lack of clarity of the functions of each person and lack of a quick solving. According to Baggs JG (1988), Collaboration in health care is defined as health care professionals assuming complementary roles and cooperatively working together, sharing responsibility for problem-solving and making decisions to formulate and carry out plans for patient care. In hospital characterized by a hierarchical culture, physicians are at the top of that hierarchy. According to Coles C(1995), they may feel that the environment is collaborative and that communication is open while nurses and other direct care staff perceive communication problems, hierarchy differences can come into play and diminish the collaborative interactions necessary to ensure that the proper treatments are delivered appropriately. when hierarchy differences exist, people on the lower end of the hierarchy tend to be uncomfortable speaking up about problems or concerns, intimidating behavior by individuals at the top of a hierarchy can hinder communication and give mismanagement. There is a lack of goals or priorities or plans daily 71% is high according to researcher opinion this mean lack of planning in the hospital about needs and how to development the nursing. According to Munyisia EN ,(2011) nurses do plan their day will find that they get more done with less stress, is difficult to plan your day because your environment can change rapidly, and much of your day is spent responding to the needs of patients. When asked, lack of specific dates for ending tasks 70% is high, Nurses have to deal with many interruptions. According to researcher opinion is due nursing work depend on the patient and the situation of is change rapidly, according to Rosero (2012,) nursing work nurses work not only have tons of things to get done, an specific time to end our work but also forced to make some decisions. For that the importance of time management started. Lohrey (2013), interruptions are a fact of life with nurses, regardless of how well they plan, a strategy for dealing with and managing interruptions is essential for keeping the day on track, in a non-emergency situation, an approach in which nurses evaluate interruptions by determining the likely consequences of dealing with this situation now versus later and whether the task can be delegated can allow a nurse to quickly prioritize an interruption and take the appropriate action. Question, about there are multiple subordinates for the nurse 69% is high according to opinion nursing work with many health

worker, and this result confirms the frustrations of nurses are due to a range of structural and ideological features which conspire to limit the professional autonomy of the nurse at the bedside and is a clear case of medical dominance (Turner, 1986). There is a lack of clear responsibilities and authorities, nursing product care for patient, and do planning for care, physician draw treatment for patient for that responsibility unclear who is the first responsible according to Claire Mel(2001), the nurses are often in role ambiguity in spite of changes in health care and practice settings, and lack of role delineation has led to nurse-physician conflicts. Statement, there are few nurses in work 74% high, negative effects of the nursing shortage the nursing shortage affords opportunity, but there are consequences, too. Nurses often need to work long hours under stressful conditions, which can result in fatigue, injury, and job dissatisfaction. Nurses suffering in these environments are more prone to making mistakes and medical errors. Patient quality can suffer. For these reasons, and more, ANA is dedicated to improving the workplace safety for nurses around the nation ANA (2013). lack of incentives by the administration for those interested in working 82.5% is high from opinion the manager not study management, internal law not encourage the satisfaction, Gupta & Joshi (2008), concluded in their study that Job satisfaction is an important technique used to motivate the employees to work harder. It had often said that, a happy employee who is a productive employee. Job satisfaction is very important because most of the people spend a major of their life at their work place. There is no coordination between the administration and nurses 72% is high from opinion manager of hospital always physician not nurse for that physician take decision and nursing implanted. Weakness of the means of communication between the hospital administration and its various departments, nursing deal with all health team, bad coordination between health is obstacles of time, this mainly appear in government hospital. According Reilly JB (2013) Standardizing the communication process between inpatient and outpatient dialysis reduce adverse events related to poor communication and improve patient care. Nursing can be a demanding career. (Pearce, 2007) Most nurses have a lot of things they are responsible for and to make quick decisions about patient care and well-being. Improving time management plans can make the nurse much more efficient nurse, one that will be able to attend to the needs of more patients in less time. In some cases, it may give the nurse more time to speak with and to know those that he is caring for, in others, knowing how to do things quickly could mean saving a life. Of course, better time management doesn't just help patients, it can also be a big stress relief for those working in advanced environment, knowing how to prioritize the tasks each shift can make a big difference in lowering stress and helping to manage the nurse work, less stress can also help you arrive to spend time relaxing or socializing with the family without feeling completely exhaustion and nervous. Procrastination in decision-making, According to Piers Steel (2013), 95 percent of the population procrastinates in some way," and students often end up procrastinating either due to a lack of motivation, or simply as the result of being unorganized. According to Fitsimmons (2008), procrastination due to poor time management, overload of tasks at a specific time, an inability to priorities, feeling overwhelmed by the task. Ajayi (2007) Olaniyi (1998), submitted that procrastination may occur as a result of poor utilization, lack of concentration, fear and anxiety and personal problems among others. It is imperative for lecturers to identify the various causes and reasons for procrastination and plan to overcome them by disciplining themselves on how best to use time wisely, set priorities and perform their duties according to schedule so as to always meet deadlines. The administrative, organizational obstacles due to customs and traditions and nurses themselves and also due to the negligence of law enforcement market agreed with the study Asfoor, (1991) confirmed that the obstacles time are always in the life of the Arab world, And also agreed with the study Abu Sheikha, (1991) and Zahrani, (2006) where the uncovered studies behavioral patterns unwanted exercise during working hours can have a negative impact on the efficiency of time and use, what study Al Nase,(2003) to negligence in the application of laws and regulations that provide for respect for the official working hours, a study Brigitte,(2007) revealed that the pressures of work possible to operate a waste of time. As well as in the study Asfoor,(1991) showed that the delay for the start of your shift and leave before finishing, and make phone calls private use, the personal and administration obstacles.

