Human Resources Management Training Program for Nurse Managers at Suez Canal University hospital

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Abstract

Background: Human resources management provide great contributions to create organization vision and improve organization efficiency and productivity. In current century, human resources management has a strategic importance for the competitive power of the organizations. Talented workers are the most important and the greatest value-added item and the provider of competitive advantage in today and in the future. The present study **aimed** to assess the effect of human resources management training program for nurse managers at Suez Canal University hospitals **Subjects and methods**: A quasi-experimental design was used to conduct the present study. A random sample (64 nurse managers) divided into two groups: Study and Control group. Data were collected using two tools namely; Human resources management knowledge assessment questionnaire and Human Resource Management practices rating scale. *Results*: The mean percentage of nurse managers' level of knowledge regarding their human resource management practices post program were 98. 53 % for study group while 29.76% for control group. The total mean percent of human resources management practices post program for the study group of nurse managers was 78.17% while in control group was 43.8% Conclusion: There were significant differences between study and control groups of nurse managers post and follow up program regarding their human resource management practices. It **recommended** with establishment human resources department instead of staff development department that focuses on implementing all human resources management practices not just the training.

Key words: Human resources management, Human resources management practices.

Introduction

Human resources representing the human face of the organization that are the most significant one. Human resource today into the upper most level of organizational pyramid as change and competition have brought by human. Human capital is one of the four main assets which are managed in organizations; other assets include physical assets; financial asset; and intangible assets; the last three assets are essential and vital with varying degrees in the operations of any organization; however, human resources operate at the pivot of the operations, they make up an organization and considered to be one of the most important resources for achieving the competitive advantage

(Aboramadan et al., 2020).

Human resource management (HRM) is the management of human resources or an organization's workforce. It is the practices, systems, and policies that influence the behavior, performance, and attitudes of employees. Human resource management concerning with selecting human resource needs, screening, recruiting, training, rewarding, appraising as well as managing work relations, safety and health, and fairness concerns (Amstrong, 2014).

The basic HR practices used by successful organizations are organization design and development, job design, workforce resourcing, learning and development, performance, and reward management, managing the employment relations (Kupor, 2020).

Significance of the study:

Human resource managers can create effective work environments, fostering nurses' participation and contribution through the human management resource practices which lead to extracting positive work behaviors. Moreover, there had been no evidence of conducting previous studies on the effect of human resources management training program for nurse managers at Suez Canal University hospitals.

The aim of the study: The current study aims to assess the effect of human resources management training program for nurse managers at Suez Canal University hospitals.

Subjects and Methods

Study design: The quasi-experimental research design was adopted to conduct this study.

The sample of the study: All the available nurse managers worked at previously mentioned setting: 64 nurse managers

The study subjects were randomly divided into two groups (study and control).

Study setting: all inpatient units in Suez Canal university hospitals in three building: the educational building, specialized surgeries building and the oncology building.

Tools of data collection:

Tool I: Human resources management knowledge assessment questionnaire:
This tool was designed to assess knowledge about human resources management of nurse managers' work at Suez Canal university hospitals. This tool was used three times through program phases. It consisted of the following two parts:

Part I: consisted of personal and job characteristics of the nurse managers work at previously mentioned setting included, age, gender, department, educational qualification, job position, years of experiences and attending training courses in human resources management.

Part II: based on literature the second part was developed to assess nurse managers' knowledge about human resources management (Robbins & Coulter, 2012; Armstrong, 2014; Jered Hol, 2016; Turner, 2018). This part consisted of 30 multiple choice questions about human resource management.

Scoring system:

The "correct answer" and "incorrect answer" were scored "1" and "0", respectively, based on cut of point. These scores were converted into percent scores, and then means and standard deviations were computed. The nurse managers' total level of knowledge regarding human resource management practices had been classified as follows; unsatisfactory nurse managers knowledge level who got scores less than 60% and satisfactory nurse managers knowledge level who got scores 60% and more.

Tool II : Human Resources Management

Practices (HRMPs), rating scale. It was modified by researcher based on (Demo et al., 2012 and Khalil, 2014) to assess human resources management practices of nurse managers. This part consisted of 68 items under 9 main practices as follow:

1. Human resource planning (6 items).
2. Job analysis (8items).
3. Recruitment and selection (7 items).
4. Training, development, and education (9 items).
5. Competency-based performance evaluation (11 items).
6. Work relations (6 items).
7. Safety and security (9 items).
8. Compensation and rewards (5 items).
9. Organizational development and change (7 items).

Scoring system of the scale:

The human resources management practices responses were measured on a 5-point Likert scale ranging from one (very poor) to five (excellent), where five score was given for excellent response, four score was given for very good response, three score was given for good response, two score was given for poor response and one score was given for very poor response. *Scoring*: the total score was calculated by summing up and converted into a percent score. The total

scores **(340)** were given for all statements. The mean and standard deviation was calculated and then converted into percentage; ≥85 % as excellent; ≥75% as very good; ≥55% as good and < 55% as poor **(Demo et al., 2012).**

Reliability of the Tool:

Internal consistency reliability was done using Cronbach's alpha to assess the consistency of results across items within a test. In internal consistency reliability estimation, the questionnaires were proved reliable where .968 for nurse managers' knowledge about human resources management and 0.981 for HRMPs questionnaire

Field work:

Data collection was carried out during the period from the beginning of (July 2019 to the end of April 2021) . Data were collected by the researcher using the study questionnaires, which were distributed individually to nurse managers before, immediate after and after with three months training programs. Each nurse manager took approximately 20 - 25 minutes to complete their questionnaires. The training program of HRMPs covered the following topics: concepts of HRM and HRM practices which

are HR planning, job analysis, recruitment and selection, training and development, competency-based performance evaluation, safety and security, work relations, compensation and rewards and organizational development This period extended from the beginning of July to the end of September 2020.

