

Delegation and Its Relation to Job Involvement as Perceived by Staff Nurses in selected Hospital in Minia Governorate

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Abstract

Background: One of the greatest underlying factors in the success or failure of any organization is the power of its people; this power can be from the more delegation of authority for employee which increases their job involvement. Thus, it is significantly for any health organization to implement strategies that increase job involvement and delegation of authority. **The aim:** of this study was to investigate the relation between delegation and job involvement among staff nurses in selected hospitals at Minia governorate. **Design:** A descriptive correlational research design was used to achieve the aim of the present study. **Sample:** was included all staff nurses working in all departments of two hospitals during the period of data collection (N=245), **Setting:** The study was conducted at Elfkrea Hospital in Abo Korkas district and Samalot hospital in Samalot district in El-Minia governorate. **Data collection Tools:** Data was collected through the utilization of two tools; Delegation Questionnaire and The job involvement Scale. **Results:** the majority of staff nurses explore the responses toward low level regarding delegation and job involvement (85.2% and 73.9%) in El-Fekria and (95.4 and 80%) in Samalot hospital. **Conclusion:** It concluded that the majority of staff nurses have had low level regarding delegation and job involvement in El-Fekria and Samalot hospital. There were a positive correlation between delegation of authority and its dimensions "efficiency, effectiveness, empowerment and delegation process of head nurse and job involvement. **Recommendations:** Periodical training programs should be conducted to all head nurses and staff nurses to increase their knowledge and competencies regarding the delegation and job involvement. **Key words:** Delegation, Job Involvement, Staff Nurses.

Introduction

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. One of the greatest sources for employee engagement and involvement in their organization is to give them the power and this power can be in a form of authority delegation⁽¹⁾.

Delegation is more of truly empowering people than participation. Therefore, delegation has stronger relationship with satisfaction, performance and involvement than does participation only as one of the important dimensions of empowerment⁽²⁾.

Delegation is a vital skill for nurses, so they need to be more knowledgeable and responsible in order to achieve effective delegation. It is an important element in the day-to-day nursing activities and one of many reasons in which any organization must have clear policies and guidelines regarding delegation⁽³⁾. Meanwhile the nationwide shortage of nurses makes delegation an important skill because the workforce is comprised of many different levels of caregivers; thus an effective delegation increases productivity, builds trust, engages nurses' staff in work and goes a long way to build a culture of accountability⁽⁴⁾.

On the other hand, job involvement is seen as means of aiding productivity and creating work situations in which individual and organizational goals are integrated. This involvement leads to enhanced satisfaction and increased productivity for the organization. Job involvement has also been reported to be a top organizational priority as fostering employee involvement can enhance an organizational effectiveness⁽⁵⁾. Job Involvement is the degree to which employees submerge themselves in their jobs, devote time and

energy in them, and consider work as a central part of their overall lives⁽⁶⁾.

Job involvement considered being as motivation to carry out work and it is highly compatible between personal and organizational goals, which stimulate motivation among the employees to generate positive work outcomes. Job involvement is one's cognitive needs" fulfillment, which assists him or her to work harder and boost up his or her performance. Indeed, a higher degree of job involvement among the members of an organization is essential to enhance the organizational effectiveness⁽⁷⁾. There is a general consensus among researchers that employees with a high level of job involvement would place their jobs at the center of their overall interests⁽⁸⁾. On the other hand, employees with low levels of job involvement concentrate on other interests rather than their jobs⁽⁹⁾, and will be less creative and innovative⁽¹⁰⁾.

Therefore, when subordinates are delegated, they may feel trusted, organizationally important, and higher status within organization⁽¹¹⁾. Delegation may also boost subordinates' self-esteem and make them believe that they are capable of performing tasks successfully and that their behavior makes a difference. Delegation enables subordinates to exercise self-direction and control, provides employees with meaning, perceptions of self-efficacy and self-determination and the perception that they make an impact, all of which have been identified as key ingredients of empowerment⁽¹²⁾.

