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IMPACT OF TIME MANAGEMENT ON IRAQI UNIVERSITIES

by

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DEDICATION

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الى من افتقده في مواجهة الصعاب

ولم تمهله الدنيا لأرتوي من حنانه

ابي

يا من افتقدها منذ الصغر

يا من يرتعش قلبي لذكرها

أمي

الى سندي وقوتي وملاذي بعد الله

الى من هم أقرب لي من روحي

أخوتي

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Abstract

This thesis examines the time management impact on the employees' performance in an Iraqi public university, Al Kadissiyah in the Mohafazat of Al-Diwaniah. It highlights the main elements behind wasting and identifying if the staff in Iraqi public universities is interested in time management.

To move from the idea to the results, the post-positivist paradigm dictates a quantitative methodology consisting of survey conducted with 47 employees of Kadissiyah University.

This survey results prove that time management was important for these respondents through responsibilizing the employees and organizing and prioritizing activities. In addition the main elements behind time waste are the work nature and some personal factors.

Finally, to improve the time management and the employees' performance in such university, it is worthy to satisfy the employees' physical needs preached by Malsow pyramid and by the Hawthorne experiments and to involve the line management of Henry Mintzberg in reducing the bureaucratic phenomenon studied in depth by Michel Crozier in France in the 1960s.

<u>*Keywords*</u>*: efficient time management, time waste elements, employees' performance, responsibilizing.*

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List of Abbreviations

- SPSS   Statistical Package for Social Sciences
- PCA   Principal Components Analysis

Chapter 1 – Introduction

1   Introduction

Time was a crucial issue as once it was lost, it could never be recuperated as the clock would never go back. It was also a very flexible phenomenon. We all lived in the same society when it came to time despite our different traditions and languages. As a matter of fact, we used several sentences to express our relation with time; but all meant the same for all of us especially when we said that time passed, time was passing very slowly, the clock was not moving, today would not like to end, etc.

However, the allowed time was the same for every human being in this planet as we all had twenty-four hours per day, seven days per week, thirty to thirty one days per month, and twelve months per year.

Measuring time was feasible when it came to the actions that could be measured by quantity and time. As for the intellectual tasks, it was very difficult and even impossible to measure them.

As time was the essence of life and each one of us had a limited time to live in this planet, unfortunately, we always suffered a decrease in our allowed time each second. This time decrease would be very sharp when we had to accomplish several tasks. Therefore, we felt that we were lacking time to achieve the requested tasks.

Given the importance of time in our personal and professional life, it would be worthy to manage it. As a matter of fact, organizations had to manage time on the strategic, tactic, and operational levels. Consequently, we had to avoid losing the organizational time and to invest it to the optimum on all levels.

Consequently, if organizations managed well their time, they could achieve their tasks and reach their goals efficiently through improving the performance of their human resources. This would

lead in its turn to improve the quality of services or production provided by any organization in general and by academic and higher education organizations.

Mentioning the academic institutions would lead to the private and public universities which were the pool of ideas and of knowledge management. As a matter of fact, these universities strived to achieve their academic goals aiming at transforming the explicit into an implicit knowledge embedded in its students' academic and professional life. In order to achieve this ultimate goal, universities should understand and exploit efficiently the administrative principles. Therefore, a good time management would lead to a good management by objectives.

Unfortunately, not managing the time or managing it in a bad way would lead to its loss, and to not achieving the organizational goals. If they were achieved, they would take too much time than projected and their quality would be lower than expected. Therefore, the university would be over-promising great expectations, while it would deliver a very low quality of education. As a matter of fact, managing the time badly would lose time through several bad reactions such as procrastination, unaccountability, not assuming the organizational responsibilities, etc.

This would be an incentive to the manager to possess the efficient time management techniques in order to eliminate the time loss and anxiety and would lead to improving the academic performance of the university. In other words, this would link the university time management to its employees' performance.

2   Problem statement

Time was a very important organizational factor as it was not subject to an increase or to any change. Hence, the managers should understand and master to the optimum the time management principles in order to optimize their tasks accomplishments.

On the contrary, even if a very skilled and competent manager managed inefficiently the organizational time, this would prevent the organizational serious and innovative thinking and would affect badly the organizational achievements. As a matter of fact, he/she would be losing his/her organizational time and hence, could not exploit efficiently his/her skills.

