

The Study of the Relationship Between Time Management Organizational Skills and Organizational Effectiveness of Employees in Kermanshah University of Medical Sciences

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Abstract: The objective of the present research is the study of the relationship between the time management organizational skills and the organizational effectiveness of employees in Kermanshah University of Medical Sciences. The study was correlational in nature and in terms of data collection. The statistical sample involved 242 employees of Kermanshah University of Medical Sciences that were selected using voluntary sampling method. The used tools were time management questionnaire of 38 items and organizational effectiveness questionnaire of 20 items. Data were analyzed using Pearson correlation coefficient. The obtained results from Pearson correlation coefficient indicated that there is a direct and significant association ($p \leq 0.01$) between the scores of innovation ($r = 0.204$) and job satisfaction ($r = 0.173$) with time management organizational skills of employees in Kermanshah University of Medical Sciences and there is also a direct and significant association ($p \leq 0.05$) between the total score of time management organizational skills and the total score of organizational effectiveness ($r = 0.161$). In other words, by increasing the score of time management organizational skills of employees their innovation and job satisfaction scores will similarly increase and vice versa.

Key words: Organizational effectiveness, employees, time management organizational skills, organizational, correlational

INTRODUCTION

Throughout history, civilizations have considered its time and dimensions and there is the same consideration at the present time as well. The use of time and time management are among managers' skills which have been properly considered today. Management science experts believe that time management is the key to the success over a mountain of problems that every manager faces and its most important advantage is that it reduces tension and with its mechanism leaves the manager with so much time to think and relax. Therefore, the aim of the management is not working hard but working properly and keeping balance in different personal and organizational aspects.

All formal and informal organizations require management for the continuity of their operations. Lack of management results in inconsistencies, deviation from the goal and waste of time and energy and leads the organizations into chaos and disintegration. Effective and efficient use of time is an inevitable necessity for achievement in work and life. Time management includes a set of skills to control and make better use of time.

Time management today has a special place in management science. Thereby, organizations' efficiency

will be increased following the strategies of time management and waste of time and heavy costs in organizations will be prevented by proper use of time. Accordingly, time management is also called time control science and its proper use (Ziapour *et al.*, 2015a, b).

There are several definitions for the term 'time management' like most of humanities technical terms. According, to Soroosh, time management is the presentation of practical and effective ways of saving time and restraining it in achieving greater success in work and life. These ways include setting priorities and following them (Soroush, 1993).

In fact, the purpose of time management skills is those which employees apply in organization environment and for proper use of time in order to achieve organization's goals and in relation to performing their professional tasks; it includes six items: setting goals, prioritizing of goals and activities, action planning, delegation of authority, managing communications and managing meetings.

Setting goals: Mackenzie states that creating specific goals is the first step in time management effectively. He adds that the goals show significantly how the manager spends his time. If he is efficient to use time effectively he realizes that he has made great strides towards his goals.

This stepping towards goals provides an incentive for him to make faster steps and raises the goal level, too (Zali, 1996).

Prioritizing: According to Mackenzie, the key to success in time management is to consider the most important things before anything and put the main focus on that work and get the rest affairs out of the mind. The privilege and feature of daily planning is that the priorities will be determined and the individual will bind himself to focus his mind on what is prior.

Action planning: Haynes divides time management techniques into two main parts including planning and eliminating waste of time factors and states that planning is a complex process which some people can properly handle. Concerning this subject, some people are in trouble and others are so involved with activities and deadlines that have no chance for planning. He believes that planning is regarded as a key which brings a release from distressing lack of time and can help us in two ways for bringing our life into order. First, it tells us how to get from where we are to where we want to be; second it identifies the necessary sources to achieve the desired goal.

Delegation of authority: It is one of the most important techniques of time management; successful managers delegate the tasks to others and perform these things with sufficient skill. One of the main reasons of delegating the authority is that it is regarded as a tool whereby the manager can focus on the most important part of work by setting his priorities and delegating less important tasks to others. This prevents the managers' waste of time.

Managing communications: According to Rowntree, different forms of communicating include: writing, reading, listening, speaking in public and phoning. He states that managers have to communicate for conveying ideas and feelings and also influencing in the cognition and attitudes of each other's works. The team work would be impossible without such communication. Creating a way to communicate should be part of the manager's tasks (Rezaeian, 1997).