The leader's empowerment is the ability of the leader to communicate with his followers, giving them confidence for creating stable environment, granting more responsibility to increase their response and empower them to work⁽¹³⁾. It has been enhanced through strategic thinking skills which represented by novelty, high performance leaders' capacities and the making of the organization's inner meaning potency to be the catalyst for increasing the job involvement of the employee as making them feel that they are important for the

organization, contribute on the organization's success and self-determination, and they are part of it, perceiving work as a key element in their lives and submerging in their current job^(14, 15).

Aim of the study:

The aim of the current study is to investigate the delegation and its relation to job involvement as perceived by staff nurses in selected hospital in Minia governorate

Significance of the Study

Strong delegation techniques can help managers save time, motivate people, and train people, as well as these techniques can enable managers to select new opportunities which lead to job satisfaction, commitment and job involvement among nurses. However, the lack of delegation practices often leaves people frustrated, unmotivated, and under-trained, while the manager remains overworked. During my work it was observed that there were difficulties and constrains to delegate tasks and duties from managers to their subordinates. This may be related to, managers do not delegate task in right manner and sometimes staff nurses don't accept delegated duties and this may be lead to hinder job involvement which may affect the patient outcome negatively.

There is little empirical research has examined delegation in long-term care despite growing recognition of the critical role of delegation in quality of long-term care. **Hall, et al. (2015)**⁽¹⁶⁾ and **Standing (2001)**⁽¹⁷⁾ found that the failure of staff nurses to receive directions was related to poor delegated care tasks with (37%); so they highlight the importance of understanding how delegation occurs, because the relationships between delegation processes and patient care outcomes. Thus, the researcher introducing this study to assess the delegation and its relation with job involvement among staff.

Research Questions:

- 1) What is the perception of delegation as perceived by staff nurses in selected hospitals at Minia governorate?
- 2) What is the perception of job involvement among staff nurses in selected hospitals at Minia governorate?
- 3) Is there a significant relation between delegation and job involvement among staff nurses in selected hospitals at Minia governorate?

Subjects & Methods

Research design

A descriptive correlational research design was used to achieve the aim of the present study.

Settings:

The study conducted at two hospitals as; Elfkrea Hospital in Abo Korkas district, and Samalot hospital in Samalot district in El-Minia governorate.

Study subjects:

The subjects of study sample was included all staff nurses working in all nursing departments at the hospitals during the period of data collection sample size (N=245).

Tools of data collection:

Data was collected through the utilization of two tools as follows:

Tool (1) The Delegation Questionnaire: it consists of two parts:

First part: personal data sheet: That used to collect data about the personal characteristics of the study participants. It included items related to code number, age, gender, nursing qualification and years of experience.

Second part: The Delegation Questionnaire: This tool was developed by **Longenecker and Pringle (1984)**⁽¹⁸⁾ and was modified and translated to Arabic by the researcher. It included 30 items with five point Likret scale ranged as (1=highly don't agree to 5=highly agree). The scoring system was ranged from (30 to 150).

Tool (2): The job involvement Scale:

This tool was designed by **Lodahl and Kejner (1965)**⁽¹⁹⁾ and it consisted of 20 items. The items response based on a 5 point Likret scale ranging from (1=strongly disagree, to 5=strongly agree). The scoring system was ranged from (20 to 100).

Validity of the study tools:

The tool was tested for the content validity by a jury of (5) experts in the field of nursing administration; two assistants' professors of nursing administration at Faculty of Nursing, Minia University and three assistant professors of nursing administration at Faculty of Nursing, Assuit University and the required necessary modifications done for their clarity, wording length, format, and overall appearance.

Reliability of tools:

Internal consistency the questionnaires was assessed with the Cronbach's alpha coefficient. Cronbach's alpha coefficient of 0.00 indicates no reliability and a coefficient of 1.00 indicates perfect reliability. The alpha coefficients for the tool (I) delegation authority ($\alpha=0.832$), and the alpha coefficients for the job involvement scale ($\alpha= 0.736$).