The program was implemented throughout three weeks in October 2020 two days per week, one session was offered daily, each session took approximately three hours. A total of 6 sessions with total 18 hours were conducted to cover the content. The nurse managers received basic information and participated in learning discussions and role-playing situations related to the topic. Teaching aids used were data show, and flip chart. The researcher distributed a booklet about content of the program to nurse managers from study group.

Administrative design:

Official permission to conduct the study was addressed by the dean of faculty of nursing to the managers of Suez Canal university hospitals and obtained their permission for conducting this study and collecting data were issued, after explaining and clarifying the nature and purpose of the study.

Ethical considerations:

Approval of the Scientific Ethics Committee was on 18 September 2017. Informed consent was gained from the study participants by eliciting the study purpose before asking them to participate in the study. They also assured about the anonymity and confidentiality of the information collected, and that it would be used only for scientific research. The researcher emphasizes that their participation will voluntary, and each participant had the right to refuse to participate and to withdraw from the study at any time without giving any justification.

Statistical design:

The collected data were scored, tabulated, and analyzed using IBM SPSS software package version 20.0. Frequency and percentages were used for describing demographic characteristics. Arithmetic means and standard deviations (SD) were used as descriptive statistics for quantifying variables under study. Tests used to analyze data were F repeated measures ANOVA was used to assess difference across time pre-post, follow up, N^2 Partial eta squared to assess the effect size of intervention across time in three time periods (pre-post-follow up), LSD is used for multiple comparison for pairwise comparison between time periods of both control and study group and Cronbach's Alpha. All statistical analyses were performed using an alpha error of $p < 0.05$; p-values < 0.05 were considered significant.

Results

Table (1): shows that the mean percent of nurse managers' level of knowledge regarding their human resource management practices post program were **98. 53 %** for study group while **29.76%** for control group Also, there were statistically significant differences between study and control groups related to nurse managers' level of knowledge regarding their human resource management practices post and follow up program**.**

Figure (1) shows that all nurse managers from study group reported poor human resources management practices preprogram while, 71.1% of them reported very good human resources management practices post program and all of them reported good human resources management practices follow up program.

Figure (2) reveals that all nurse managers

from control group reported poor human resources management practices through the three phases pre, post and follow up program.

Discussion

According to the nurse managers' level of knowledge regarding human resources management practices, finding of this study showed that majority of nurse managers had unsatisfactory level of knowledge about human resources management practices preprogram for study and control group. This could be due to the fact that the majority of both groups hadn't attended training courses in the field of human resources management.

The foregoing finding are contrary to study of **Al Mamun, (2019)** who analyze manager awareness about human resources management practices, it revealed that more than three quarters of managers were aware of human resource management practices.

As regard nurse managers' level of knowledge about human resources management practices post and follow up program, it was found that, all nurse managers reported satisfactory knowledge level for study group post and follow up program. Also, there were statistically significant difference between pre, post and

follow up program for study group. These finding may be due to nurse managers realize the importance of human resources management practices in the achievement of their department's goals so their' knowledge level improved as they were enthusiastic to the training program.

These findings on the same line with **Aino et al., (2017)** who study Knowledge-based human resource management practices, intellectual capital and innovation, they clarified an improvement in knowledge-based human resource management practices. **Also, Al Mamun, (2019)** who found that training and seminars are significant factors to increase the awareness about human resources management among various levels of human resource managers in the organization.

As regard the total score of human resources management (HRM) practices, the present study revealed that, there were statistically improvement post and follow up program for study group regarding all human resources management (HRM) practices, also there were statistical difference between study and control group post and follow up program. These finding could be due to the effect of training program about human resource

management practices for study group of nurse managers.

This result was in agreement with **Uduma et al., (2017)** who study the impact of a human resource management intervention on the capacity of supervisors to support and supervise their staff at health facility level, they revealed an improvement in working environment by targeting managers and their approach to human resources management (HRM) that were determined through changes in the perceptions and experiences of supervisors and health workers in the facilities selected for participation in the study, it found that, the end-line samples had generally higher scores than the corresponding baseline samples for both supervisors and health workers after intervention package, which includes workshops and intensive training.

Conclusion

Based on the finding of the current study, it was concluded that all nurse managers reported satisfactory knowledge level regarding human resource management practices for study group post and follow up program. There was statistically improvement regarding all human resources management practices post and follow up program for study group of nurse managers, also there were statistical difference between study and control group of nurse managers post and follow up program regarding human resources management practices.

Recommendations

In the light of the study findings, can be recommended with Establishment human resources department instead of staff development department that focuses on implementing all human resources management practices not just the training. Generalize implementation the human resource management training program for the rest of nurse managers worked in the hospital (control group).

Table (1): Comparison between the study and control groups of nurse managers regarding their total knowledge about human resources management practices through program phases (n=32)

Items	Study group (n= 32)		Control group (n=32)		Sig.[b]
	Mean±SD	Mean%	Mean±SD	Mean%	
Total knowledge					
Pre	7.06±3.08	23.53	8.56±2.62	28.53	(.054)
Post	29.56±.61	98.53	8.93±4.67	29.76	(<.001*)
Follow up	28.31±.1.28	94.36	5.84±1.95	19.46	(<.001*)
F, df (Pvalue) (η2)	351.70,1.64 (<.001), η^2(.850)				

F test is repeated measures ANOVA, P value is significant <.05, **η2** is Partial Eta Squared, sig.b. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

Figure (1): Percentage distribution of human resources management practices for nurse managers from study group through program phases (n=32)

Figure (2): Percentage distribution of human resources practices for nurse managers from control group through program phases (n=32)

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