Managing meetings: Due to the importance and the helpful and effective outcomes obtained through consulting with experts, meeting in state, military and private administrations and organizations and all regional and international organizations has been considered as one of the most important and effective ways in performing tasks that ultimately leads to saving resources. For this reason, today in developed countries holding

meeting and running it has been considered as one of the most important fields in administrative sciences.

Nowadays in modern world, the work's concept and form are rapidly changing. Staff in every position and level should constantly adapt themselves to progress and technology, update their information and acquire new skills. Undoubtedly, performing these tasks takes time and in this new approach, experts believe that one of the necessary conditions in managers and employees' effectiveness is applying of time management. Emphasis on time management should be considered in all organizations and particularly in universities and also in all levels of management. We may face so many projects and programs which have not been performed or used because of the lack of time management and proper planning in due time and this has greatly brought economic and social losses.

Lakt considers applying of time management as the key to self-direction and effectiveness. He regards time control crucial to every manager wishing a fundamental result at his work.

Management experts believe that employees are the most important and valuable assets in an organization and the most precious asset in the human life is the very limited time he possesses. Therefore, time is among the rarest sources that will create the timely changes and developments in all organizational components if it is used properly (Moein, 1994; Ziapour *et al.*, 2015a, b).

Draker (1994) considers organizational effectiveness in working properly and as a key to organization's success. An organization is effective if the noticeable outcomes of its activities equal to the organizational objectives or exceed it (Mohammadi *et al.*, 2014; Ziapour and Kianipour, 2014).

Sahraeei believes that the greater time management people have, the higher level of job satisfaction they will have. Khonakdar concluded in his research that there is a positive and significant association between managers' time management organizational skills and organizational effectiveness.

Manzoor (2011)'s Research findings showed there is a positive relationship between stimulating and motivating of staff and organizational effectiveness. Sharma and Kaur (2011) concluded in their research that there is an association between structural and psychological empowerment and organizational effectiveness. The obtained results from Smith's research showed that all infrastructures of knowledge management and all knowledge management processes have significant impact on organizational effectiveness. Rezaee and Bekali concluded in their research that there is a significant association between dimensions of time management and organizational effectiveness.

Abdolvand *et al.* (2010) concluded in their study that there is a negative significant relationship between components of time management organizational skills and job stress.

According to the above remarks and regarding the fact that effectiveness of an organization depends on the proper and optimal use of the organization administration from resources, environment, facilities and above all proper scheduling in doing activities this question is raised that what relationship is there between time management skills and organizational effectiveness of employees in Kermanshah University of Medical Sciences?

MATERIALS AND METHODS

The present study is correlational in nature and in terms of data collection. Statistical population of the research includes the employees at every level with bachelor and higher degrees in Kermanshah University of Medical Sciences, consisting of 650 male and female employees. Considering the frequency of given population it should be noted that based on Morgan table a sample size of 242 people in proportion to each department was selected through stratified-random method that is the representative of our statistical population.

Two standard questionnaires were used to collect data. Time management questionnaire including 35 items was designed consisting of options of never, occasionally; I have no idea, frequently. The other part is the questionnaire of the organizational effectiveness of employees including 20 items designed in 4 dimensions (organizational commitment, job satisfaction, innovation and organizational health) and includes components of

low, low, medium, high and very high. Both questionnaires are designed at Likert five-point scale. Validity of questionnaires has been approved using the views of 4 experienced professors and several questions were revised applying their comments. Reliability of time management questionnaire was found to be 0.79 using Chronbach's alpha and reliability of organizational effectiveness questionnaire of employees was from 0.80-0.90 at different steps.

Data analysis was conducted using SPSS 20 Software at two descriptive and inferential statistics areas. In descriptive statistics area, measures were used including central tendency, minimum, maximum and standard deviation as measures of dispersion and tilt factor and elongation factor as measures of distribution and in inferential statistics, statistical methods of the Pearson correlation coefficient was used in accordance with the research questions and the nature of data.

RESULTS

Descriptive measures of the scores of time management skills and organizational effectiveness are presented in Table1, respectively.

As it is observed in Table 1, the mean of the innovation score of employees in Kermanshah University of Medical Sciences was computed 18.43 with minimum score of 7 and maximum of 29. Frequency distribution of normal scores is also associated with a slight tilt and negative skewness.