Pilot study:

A pilot study was conducted on 10% (25) of participants who selected randomly from the total participated students prior to data collection. Results indicated that; the tools were applicable and don't need any changes. The time consumed to fill the questionnaire by nurses was estimated after pilot study and it was between 20 to 30 minutes approximately.

Study procedure:

An official permission to conduct the present study was obtained from each of the following; research ethical committee; The Dean of Faculty of Nursing; the Vice Dean of post graduate studies and Research at Faculty of Nursing, then another approval from the directors of the two hospitals, asking for the permission to collect data. This letter was included a brief explanation about the purpose of the study. After explaining the purpose and the nature of the study, the researcher informed the staff nurses that their participation in the study is voluntary and confidential. Then the researcher interviewed with them daily through morning shift except in Fridays; and data collection lasted for about 4 months from beginning of May month to end of August month 2018. The researcher introduced the questionnaire to the staff nurses and

waits with them during their working hours to fill it, to check that all items were answered, to ensure objectivity of the responses, and to collect it after filling.

Ethical Considerations:

A written initial approval was obtained from the research ethics committee of the Faculty of Nursing, and then another approval to conduct the study was obtained from the managers of El-Fekria hospital and Samalot hospital asking for the permission to collect data. The participants were informed that their participation in the study will be

completely voluntary and there will be no harm if they not participate in the study.

Statistical analysis of data

Upon completion of data collection, the data were scored, tabulated and analyzed through data entry and analysis by computer using the "statistical package for Social Sciences" version 21. Data were presented using descriptive statistics in the form of percentages, frequency, mean and standard deviation. The p value >0.05 indicate non-significant result while the p value 0.05 indicate significant result and is highly significant at (p<0.01) level.

Results:

Table (1) Distribution of the staff nurses personal data characteristics (n=245)

Personal data characteristics	Samalot hospital (N =115)		El-fekria- hospital (N =130)	
	(N)	(%)	(N)	(%)
Age				
• 20-30 year	60	52.2	54	41.5
• 31-41 year	33	28.7	39	30
• 42-52 year	16	13.9	28	21.5
• <53 year	6	5.2	9	6.9
Mean+SD	1.94+0.95		1.72+0.89	
Gender				
• Male	25	21.7	34	26.2
• Female	90	78.3	96	73.8
Qualification				
• Bachelor	8	7	9	6.9
• Technical	65	56.5	74	56.9
• Diploma	42	36.5	47	36.2
Experience				
• 1-5	41	35.7	27	20.8
• 6-10	21	18.3	35	26.9
• 11-20	53	46.1	68	52.3

Table (1) showed personal data characteristics of the staff nurses. For staff nurses at Samalot Hospital; it was noted as regards to age, more than half (52.2 %) of staff nurses in the age group from 20-30 years, with mean score (1.94+0.95). According to gender, more than three quarter of staff nurses (78.3%) were female; regarding to qualification, more than half (56.5%) had technical degree. In relation to years of experience, the highest percent (46.1%) of them had (11 to 20) years of experience. For staff nurses at El-fekria hospital; it was noted regarding the age that highest percent (41.5 %) of staff nurses in the age group from 20-30 years. As regards to gender near three quarter (73.8%) was female and about their qualification more than half of them (56.9%) had technical degree. In relation to experience, the highest percent (52.3%) of staff nurses had (11 to 20) years of experience.