Given all these facts, this research would conduct a survey with the Iraqi public university Al Kadissiyah Presidency managers in order to examine if they were aware of the importance of time management through trying to answer the following two research questions:

1. Highlighting the main elements behind wasting time and which prevented the staff in Iraqi public universities from exploiting its time effectively.
2. Identifying if the staff in Iraqi public universities was interested in time management.

3   Thesis rationale

The choice of this problem statement was due to several facts. Firstly, it was important to stress the importance of time as a resource that should be exploited efficiently in achieving the official organizational tasks. A second fact would link the time organizational time management with the university employees' performance. Thirdly, this thesis would provide the university employees with the necessary information to manage time efficiently through its results and recommendations. A fourth fact to undertake such research would be the lack of the national researches and studies in this field especially in the Arab academic institutions despite the importance of such a topic in our Arab world.

4   Thesis objectives

This thesis aimed at identifying the awareness of the Iraqi public universities regarding the time management. A second objective was to spot the light on the main sources and elements of wasting time and which prevented the employees in such universities from exploiting their time efficiently. A third objective was to identify if an efficient time management would lead to increase the employees' performance in these academic institutions. Finally, the recommendations of such a study would help these employees in planning their tasks and managing their time efficiently, which could improve their productivity and the academic output quality delivered by the Iraqi public universities.

5   Thesis structure

In order to study the time management and its impact on the employee's performance in Iraqi public universities, this thesis would consist of several chapters. Chapter two would dress the literature review related to the efficient time management and the element behind its wastage.

As a thesis meant moving from an idea to results, chapter three used the post-positivism which dictated a quantitative methodology based on a survey conducted with 47 employees in the Presidency of the Iraqi public university Al Kadissiyah.

As for chapter four it dressed the main results of this survey which showed that time management was important for these respondents through responsibilizing the employees and organizing and prioritizing activities. These results also showed that the elements behind time waste were the work nature and some personal factors.

Finally, chapter five or the conclusion would answer the research questions and thus the problem statement and would sketch some recommendations related to avoiding the time loss in public Iraqi universities such as providing the physical work elements dressed by the Pyramid of needs of Abraham Maslow and the Hawthorne experiments and such as the importance of the line management preached by Henry Mintzberg in reducing the bureaucratic phenomenon studied by Michel Crozier in France in the 1960s.

1   Introduction

Time management included mainly good planning, organization and good use of time control for the purpose to manage it properly. Time Management did not provide solutions to the administrative problems, but it provided special time through which the manager could find solutions and plan for the future while assessing the progress of his foundation in general. He/she saw time management as a joint process for order, organization and programming for daily work procedures. Furthermore, time management was seen as a psychological condition indicating readiness and self-commitment, re-prioritization and work habits.

The theoretical frame of time management would start by defining time management. It should continue through studying it administrative process. It would also address time wasting and the employees' performance, and its assessment. It would also study the negative impacts of not exploiting time ideally on the employees' performance. Finally, it would examine the time management in the incentives as a toll to improve the employees' performance and in raising the employees' capabilities and skills.

2   Definition of time management

Time management was considered one of the taking decision skills for whatever its location was, and whatever the nature of its work was. Time management was in fact the work of a director. If the director wanted to be effective, he should achieve the assigned tasks according to the required quantities and qualities, and in the specific time to be accomplished with effectiveness and without any fatigue. This should be accomplished easily and at the lowest cost and effort.

Authors had varied perspectives concerning time management (Al Akid, 2001). He defined it as a process to take advantage of the available time and accessible personal talents in order to achieve the important goals we soaked in our lives, while maintaining a work/life balance.

Whereas AL Sayrafi (2003) introduced time management as an art and a science of a rational use of time as well as a science of effective investment of time. Time management was a process based on planning, organizing, coordinating, motivating, guiding, following-up and communicating. Therefore, the individual who selected the appropriate thing to be achieved would be able to perform lots of work in a short time.

Al Sorn (2000) defined time management as an effective time investment among various tasks to be accomplished in a definite time.

The researcher might infer from the previous definitions that time management was an administrative activity which was based on investing time efficiently and effectively by identifying the sources of loss of time, the time wasters and subsequently the ways to eliminate the causes of loss of time in order to achieve the ideal use of time optimization.

2.1   The importance of time management

Douglas and Douglass (1994) represented time as the true capital of human beings whereas its importance lied on influencing the way other resources were used. Time management was the recipient for each work or product. Time was possessed equally by all people, and they regretted wasting time. Without time, no work or anything could be done. Time was the recipient of every work.