Nursing performance

This subcategory consist of ten items related to nursing performance in Hebron hospitals indicate that percent 73.3% its high. The nursing performance high from researcher opinion that for nursing commitment, and nursing dealing with patient, and critical case and intervention for that performance of nursing good. When asked, complete the duties entrusted to him to the fullest point, 75% high from opinion the nurse complete duties because its affecting on patient. According to Ahmad and Orany (2010,)nursing commitment as 'essentially about their duties, attitude and behavior towards shared goals of a group or organization'. committed nurses might feel that there are future advantages in working as nurses for the job. If nurses cannot do their job in a time manner, then they would not be able to meet all the expectations that disrupt patient care that is hospitals main goal. It can, also, cause adverse effects including increased duration of hospitalization, hospital bed occupancy, treatment costs, violation of patient rights and finally disrupting other teams' function. This interconnected chain not only endangers organization's goals but also will affect entire community (Hackworth, 2008). Committed to attend to work in time its 77% high, reward good for nursing

from opinion nursing in Hebron are committed to hospitals official attendance and time and attendance due to the administration where it punishes Late and technological system used fingerprint. Nursing follows the procedures work accurately 72% high. According to Lakein (1973), time management refers to the use of particular techniques such as 'to-do' lists or planning activities, or to participate in training with the purpose of learning how to master and use such a technique. In general sense. Nursing resolves problems and directing work pressures, 76% high, nursing contact with patient and relative of patient more than health team for that it teach how solve problem alone, and this refer the nursing understanding how the hospital work. According Tucker and Edmondson (2002) actually investigated problem solving by nurses in the hospital environment. They found that nurses utilized problem-solving skills multiple times throughout a day to the point that problem solving was actually a routine aspect of a nurse's day. Initiation with new ideas high 71% from opinion the nursing in working and face problem and product new idea. Roux Halstead (2009:475) regard nurses as knowledge workers, 'taking information from many sources and combining it in meaningful ways'. These skills are essential for improving the quality of care, supervising students and providing in-service training to address the skills gap in the clinical wards. The nurses organize the work and use scientific steps in nursing such as planning and evaluation, nursing use the process to get result, scientific and patient is centered of process According to Lakein (1973), time management refers to the use of particular techniques such as 'to-do' lists or planning activities, or to participate in training with the purpose of learning how to master and use such a technique. In general sense.