Table (2) the percentage distribution regarding the staff nurses in relation to delegation dimensions and job involvement

Dimensions	Staff nurses (N=245)											
	Samalot hospital (N=115)						El-Fekria hospital (N=130)					
	Low		Moderate		High		Low		Moderate		High	
	N	%	N	%	N	%	N	%	N	%	N	%
1-Effectiveness	98	85.2	6	5.2	11	9.6	122	93.8	5	3.8	3	2.3
2-Efficiency	97	84.3	6	5.2	12	10.4	121	93.1	6	4.6	3	2.3
3-Empowerment	88	76.5	23	20	4	3.5	115	88.5	14	10.8	1	0.8
4-Delegation process	90	78.3	14	12.2	11	9.6	116	89.2	11	8.5	3	2.3
5- Total Delegation Authority	98	85.2	4	3.5	13	11.3	124	95.4	3	2.3	3	2.3
6- Job involvement	85	73.9	25	21.7	5	4.3	104	80	26	20	0	0

Table (2) showed that, the majority of staff nurses explore the responses toward (Low level) with high percentage regarding to all delegation dimensions "efficiency, effectiveness, empowerment and delegation process"; as well as total delegation and job involvement in El-Fekria and Samalot hospital

Table (3) the relation of staff nurses' delegation and job involvement with their personal data at Samalot hospital

Personal data	Samalot hospital (N=115)					
	Delegation			Job involvement		
	Mean+SD	F-test	P value	Mean+SD	F-test	P value
Age						
25-35y	49.52+30.42	.452	.717 NS	46.58+11.76	.871	.459 NS
-36-46y	53.58+32.54			47.00+11.69		
-47-57y	48.44+31.42			43.88+11.30		
<58 y	38.50+11.09			40.00+3.46		

Personal data	Samalot hospital (N=115)					
	Delegation			Job involvement		
	Mean+SD	F-test	P value	Mean+SD	F-test	P value
Gender						
-Female	42.80+24.30	1.33	.184	43.16+8.91	1.40	.113
-Male	51.94+31.68		NS	46.77+11.94		NS
Qualification						
Bachelor	42.88+13.62	.419	.658	42.38+7.87	.427	.654
Technical	49.03+31.01		NS	46.31+12.09		NS
Diploma	52.74+31.83		46.17+10.98	NS		
Years of experience						
-1-5yrs	43.95+24.15	3.33	.039*	43.83+8.76	6.43	.002**
-6-10yrs	64.38+38.94			53.67+14.98		
<10yrs	48.89+29.61			44.60+10.52		

Table (3) revealed that, there were no statistical significant differences between delegation or the job involvement and all staff nurses' personal data at Samalot hospital except a statistical significant difference between delegation and years of experience (p =0.039) and a statistical significant between job involvement and years of experience (p=.002) in favor to staff nurses who had (6-10) years of experiences.

Table (4) the differences between Elfkrea staff nurses hospital in relation to delegation, job involvement and their personal data (N=130)

Personal data	El-Fekria hospital (N=130)						
	Delegation			Job involvement			
	Mean+SD	F-test	P value	Mean+SD	F-test	P value	
Age							
25-35y	43.15+16.37	.782	.506	43.17+7.59	.211	.889	
-36-46y	37.69+17.71			43.15+7.68			
-47-57y	39.61+18.35			42.57+1.36			
<58 y	43.67+29.80			NS			
Gender							
-Female	39.85+17.32	.345	.731	43.06+6.91	.85	.932	
-Male	41.11+18.68			43.19+7.77			Ns
Qualification							
Bachelor	37.78+8.46	.287	.751	39.22+7.01	1.36	.260	
Technical	41.76+18.04			43.59+7.31			NS
Diploma	39.83+20.10			43.21+7.90			NS
Years of experience							
-1-5yrs	41.37+13.95	.727	.485	42.78+6.39	.227	.797	
-6-10yrs	43.63+18.86			43.89+8.41			
<10yrs	39.09+19.49			42.93+7.55			NS

Table (4) displayed that there were no statistical significant differences between delegation or the job involvement and all staff nurses' personal data at El-Fekria hospital.

