

Delegation and its Relationship to Job Involvement as Perceived by Staff Nurses in A Tertiary Care Hospital

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ABSTRACT

Background: Delegation is a critical ability for nurses; they must become more aware and diligent. It is a crucial component of routine nursing tasks one of the many reasons why every company should have explicit rules and procedures surrounding delegation. Job involvement satisfies a person's conceptual demands, allowing him or her to work more and function better. **Objective:** To investigate the delegation and its relationship to job involvement as perceived by staff nurses in a tertiary care hospital. **Study Design:** Quantitative Correlational study design. **Settings:** Fatima Memorial Hospital, Lahore Pakistan. **Duration:** January 01, 2023 to March 31, 2023. **Methods:** Purposive sampling technique was used for sample selection. Sample size of 146 nurses working in a tertiary care hospital Lahore (as charge nurse, head nurse or specialist nurse) was taken. Study was conducted at Services Hospital Lahore. Charge nurses more than 5 years of experience, having specialty (ICU, CCU, ER, and ICN) were included. Licensed practice nurses, lady health visitors, Student nurses, head nurses and charge nurses having experience less than 5 years will be excluded. **Results:** Results reveal that 88.571% were females and 11.429% males in this study. The results revealed that there was strong positive correlation between delegation and job involvement ($r=0.804$, $p\text{-value}= 0.021$). **Conclusion:** It was concluded that there is positive relationship between delegation and job involvement.

Keywords: Delegation, Job involvement, Staff nurses, Tertiary care hospital.

INTRODUCTION

Nursing profession is very dignified and dedicated profession. Nurses are working as a nursing facilitator, nurse care provider, advocator and educator etc. in their field. Due to hectic routine and massive workload even at the authoritative posts nurses need some assistance to complete certain tasks. At their managerial posts some power is shifted to the other person in order to carry out the tasks in a better way. The person who is taking charge or over acts on the behalf of parent or actual manager. Delegation is the handing over the responsibilities or duties and power to achieve the goals in a particular formal way.¹

Delegation is a professional nursing talent and proficiency that is regarded as an ultimate idea and key component of the organizing and guiding activities of nursing management. Nurse Managers use this skill to hand over some parts of their tasks to others in order to accomplish consumer and organization related goals in a better way. The necessity to assign work arose when nurses took on more and more accountabilities until they were unable to do them all within the defined time. Delegation is therefore viewed as a must rather than a choice.²

Since successful delegation is a critical ability for nurses, they must become more aware and diligent. It is a crucial

component of routine nursing tasks one of the many reasons why every company should have explicit rules and procedures surrounding delegation. Leaders empowerment shows how the leader is communicating to his or her subordinates and when the leaders hand over his tasks or power to their subordinates this act will impact in a positive way by developing self-esteem and confidence to carry out the roles and responsibilities in a better way.³

Job involvement is seen as incentive to do job, and completely compatible with individual and organizational objectives, stimulating employees' performance to produce great work outcomes. Job involvement satisfies a person's conceptual demands, allowing him or her to work more and function better. To improve the organizational performance, job contribution should be very impressive. Researchers mostly agree that people who invest their time and focus on job as a priority will be highly satisfied with their job will be successful employees. On the other hand people with having insufficient job interest will be less satisfied.⁴

Job Involvement is theme which health care professionals submerge themselves along with their jobs and to allocate time and energy for them, and reflected work as fundamental part in their lives.⁵ Delegation (successful or failed) depends on faith and esteem relationship between nursing leaders and subordinate nurses. Nursing Profession is very hectic profession in nature. Staff nurses are more prone to stressful conditions in managing the different situations. That's why they have to delegate the responsibility to their subordinates. The problem faced by head nurses related to variety of attitudes of subordinates and assistants. Obstacles attributed include their preference to work unaccompanied, lack of understanding, uncertainty. Lack of self-confidence in assistants, desire for control, deficiency of organizational or managerial skills, and/or aversion to develop minorities is also difficulty.⁶ These obstacles help them grow in their roles. Lack of self-confidence avoids them from taking charge. Another trouble is some outranked persons are not inspired to take responsibilities or power because of their satisfaction. They are not willing to do more work. The three primary blockades to delegate are the terror of loss of control, assertiveness and skills to direct well. The best strategy for healthcare professionals at all levels is delegation. Proficient and expert management has been linked to improve care to make sure the patient's safety, care quality, job stability, career progression, staff recruitment, and time and cost efficiency. Ineffective delegation leads to career failure. Delegation is a scheduling tool frequently underutilized, though staff nurses should use it. The majority of research on delegating focused on the mindset and enthusiasm of nursing professionals. Few national and international

studies, though, raised concerns about obstacles to efficient delegation. This indicated the necessity to evaluate the biggest obstacles as seen by the nurses. This study will contribute further in future studies related to tackle these hurdles. By delegation work load will be reduced. Confidence will be developed when subordinates will take part in job or assigned tasks as a responsibility. Ultimately, nurses managers will get relieve.⁷

Effective delegation techniques can help managers save time, motivate staff, and deliver training. Additionally, such methods enable management to recognize new opportunities, ultimately encouraging nurses to be committed to their jobs and actively participate in them. The absence of delegation methods, on the other hand, typically leads to unhappiness, a lack of desire, inadequate training, and a manager who is overworked. Therefore, the present study was conducted to determine the delegation and its relation to job involvement as perceived by staff nurses in a tertiary care hospital.