Correlation between time management and nursing performance

Schreiber & Gutek, (1987) found a significant relationship between job performance and time management. They asserted that management of time is key to managerial performance. This means the planning time, commitment, follow-up, and analysis have a positive impact on performance, now keep time management encourages nursing to work within something planned, and followed up, and adherence Planning leads to speed of work and analysis leads to perseverance nurses to work and commitment lead to accurate performance and commitment needed nurses to hear from the manager not many of one becomes the fastest and most reliable performance and improves performance, Otaibi,(1992), Rama,(1991).

7. Conclusion

Time management and obstacles time management affect on nursing performance, on Hebron hospitals. And appear no difference between time management and demographic variables (gender, age, experience, qualification, hospital type).

8. Recommendation

Nursing on Hebron hospitals realize the importance of time management and how to deal with obstacles. Time management affected on nursing performances in Hebron hospitals it is recommended hospitals adhere strictly to effective time management in order to provide quality services to their patient. The following time management tips are also recommended.

The recommendation related to

1. Give attention to the obstacles of time management, personal and organizational
2. Raise awareness and attention for nursing manager to time management obstacles to avoid during work
3. More studies about obstacles of time management for nursing.
4. To expand the concepts of interest , and the meaning of scientific and technical methods to manage time.
5. Training on changing habits and behaviors that lead to obstacles of time.
6. Further similar studies , particularly on the hospital in other hospitals.

11. Acknowledgement

The researchers are grateful to the nurses in the hospitals for the participation in this study, to the Ministry of health administration of Palestine, and to the AL-Quds University for help and support.

References

- Abu Sheikha, Ahmed Nader, (2002), time management Majdalawi Printing, Publishing and Distribution, Amman, Jordan.
- Abu Sheikha, Nader and Qaryouti, Mohamed (1991). time management in government agencies in the Jordan, Jordan University Studies Volume 20 (a), no. (1).
- Adams, Orvilland Hicks,V.(2000). Pay and non-pay incentives, performance and motivation, prepared for WHO, December 2000, Global Health Workforce Strategy Group.
- Adejojo, Adeyinka, (2012).Effective time management for high performance in an organization, case: lasaco assurance plc, thesis Business school
- Ahamad Yusu, Ahamd Nor, 2012 The Relationship between Time Management and Job Performance in Event