To answer the main question of the research, Pearson correlation coefficient was used for the score of time management organizational skills with each of the organizational effectiveness factors whose results are represented in Table 2.

Table1: Descriptive measures of organizational effectiveness scores and the total score of time management skills

Scales	Mean	Standard deviation	Min.	Max.	Tilt factor	Elongation factor
Innovation	43.180	4.64	7	29	-0.17	-0.13
Organizational commitment	73.170	4.35	7	28	-0.10	0.01
Job satisfaction	83.110	3.56	4	20	0.01	-0.29
Organizational health	08.110	3.50	4	20	0.23	-0.19
Total organizational effectiveness	08.590	14.45	27	93	-0.01	-0.01
Time management skills	92.115	13.80	82	148	-0.07	-0.65

Table 2: The correlation matrix of time management skills with organizational effectiveness factors

Values	Innovation	Commitment	Satisfaction	Innovation	Health	Effectiveness	Time management
Innovation	1			1			
Organizational commitment	0.752**	1		0.752**			
Job satisfaction	0.774**	0.774**	1	0.774**			
Organizational health	0.661**	0.736**	0.768**	0.661**	1		
Total organizational effectiveness	0.899**	0.912**	0.915**	0.899**	0.866**	1	
Time management skills	0.204**	0.107**	0.173**	0.204**	0.085	0.161*	1

n = 242; *P = 0.05; **P = 0.01

The results of Table 2 demonstrate that there is a direct and significant relationship ($p \leq 0.01$). Between the scores of innovation ($r = 0.204$) and job satisfaction ($r = 0.173$) with time management organizational skills of the employees in Kermanshah University of Medical Sciences and there is also a direct and significant association ($p \leq 0.05$) between the total scores of time management organizational skills and organizational effectiveness ($r = 0.161$). In other words, by increasing the scores of time management organizational skills of employees, their scores of innovation and job satisfaction also increase and vice versa. According to the above results this research question has been confirmed.

DISCUSSION

The present research has been conducted to study the relationship between time management organizational skills and organizational effectiveness of employees at Kermanshah University of Medical Sciences in 2013-2014.

The results of the research first question showed that there is a direct and significant relationship between the scores of innovation, job satisfaction and organizational effectiveness with time management organizational skills of employees in Kermanshah University of Medical Sciences. In other words by increasing the scores of employees' time management organizational skills, the scores of their innovation, job satisfaction and organizational effectiveness also increase and vice versa.

According to the research results it can be concluded that time is one of the important factors in increasing organizational effectiveness and employees who are familiar with effective and specific skills in time management will experience greater organizational effectiveness because they can make best use of their time and make up for the lack of it. Accordingly, it is necessary to acquaint employees with time management skills so that organizational effectiveness and individual and society success may be achieved. Herein, Sahraee believes that the greater time management employees have the higher job satisfaction they will have and this satisfaction may increase people's adaptability to different working conditions, increase in efficiency and staying employed.

Khonakdar who studied the relationship between time management organizational skills and the organizational effectiveness of the administrators of all branches of Islamic Azad University in Tehran Province, concluded in his research that there is a positive and significant association between time management organizational skills and organizational effectiveness of the administrators. Shayanjoo concluded in their research

that there is no association between time management organizational skills and the effectiveness of the school principals in Hamadan City.

Rezaee and Bekali concluded in their research that there is a significant relationship between dimensions of time management and organizational effectiveness. In fact, the relationship between the variable of organizational effectiveness and variables of meeting management, communication management, action planning, prioritizing the goals and activities and delegation of authority is significant with a confidence level of 0.99. Abdolvand also concluded in their research that there is a negative significant association between components of time management organizational skills and job stress.

CONCLUSION

According to the obtained findings it can be stated that organizations' effectiveness would be increased by following time management skills and waste of time and heavy costs in organizations would be prevented by proper use of time.

LIMITATIONS

Among limitations and obstacles in the way of the present research was the restricting of the statistical sample study to running the questionnaire; therefore, interview and field research methods could be used for more accuracy.

SUGGESTION

It is suggested that this research be used in other organizations and agencies, too (this makes the power of results' generalizability increases). Time management status in public and private organizations should be studied eclectically.

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