Table (5) Analysis of variance between Samalot Hospital and Elfkrea Hospital Regarding to delegation of authority and job involvement

Variables	Staff nurses (N=245)		T	P
	Samalot hospital (n=115)	Elfkrea hospital (n=130)		
	Mean+ SD	Mean+ SD		
Delegation of authority	49.96+30.37	40.78+18.28	2.90	.004*
Job involvement	45.98+11.41	43.15+7.53	2.31	.022*

Table (5) clarified that there was a statically significant difference between Samalot Hospital and Elfkrea Hospital regarding to delegation of authority and job involvement (p=0.004, and p=0.022 respectively).

Table (6) the correlation between delegation and job involvement of the organization among staff nurses (n=245)

Variable	Effectiveness	Efficiency	Empowerment	Role of head nurse in delegation process	Total delegation	Job involvement
Effectiveness	1	.957**	.925**	.858**	.959**	.842**
Efficiency	-	1	.964**	.874**	.977**	.867**
Empowerment	-	-	1	.918**	.984**	.884
Role of head nurse in delegation process	-	-	-	1	.951**	.862**
Total delegation	-	-	-	-	1	.894**
Job involvement	-	-	-	-	-	1

Table (6) showed that, there were positive strong significant correlations between delegation of authority and its dimensions (efficiency, effectiveness, empowerment and delegation process) and job involvement.

Discussion

Organizations are turning their focus to their human, intellectual, knowledge management and information system resources in recognition of their vital role as a driving force behind their success and the sustain ability of their competitive advantage (15). Furthermore, having a motivated, involved, and participative work force is considered an important aspect to an organization's success as keeping employee motivation, participation and job involvement up leads to improved productivity and lower turnover rates (16).

The present study confirms that about fifty percent of staff nurses who worked at Samalot and El fekria Hospital aged from 20 – 30 years old, this may be attributed to that most nurses in these hospitals were recent employed, the majority of them were females in the both hospitals, This results might be attributed to the fact that the majority of nurses who graduated from secondary diploma school, technical institute and faculty of nursing were females and society's view about nursing profession considered it appropriate to females more than males. As regards to qualification, more than half of them from both hospitals had technical institutes qualification degree this may be due to nurses with diploma of secondary nursing school were retired and replaced by technical institutes qualification. And about half of them have years of experience from 11 to 20 years.

The current study results presented that the majority of the staff nurses had low level about their total score of the delegation score and its dimensions in both hospitals (Samalot & Elfkrea). This might be as a result of many reason such as; increasing workload on nurses, nurses fear of taking responsibility of the task that has been delegated to them, nurses feel low confidence in themselves to do the work, as well as job stress and short time to do delegation. Thus, there is a need to provide head nurses and staff program about delegation practice which in turn improve staff stratification, skills, and patient outcomes.

This was consistent with **White et al. (2011)** ⁽²⁰⁾ who indicated in their study that rehabilitation nurses had low delegation skills; and there is an urgent need to educate rehabilitation nurses about delegation standards and discuss delegation practice among nurses. This increased knowledge can lead to better patient outcomes and more efficient use of staff while promoting better teamwork between nurses.

Also, this result was in line with **Magnusson et al. (2017)** ⁽²¹⁾ who mentioned in their study that the newly qualified nurses in the study reported that they had limited opportunities to practice delegation and to develop the confidence and authority necessary to supervise and organize care during their pre-registration education. Thus, there is a need for increased focus on learning in these areas.

Moreover, **Curtis and Nicholl (2004)** ⁽²²⁾ added that it is important for nurses to improve their delegation skills because 'one of the most complex nursing skills is that of delegation. Thus with the increasing significance of delegation for the nursing role, there is a need for delegation and supervision to be included in the nursing pre-registration curriculum and preceptor ship program.

Also based on current study result, it is important to provide nursing student enough practice of delegation process during their academic training because they haven't enough training and preparation to do their role. **Weydt (2010)** ⁽²³⁾ mentioned that delegation is crucial skill among nurses because it requires sophisticated clinical judgment and final accountability for patient care'. Also, **Hasson et al (2013)** ⁽²⁴⁾

suggested that current pre-registration nurse education does not prepare nursing students to carry out this role; thus they need more training programs.