- Management, Faculty of Business Management, University of Technology MARA, Puncak Alam .
- Ahamd Zeinohm Manal, (2012). Time Management Challenges among Jordanian Nurse Managers monuifyia unviersity Life Science Journal (Impact Factor: 0.17). 01/2012; 9(3):2464-2469.
- Ahmad, N. & Oranye, N.O., (2010). 'Empowerment, job satisfaction and organizational commitment: a comparative analysis of nurses working in Malaysia and England' *Journal of Nursing Management* 18,582–591. <http://dx.doi.org/10.1111/j.1365-2834.2010.01093.x>, PMID: 20636507
- Ailamaki, A. & Gehrke, J. (2003). Time management for new faculty. *SIGMOND Record*, 32(2): 102—106.
- Ajayi, I. A. (2007). Issues in school management. Lagos: Bolabay Publication. Ales BJ. Mastering the art of delegation. *Nurse Manage*. August 1995;26:32A
- Alexander, Armin, Häfner, (2010) Time Management Training and Perceived Control of Time at Work, *Journal of Psychology*; Sep/Oct 2010, Vol. 144 Issue 5, p429-447, 19p, 1Grap.
- Alnanaas, Ihab, (2003), after a time management to the pressures of work in the administration General, unpublished Master Thesis, Institute of Planning for Graduate Studies, Tripoli, Libya.
- Al-Otaibi, Nayef, (1992). time management in the security services: a study the relationship between good governance and the time between the effective functioning of the security services In the city of Riyadh, Unpublished MA Thesis, Riyadh, Nayef Academy Arabic for Security Sciences.
- Al-Zahraina, (2006). time management for guarded in Macca, thesis master, university of nyafe, Rayed Suadia Arabia.
- ANA, (2011), nurses standards report, www.nursingworld.org
- Andrew Shaw , (2013). Good Practice Guide to Performance Management for Nurses and Midwives in Victorian Public Health Services, New Horizon Consulting Pty Ltd
- Arafferty, J Ball, L H Aiken, Claire M (2001). Are teamwork and professional autonomy compatible and do they result in improved hospital care? *Quality in Health Care*; 10: 32-37.
- Asfour, Mohammad Shaker (1991). How to occupancy of the Director at the time the formal seminar Productivity in the government sector, and constraints, senior program management, Institute of Management General, Riyadh, Saudi Arabia
- Asika, N. (2000). Research Methodology in the Behavioral Sciences Lagos, Longman Nigeria PLC.
- Baggs JG, (1988). Schmitt MH. Collaboration between nurses and physicians. *Image: J Nurs Scholarsh* 1988;20:145-9.
- Bargagliotti, T., Luttrell, M., and Lenburg, C. (1999) Reducing threats to the time
- Barling, J., Kelloway, E. K., & Cheung, D. (1996). Time management and achievement striving interact to predict car sale performance. *Journal of Applied Psychology*, 81, 821-826.
- Bluedorn, A. C. & Denhardt, R. B. (1988). Time and organizations. *Journal of Management*, 14, 299-319.
- Bluedorn, Allen C. (2002). *The Human Organization of Time: Temporal Realities and Experience*. Stanford, CA: Stanford University Press.
- Booyens, S.W. (1996.) *Introduction to health service management*. Kenwyn: Juta and Company.
- Bowers BJ, Lauring C, Jacobson N. (2001). School of Nursing, University of Wisconsin, Madison, USA. bjbowers@facstaff.wisc.edu How nurses manage time and work in long-term care. *J Adv Nurs*. 2001 Feb;33(4):484-91.
- Brenner, & M. (2000.) von Cranach (Eds.), *Discovery strategies in the psychology of action* (pp. 63-84). London: Academic Press.
- Brigitte J.C. Claessens, Wendelien van Eerde, Christel G. Rutte, Robert A. Roe, (2007). "Time Management and Performance" *Journal: Personnel Review*, Vol. 36, Issue 2, p (255-276)
- Britton, B. K., & Glynn, S. M. (1989). Mental management and creativity: A cognitive model of time management for intellectual productivity. In J. A. Glover, R. R. Ronning, & C. R. Reynolds (Eds.), *Handbook of creativity* (pp. 429–440). New York: Plenum Press
- Bruce W. Tuckman. (1994) *Conducting Educational Research*. 4th ed..Harcourt Brace & company
- Bryan S. Turner (1986). *The Vocabulary of Complaints: Nursing, Professionalism and Job Context*. *Journal of Sociology*.
- Carver, C. S. & Scheier, M. F. (1998). *On the self-regulation of behavior*. Cambridge England: Cambridge University Press.
- Catherine Bynes, (2013). 5 Time Management Tips for Busy Nurses, http://www.nursetogether.com/5-time-management-tips-for-busy-nurses#.UF_Rt64SnZ8
- Claessens, B, Roe, R. & Rutte (2009). 'Time management: logic, effectiveness & challenges, In: Roe, R., Waller, M. & Clegg, S. (Eds), *Time in organizational Research*, London, Routledge, UK, pp. 23-41
- Coffey A and Atkinson P (1996). *Making Sense of Qualitative Data: Complementary Strategies* (Thousand Oaks CA: Sage). Coffey A and Delamont S (2000)
- Coffey LC, Skipper JK Jr, Jung FD (1988). Nurses and shift work: effects on job performance and job-related stress. *J Adv Nurs*. 1988 Mar.