Brain (1998) declared in this respect that timing was rare and precious; in case of not benefiting from time, this cause would end up in lowering the production. Ducker described time as the ideal source while Mackenzie considered it as a source of embarrassment. However, Laken's vision was that time was life and wasting time meant wasting life.

Furthermore, Abu Kheir (1998) confirmed the importance of time managing that appeared as following:

a. It was an important criterion to the success of the manager in achieving his/her goals.
b. Timing contributed to the internal investments of the organization in an appropriate and more effective manner.

    c. It linked between each mission and the objective that the organization soaked to establish.

    d. It helped the manager to understand the behavior of the employees and their needs.

Due to the individual's differences between citizens of the same community in addition to individual's diversities between one community and another, fundamental differences were found to have an important view towards the value of timing. In the advanced communities, there was a huge concern and care on the distribution and usage of time in order to warranty accomplishing general and specific objectives, whereas this concern and caring decreased in the developed and under-developed countries.

The same situation was applied for organizations that wanted to establish their goals by taking advantage of all the available resources and capabilities including time, and that's for many reasons such as not having adequate perception to the direct cost resulting of the misuse of time which was the most wasteful and least exploited (Al Kayed, 1997).

The fundamental aspects concerning the value of time managing were clarified as following:

    a. It highlighted the importance of having a competent and effective management to time through possessing a group of very special features (a unique and nonstorage resource, quickly passed, could not be sold, bought, rented, made, or changed…)

    b. Timing was considered as one of the essential and expensive resources that effected directly on instrumental managing production; in addition, time had become as a key to industrial evolution as said that timing was precious and must be invested before going.

    c. Time was considered as one of the important indicators to measure work and level of performance in administrative organizations.

    d. Time managing formed an essential element of managerial effective change through the command of administrative organization which coordinated and scheduled all activities aimed in achieving the desired development.

The consequences to these specific goals for administrative organizations was unavoidable to program the efforts of employees in accordance with the given timeframe, so that time was guided toward accomplishing its goals (Denola, 1999)

After this definition and the importance of time managing, employees in general and the administrative manager specifically had to appreciate the value of time which was highly important to time resources, and that's time wasting might lead to negative consequences whether on the short or long term.

3   Time management and the administrative process

Administrative operation could be identified as the process of interaction between components of the administrative system in order to reach the set goals of the administration. The administrative processes included a specified number of the most important administrative functions of planning, organizing, guiding, controlling and decision-making. Moreover, there were links and relationships between time management and administrative functions.

3.1   Time managing and planning

Time planning was necessary in all operations since it linked between parts of the administrative operations as well as successive and serial operations included in the administrative activities. In addition, time planning also specified each level of the organization, direction, or supervision as time for the beginning and ending; the employees in this organization did their jobs through a time planning strategy. Planning was considered as the most important element of time management, and administration proceeded in all stages in terms of time because it determined the goals and actions to be made through the appropriate manner and adequate time to accomplish.

So, time managing depended hugely on time planning and the manager's ability to take positive procedures to face time wasting; thus if time planning was taken without any positive procedures, it would become meaningless.

If time planning was effective, both managers and organizations would achieve benefits and advantages such as:

a. Maximum benefit from the specified time for beneficial activities and major responsibilities.

b. Control of the most important time difficulties, which was postponing.

c. Long term planning goals were transformed to daily subtasks on the agenda.

d. Contribution to the efficient use of resources (Johnvon, Nugene & Ower, 1994).

3.2 Time managing and organizing

Time managing subject was linked to organizing the administration in several subjects:

a. Modernization and simplification of the followed work procedures were through the preparation of organizational studies necessary to exclude unimportant steps such as using modern equipment and tools to complete transactions faster.

b. Appropriate and positive description of functions and their required work for each job. In addition for their relationship with this jobs and other jobs inside the organization, lines of communications, and its own scope of supervision.

c. Providing good environmental regulations that consisted of financial environmental changes for work as well as providing a suitable workplace and appropriate social environment for better relations between the employees (Al Khodayri, 2000).

3.3 Time managing and guiding

Guidance led to more understanding and buck-up between the employees which motivated them in the level of production and performance.

So, the guider must specify a period of time that suited the psychology of employees, work conditions as well as to take into consideration not to expand the guidance period, so that the employees wouldn't get bored (Abou Shaykha, 1991).