In addition delegation score may be low due to head nurse poor skills in delegation or they try to choose competent nurses to delegate. These results go in the same line with study done by **Sayani, (2016)** ⁽²⁵⁾ as the study revealed that to delegate tasks to staff nurses head nurses must select competent employee able to perform task accurately to avoid blame from others.

The current study results revealed that the majority of the staff nurses had low level about their total score of job involvement in both hospitals (Samalot & Elfkrea); this might be as a result of many factors as increasing workload, negative attitudes of manager or peers, poor or no motivated environment, no participation in decision making, job stress, poor justice, poor delegation skills, poor supervision for staff, and leadership style among manager; which lead nurses to feel demotivated, dissatisfaction in their jobs, and poor relations with managers; which in turn decrease the staff nurses level of job involvement. Thus there is a need for more training and supervision of staff nurses to increase their job involvement.

In the similar spirit the result of **Dajani (2015)** ⁽²⁶⁾ indicated that leadership and organizational justice were the most significant drivers of employee engagement. Employee engagement had significant impact on job involvement. Also, **Lambert et al. (2015)** ⁽²⁷⁾ results indicate that variety of training and supervision had positive associations with job involvement, and employee satisfaction

Also, **Rizwan et al. (2011)** ⁽²⁸⁾ agreed that the employees can easily be involved in their work if managers design the job according to the attitude of the employees. This means that the employee should consider the job challenging and enjoyable. If the nature of the job matches with the attitude of the employee, these employees will be more productive and helpful for the organization for achieving their objectives and goals.

However, **Sellar and Andrew (2017)** ⁽²⁹⁾ mentioned in their study among Auto Mechanic Employees that they have moderate level of job involvement. Also, they observed that quality of work life is related to employees' job involvement. This shows that employers need to develop working conditions and greater organizational efficiency to enhance high Job involvement among the employees.

Also, **Singh and Gupta (2015)** ⁽³⁰⁾ in their study about job involvement, organizational commitment, professional commitment, and team commitment among employee from different organization, revealed that participants had high level of job involvement.

Regarding the relation between the personal data and delegation; the current study revealed that there were no statistical significance differences between the nurses' personal data (ages, gender and qualification) with delegation except in area of years of experience that there was a statistical significance difference in Samalot staff nurses hospital. This may be due to the most of staff nurses in Samalot hospital had more years of experience which can be an important factor because it enhance the employees' job satisfaction, ease the updating of skills, increase the sense of belonging, benefit and well-being, maximize commitment towards the organization and build the organization's competitiveness.

It was consisting with **Yoon, et al. (2016)** ⁽³¹⁾ as their study examined confidence in delegation of RNs in long-term-

care hospitals, and investigated correlations between RNs' confidence in delegation and leadership style. The results of their study displayed that the confidence in delegation was statistically significantly affected by current-unit clinical experience, total clinical nursing experience, training or educational programs, experience in delegation, legal understanding and leadership style. Participants with more than 5 years of current-unit clinical nursing experience had more confidence to delegate than others ($P = 0.018$). The confidence in delegation of participants who had worked <5 years was significantly less than those with more than 5 years ($P = 0.001$).

Also, the results go in the same line with study done by **Rahati et al (2015)**⁽³²⁾, they find that among all demographic variables, only the work experience of the employees showed a significant relationship with their job involvement. While, this result was in consist with **Abu-Aleinein (2016)**⁽³⁾ who revealed that there are statistically significant differences between the responses about the impact of job involvement on job performance due to "age and educational level". Moreover, **Doobree (2009)**⁽³⁵⁾ mentioned in his study on job involvement among bank managers in Mauritius, that the previous experience of relative job have no direct effect on present job involvement.