- Coles C.(1995) Educating the health care team. *Patient Education Couns* 1995;26:239-44.
- Covey S.(1998). *The 7 Habits of Highly Effective People*. New York, NY: Simon & Schuster; 1998:146–182.
- De Lucia and Palmieri. (2010), Nurses and shift work: effects on job performance and job-related stress. Department of Sociology, University of North Carolina, Greensboro 27412. *J Adv Nurs*. 1988 Mar;13(2):245-54.
- Delucia, P.R. and Palmieri, P.A. (2010): “Performance in Nursing”. *Reviews in Human Factors and Ergonomics*, Vol. 5, Pp.110'177
- Donaldson, Fielder (2011). *Preventing Stress in Organizations*. Retrieved from [ebookstore.sony.com>Home>Psychology>Applied Psychology](http://ebookstore.sony.com/Home/Psychology/Applied%20Psychology).
- Drucker, P , (1982), *The Effective Executive*, N.Y, Harper and Row pp 42- 45
- Eleanor J. Sullivan, Phillip J. Decker, (2010). *Nursing Leadership and Management in Action*, sixth edition person USA.
- Epstein, clay,(2000). *nursing management and leadership*, sixth edition, mosby international standard book number.
- Fairbrother, K. & Warn, J. (2001). *Workplace dimensions, stress, and job satisfaction*.
- Fitsimmons, Gary,(2008), *Time Management Part 1: Goal Setting as A planning Tool Managing*”, *Library Finances*, Vol. 21. No. 11, p (12-27).
- Flanagan and Henry(1994), *Healthy working and performance management*. *Health Manpower Management*.
- Fort, A. L., & Voltero, L. (2004). Human Resources for Health Factors affecting the performance of maternal health care providers in Armenia. *Human Resources for Health*, 11, 1-11. doi: 10.1186/1478-4491-2-8.
- Garhammer, M. (2002). Pace of life and enjoyment of life. *Journal of Happiness Studies*, 3, 217-256.
- Gering, Michael, (1999). “Activity Based Costing and performance Improvement”, “*Management Accounting*”, March, P 24.
- Ghaith, Muhammad bin Abdullah,(1990), productivity in the public sector: concept, Constraints, and develop means of production, *Journal of Management*, Muscat, Institute of Public Administration, . Counting
- Gran-Moravec MB, Hughes (2005). Nursing time allocation and other consideration for staffing. *Nursing Health and Science*.2005;7(2),126-133
- Gregg AC,(2002). Performance management data systems for nursing service organizations. *J Nurs Adm*. 2002;32:71–78.[Medline].
- Greguras, G. J., Ployhart, R. E., & Balzer, W. K. (1996). *Performance appraisal training program for Wood County Council on Alcohol and Drug Abuse*. Bowling Green, OH: Bowling Green State University, Institute for Psychological Research and Application.
- Gupta, C.B. (2001). *Management Theory and Practice*. 6thEdition. Sultan Chand and Sons, New Delhi. Hall at the University Press, Cambridge UK.
- Hackworth T(2008)..professional development. time management for the nurse leader. *Nursing critical care*. 2008;3(2),10-12.
- Hanna, Sanaa, (1998), time management among chairpersons of academic department in the west bank universities, Unpublished MA Thesis, An-Najah National University, Nablus, Palestine.
- Hashemzadeh GR, Ranjbar V, Moosavi ST, & Eidi F(2011). The Role of Organizational Culture in the Establishment of Time Management (A Case Study: Mines and Mineral Industries).*Aust. J. Basic & Appl. Sci* 2011
- Hassanzabeh R, Ebadi AG (2007). Measure the share of the effective factors and time management, *World Applied Science Journal* 2(3):168-174.
- Ibrahim Hamad, (2001). ten of the personal habits of successful house of knowledge for human development Riyadh, Saudi Arabia. implementation of a competency based performance assessment system. *Online Journal*
- Institute of Medicine.(2000). *To err is human: building a safer health system*. Washington, DC: National Academy Press; 2000.
- Jennifer, Maureen Forest (1999). The effects of chronic exposure to stresses on the intensive care Nurse. dissertation abstracts, California school of professional psychology. *Journal of Managerial Psychology*, 18, 8-21.
- Jones, JR.(2012) Time is On Your Side.*Nursing Standard* cited 2012 Nov; 26(38): 70-71
- Katey W & Torres NI (2006).*Time Management for Busy People* <http://edis.ifas.ufl.edu/>
- Kernan, M. C. Bruning, N. S., & Miller-Guhde, L. (1994). Individual and group performance: Effects of task complexity and information. *Human Performance*, 7, 273-289.
- khodam (2009) . Impact of workshop training of time management skills on its application by head nurses *Iranian Journal of Nursing Research*, 2009; 4 (13) :63-69
- Kleinbeck, U. & Fuhrmann, H. (2000). Effects of a psychologically based management system on work motivation and productivity. *Applied Psychology: An International Review*, 49, 596-610.