METHODS

Quantitative correlational study design was used. Setting was Fatima Memorial Hospital, Lahore Pakistan. Purposive sampling technique was used for sampling. Duration of Study was 4 months after IRB approval. Total 146 charge nurses more than 5 years of experience having specialty (ICU, CCU, ER, and ICN) were included. Licensed practice nurses, lady health visitors, Student nurses and charge nurses less than 5 years of experience and Head nurses were excluded. Informed consent was taken by the participants in the study. Data gathered by questionnaires of delegation and job involvement. Questionnaire consisted of 2 parts. Part 1 included the Name, Age, Gender, Level of Education, Department, experience etc. Part II consisted of delegation and its relation to job involvement. The delegation questionnaire developed by Longenecker and Pringle⁸ and job involvement scale by Lodahl and Kejner,⁹ were used and used after taking permission from authors via mail. Data was analyzed by using the SPSS version 23.0. Frequency tables and graphical presentation of data was done. Data was analyzed and displayed in percentage (%), frequency, mean and standard deviation (SD).

RESULTS

Results showed that 100% were charge nurses (88.571% were females and 11.429% males) in this study. All participants fall within 18-60 years of age and were government employees from 48.57% surgical unit and 51.43% from medical unit. Nurses in morning shift (24.286%); evening shift (38.571%) and night shift (37.143%) were included. In this study, 52.143% were BSN

nurses and 48.857% POST RN nurses were included. (Table 1)

Table 1: Demographic history of participants

Variables		Number (n)	Percent (%)
Gender	Male	16	11.4%
	Female	124	88.6%
Age	<18 years	0	0%
	18-60 years	140	100%
	>60 years	0	0%
Educational Level?	BSN	73	52.1%
	Post RN	67	47.9%
Designation	Charge Nurse	140	100%
	Head Nurse	0	0%
Shift	Morning	34	24.3%
	Evening	54	38.6%
	Night	52	37.1%
Department	Medical	72	51.4%
	Surgical	68	48.6%
Hospital	Government	140	100%
	Private	0	0%

Table 2: Delegation and Job Involvement among Nurses

Variables		Frequency	Percentage
Delegation	Low	44	31.4%
	Moderate	58	41.4%
	High	38	27.1%
Job Involvement	High	35	25.0%
	Moderate	55	39.3%
	Low	50	35.7%

In Table 2, the study examined delegation and job involvement among nurses. The findings revealed that a significant portion of nurses demonstrated a moderate level of delegation, with 58 individuals accounting for 41.4% of the sample. Furthermore, 38 nurses (27.1%) exhibited a high level of delegation, while 44 nurses (31.4%) displayed a low level of delegation.

Regarding job involvement, the data indicated that 55 nurses (39.3%) had a moderate level of job involvement, whereas 35 nurses (25.0%) displayed a high level of job involvement. Additionally, 50 nurses exhibited a low level of job involvement. The study's results showed that

a substantial proportion of nurses had moderate levels of delegation and job involvement, with some showing high levels and others demonstrating low levels in both areas.

Table 3: Correlation between Delegation and Job Involvement among Nurses

		Job involvement
Delegation score	Pearson Correlation	.804**
	Sig. (2-tailed)	.021

The results revealed that there was strong positive correlation between delegation and job involvement ($r=0.804$, p -value= 0.021)

DISCUSSION

Organizations are putting their efforts to get focused on the humans, intellectual, awareness and information management systems in order to utilize the resources supplied by government in welfare of human in very impressive way. Motivated workforce has a strong impact on the success of organization. In present study, the findings revealed that a significant portion of nurses demonstrated a moderate level of delegation 58(41.4%) Furthermore, 38 nurses (27.1%) exhibited a high level of delegation, 35 nurses (25.0%) displayed a high level of job involvement. The results revealed that there was strong positive correlation between delegation and job involvement

However, Sellar and Andrew (2017) mentioned in their study among Auto Mechanic Employees have moderate level of job involvement. Quality work was observed by employee's job involvement. This shows that employers need to develop working conditions and greater organizational efficiency to enhance high Job involvement among the employees.¹⁰

Singh and Gupta (2015) described organizational commitment, professional commitment, and team commitment among employee from different organization, revealed that participants had high level of job involvement.¹¹

These results are consistent with the study of White et al. (2011), which also showed that rehabilitation nurses frequently have poor delegating abilities. This emphasizes the urgent need to improve rehabilitation nurses' education about delegation standards and to start a conversation about delegation practices within the nursing profession. For better patient outcomes, increased staff effectiveness, and the promotion of stronger nurse teamwork as a result of their increased understanding in this area.¹²

Similar spirit in Dajani (2015) indicated leadership and organizational justice were the most significant elements of employee engagement.¹³ Employee engagement had significant impact on job involvement. Additionally, Lambert et al. study indicated various supervision and training sessions had positive associations with job involvement, and employee satisfaction.¹⁴

CONCLUSION

It was concluded that there is positive relationship between delegation and job involvement.

LIMITATIONS

Only one setting is involved in present study. So, results cannot be generalized to national level.

Quantitative approach is used which is itself a limitation that participants cannot express their feelings. In future, it can be minimized to use the qualitative design.

SUGGESTIONS / RECOMMENDATIONS

- All managerial nurses and employees with nurses should get ongoing education to improve their understanding and skills in the areas of administration and work engagement.
- Every healthcare facility should have clear written guidelines in place to assist nursing directors in distinguishing between jobs that may and cannot be assigned.

CONFLICT OF INTEREST / DISCLOSURE

There is no conflict of interest.

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