Moreover, the current study displayed that there was no statically significant difference between delegation, job involvement and staff nurses personal data (ages, gender, years of experience and qualification) at Elfkrea hospital. This may be due to that, whole staff nurses regardless of their ages, gender, years of experience and qualification have over workload, stress and have low training programs about delegation. Also this might be due to the head nurse who give complete instruction don't supervise and follow up subordinate's work, or due to head nurse delegates work before becoming sure from workers readiness to complete delegated task, readiness mean ability, willingness, and confidence to perform delegated task.

This finding was consistent with **Potter, et.al, (2010)**⁽³⁶⁾ who argued that head nurses get upset when delegatee fail to follow their exact instructions and the job is not done right. This finding was also consistent with **Baddar, et.al, (2016)**⁽³⁷⁾ who found that the majority of head nurses agreed to rank statements of "When I give clear instructions and the job isn't done right, I get upset". This finding result may emphasizes that the head nurses not cooperative with staff nurses and the organization not motivate the nurses as decreasing in their salary, no rewarding, increase workload and poor work climate. Whereas the working climate affects the staff nurses productivity, and when there is positive climate and reinforcement they can make better patient care.

This study finding consisted with **Sethi et al (2016)**⁽⁷⁾ on their study about job involvement among senior secondary school teachers they found that there was no significant gender difference in the job involvement of teachers. In addition the study conducted with **Doobree (2009)**⁽³⁵⁾ that there was no significant relationship between the (gender, age, educational qualifications and the length of service) of bank managers and their job involvement.

The results of the current study presented that there was a highly statically significant difference between Samalot and Elfkrea Hospitals regarding to delegation of authority and job involvement in favor to Samalot hospital. This results was not congruent with **Sayed (2018)**⁽³⁸⁾ who assess the delegation attitudes and delegation of authority; and found the

highest percent score of Head nurses working at El-Rajhi hospital, and the lowest percent score at Main Hospital, and there is no statistically significant difference between hospitals as regard to nurse's delegation. Also, this is not consistent with the study of **Olló-Lopez, et al (2016)**⁽³⁹⁾ who found that employees had high levels of job participation and involvement which lead to higher levels of job satisfaction.

Adding to the above mentioned results the current study showed that, there were a positive correlation between delegation of authority and its dimensions "efficiency, effectiveness, empowerment and delegation process of head nurse and total delegation as well as between total delegation and job involvement. This might be attributed to most of head nurses who don't use delegation frequently in their work and there is no training program about how to use delegation strategies effectively.

This finding was consistent with **Verghese (2016)**⁽⁴⁰⁾ who mentioned that head nurses improve delegation attitudes through experience and following appropriate delegation strategies and building trust and teamwork with delegate. Also, the study findings was consistent with **Kaernsted and Bragaottir (2012)**⁽⁴¹⁾ who mentioned that the majority of the head nurses have a potential for improvement of delegation attitudes.

Moreover, **Wadi (2009)**⁽⁴²⁾ conducted study on the impact of authority delegation on managerial performance. The study aimed at identifying the impact of authority delegation on workers performance of Sudan University of Science & Technology (SUST). The study have reached for following results: delegation of authority strengthens human relations among members of the organization, enhance self-confidence among workers and increase the level of achievement in tasks and work assigned for workers and speed of implementation.

Conclusion

- It concluded from this study that the majority of staff nurses had low level regarding to delegation dimensions which include "efficiency, effectiveness, empowerment and delegation process" and job involvement in El-Fekria and Samalot hospital.
- There were a positive correlation between delegation of authority and its dimensions "efficiency, effectiveness, empowerment and delegation process of head nurse and job involvement.

Based on the findings of the current study, the following recommendations are suggested.

- Periodical training programs should be conducted to all head nurses and their staff nurses to increase their knowledge and competencies regarding to delegation skills and job involvement.
- Clear written policies should be present at all hospitals to help head nurses to discriminate between tasks that can or can't be delegated.

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