- Koch, M.J. and McGrath, R.G.(1996). “ Improving labour productivity: human resource management polices do matter.” In Strategic Management Journal, V17, PP. 335-54
- Krueger GP(1994). Fatigue, performance, and medical error. In: Bogner MS, editor. Human error in medicine. Hinsdale, NJ: Lawrence Erlbaum Associates; 1994. pp. 311–26.
- Lakein, A (1973) How to get control of your time & your life: New American Library, New York
- Lange, de A. H., Taris, T. W., Kompier, M. A. J., Houtman, I. L. D, and Bongers, P. M. (2003). “The Very Best of the Millennium”: Longitudinal Research and the Demand- Control-(Support) Model. *Journal of Occupational Health Psychology*, 8, 282-305.
- Lohrey Jackie, (2013). Time Management Strategies in Nursing Practices, Advance health care netork.
- Macan, T. H. (1994). Time management: Test of a process model. *Journal of Applied Psychology*, 79, 381-391.
- Maslach, C., Schaufeli, W. B., & Leiter, P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-423.
- Mckenna, (2012). Helen Time Management: Clarity SMART Guide, · Publisher: Clarity Business Education, 2012
- McKennzia HP (1954). Skill mix substitution and quality of care: an exploration of assumptions from the research literature. *J Adv Nurse* 1995;21:452–9
- Melhim ,Mohammad,(2010) An Analytical Study concerning the relationship between Time Management and Employees' Performance with the application of public and private institutions at Qalqilia Governorate – Palestine,(2010).
- MOH Health Report, (2011) annual report.
- Mullins, J. L (2002). Management and organizational behavior. 6th Edition. Prentice Hall, University of Portsmouth. Publishing Limited, London.
- Munyisia EN, Yu P, & Hailey D(2011) . How Nursing Staff Spend Their Time on Activities in aNursing Home. *J Adv Nurs* 2011 [cited 2012 Nov]; 67(9): 1908-1917. DOI: 10.1111/j.1365-2648.2011.05633.x
- NHS: Easy time-management tips: <http://www.nhs.uk/conditions/stress-anxiety>
- Norrie P (1997) Department of Health and Continuing Professional Studies, De Montfort University, Leicester. Nurses' time management in intensive care. *Nurse Critical Care*. 1997 May-Jun;2(3):121-5.
- North: Y (2004) God’s Clock maker; Richard of Wallingford & the invention of time Oxbow Books. of Issues in Nursing. http://www.nursingworld.org/ojin/topic10/tpc10_5.htm.
- Okezie G.N (2002), “My terminal project work” Shomolu. Emaphire Reprographics Limited
- Olaniyi, W. O. (1998). Conceptual approach to educational administration. Ondo: Patrick Ade Printing Press
- Oluchukwu, E. (2003). Effective classroom management, tests and evaluation. In T. E. Ajayi & J. Fadipe (eds). Skills improvement programmer for effective performance of teachers in Nigerian schools. A publication of National Institute for Educational Planning and Administration.
- Orlikowsky, W. J., & Yates, J. (2002). It's about time: Temporal structuring in organizations. *Organization Science*, 13, 684-700.
- Palestinian National Strategic Plan for Higher Education, (2005)
- Perrin, J. S. Durch, and S. M. Skillman, (1999). National Research Council, Health Performance Measurement in the Public Sector: Principles and Policies for Implementing an Information Network. (Washington D.C.: National Academy Press, 1999).
- Piers Steel (2010), The Procrastination Equation © 2010 - 2013 Procrastinus Inc.Site Map Designed By Armadillo Studios Inc.
- Rama B. Radhakrishna, Edgar P. Yoder, Connie Baggett, (1991),“Time Management and Performance”, Journal Editorial Office,Vol. 29, No. 2.
- Reilly JB, Marcotte LM, Berns JS, Shea JA. (2013)Handoff communication between hospital and outpatient dialysis units at patient discharge: a qualitative study. University of Pennsylvania, Philadelphia, USA , PMID:23427478[PubMed - indexed for MEDLINE]
- Richard Whipp, Barbara Adam, Ida Sabelis, (2002) Making Time Oxford University Press Inc, New York, United States
- Roe, R. A. (1999). Work performance: A multiple regulation perspective. In C. L. Cooper & Robertson I. T. (Eds.), *International review of industrial and organizational psychology*, volume 14 (pp. 231-318).
- Rosario PD. (2012) Nursing Time Management Skills You Should Have . 2012 [cited 2012 Nov]
- Rosenstein A, O’Daniel M.(2005) Disruptive behavior and clinical outcomes: perceptions of nurses and physicians. *Am J Nurs* 2005 Jan;105(1):54-64
- Said Belal Nizar, 2013. Time management in nursing work, university of Oviedo, Asturias, Spain, http://www.academia.edu/4375027/Time_Management_in_Nursing.
- Schriber, J. B., & Gutek, B. A. (1987). Some time dimensions of work: Measurement of an underlying aspect of organization culture. *Journal of Applied Psychology*; *Journal of Applied Psychology*, 72(4), 642–650.

- Shadare Oluseyi .A. Hammed, T. Ayo (2009) Influence of Work Motivation, Leadership Effectiveness and Time Management on Employees' Performance in Some Selected Industries in Ibadan, Oyo State, Nigeria. *European Journal of Economics, Finance and Administrative Sciences* ISSN 1450-2275 Issue 16 (2009)
- Shamrani, Jamal , (2000), management at the time the student advisor schools Public education in the Holy City, published MA Thesis, College of Education, Umm Al-Qura University, Makkah, Saudi Arabia.
- Snow JL.(2002) Enhancing work climate to improve performance and retain valued employees. *J Nurs Adm.* 2002;32:393–397.[Medline]
- Spector, E.P (1997). *Job satisfaction: Application, assessment, causes and consequences.* Sage Publications Inc, London
- Steven, S. (2009). 13 principles of Effective Time Management for Freelancer. <http://www.designm.ag/freelance/principles.tim>.
- Sufyani, Abd A l mode ,(2001). time management and application, master thesis am al quark university KSA Tarawneh, Thsien and Lozi, Solomon, (1996), *Time Management Case Study Exploratory, Mutah for Research and Studies*, vol. Atheist century, the fourth issue
- Theresa M. Welbourne, Ph.D (2011). *human recourse management*, 2011, Online ISSN: 1099-050X
- Tucker A. L., Edmondson A. C. (2002). Managing routine exceptions: A model of nurse problem solving behavior. *Advances in Health Care Management*, 3, 87-113. [Context Link]
- Ulrich, Beth,(1985) *Nursing Economic\$, Time Management for the Nurse Executive* ,Nov/Dec85, Vol. 3 Issue 6, p318-323, 6p.
- Waterworth S,(2003) Time management strategies in nursing practice,2003, *J Adv Nurs.* 2003 Sep;43(5):432-40.PMID:12919261 [PubMed - indexed for MEDLINE]
- Webb, N.J., & Blandin. J. (2006). Evaluating executive performance in the public sector. *International Public Management Review*, 7(2): 98-117 Heller, R and Hindle, T (1998) *Essential Manager's Manual.* London: Dorling Kindersley Ltd.
- Whittington D, McLaughlin (2000). School of Health Sciences, University of Ulster, Jordanstown, Shore Road, Whiteabbey, Co. Antrim, N. Ireland, BT37 0QB. Finding time for patients: an exploration of nurses' time allocation in an acute psychiatric setting. *J Psychiatric Mental Health Nurse.* 2000 Jun;7(3):259-68.
- Yin, Robert K. (2003). *Case Study Research: Design and Methods.* Thousand Oakds: Sage Publications. 2 Case refers to the unit of analysis or topic chosen.
- Zaher Zaghoul, AlSokair May Kosay,(2008). Constructing a nurse appraisal form: A Delphi technique study, Published online 2008 February,[httpwww.ncbi.nlm.nih.gov/pmc/articles/PMC3004](http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3004)

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:
<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