In order to achieve a successful guidance, the guider must be aware on planning science so that he would be able to link administrative operation with guidance (Robbins, 1994).

Therefore, the field correlation of time management and its importance with administrative guidance process included several contents and aspects as following:

a. A good manager should know when he was more productive than any other time in order to address the most pressing problems in the preferable time. When the manager was fully awake and productive, he should delay daily duties and non-urgent ones to be performed at other times of the day.
b. Specify a certain time to accomplish all activities without dilation or reduction.
c. The manager must inspire and motivate the employees and encourage team work.
d. The managers must develop and design software development and training.
e. The managers must focus on their leadership duties related to the organization and its works, thus leaving the trivial issues to assistants and collaborators.

3.4   Time managing and controlling

The importance of time management consisted of controlling and detecting the problems or preventing their occurrences and maintaining time during the control operation; In order to do so, we the following steps should be respected (Abedullah, 2006):

a. Control using ways and methods that fitted in with the circumstances of the surrounding, worked with the organization and took into account the linkage coordination between all the related works to achieve the set goals.
b. Criteria standard module record were used to record the phases of the action, and what the organization reached in a specific time helps in knowing the work of the organization at any time through measuring the achieved progress as well as the amount of work done in order to control.
c. The centralized control style should not be followed because this style did not preserve time maintenance since the supervision of leadership delayed the chain. To save time, it was preferable to be a full-time employee who controlled and not to be left it in the hands of specific individuals. Control should be distributed on a number of specialized people to maintain time.

d. Supervision prediction constituted the most important control operation that included the detection of errors and deviation before they occurred. The responsible parties should be informed in the adequate time.

3.5   Time managing and decision making

The decision making operation needed a specific time to be accomplished, since the administration confronted various problems and conditions. In addition, the administration level faced different decision-making and affected the specific timing in taking those decisions. The taken decisions varied as well, depending on the leadership pattern that the organization followed (Abdullah, 2006).

There were several steps to save time in decision-making and were easy in this operation as following:

a. The strong personality of the manager.
b. The managers understanding to the task he was achieving.
c. The manager should be completely surrounded with all the dimension of the tasks.
d. The presence of enough information and graphs needed.
e. Money, materials and primary resources were available.
f. Desire of the high administration of the decision-making.
g. The subordinates' awareness and perceptions
h. Appropriate circumstances surrounding the decision

All of these steps enhances the decision making operation in the right time especially the operational decisions that affected hugely the future of the organization and its goal accomplishments.

4   Time wasting

Before addressing the time wasting, we should define it. Time wasting was considered to be one of the preventable factors to organizations as well to individuals success although as referred in this subject from researchers and employees, time planning, recording or standard usage is essential for works that helped to be beneficial, whereas time wasting during formal work affected in a way or another the production operation.

There were reasons to specify the amount of time lost which differed from one culture to another and from one person to another. Some of the reasons were related to the individual himself, and others referred to those related to the inability of the individual to control his/her time planning as a result of the presence of many obstacles.

From this point, time wasting was defined as doing some acts and actions that exhausted work-time officials; the acts wasted a lot of time without obtaining any positive consequence that contributed in achieving the desired goals.

The researcher saw that time wasting meant unnecessary works in official time work, and these works were considered unnecessary for the operational productivity, which reflected negatively in accomplishing the desired goals in a specific period of time (Abou Shaykha, 1991).

4.1   Factors and reasons of time wasting

Time wasting was related to several factors that were personal, regulatory, social reasons.

4.1.1   Personal losses

Personal time losses meant those factors that wasted work time by the administrative and were restricted to what followed:

    a. Gossiping and reading newspapers and magazines were factors that reduced from the effective working hours.

    b. Using mobiles and internet for personal matters that were not related to work.

c. Initiate the implementation of any task before thinking about it and planning it, and moving to another mission before finishing the previous one.

d. Caring for the everyday minor issues

e. The administrative decision-maker did not have the skill of time management. The decision maker was disorganized and did not will to do so and at the same time he/she did not have any assistant to help him/her in this work. Therefore, the result was lots of wasting time.

f. Hesitating, delaying and procrastinating essential topics.

g. Coming late and leaving work early.

h. Unable to say a word when necessary.

i. Complaining, some people found pleasure when they shared their worries in the aim of sympathy with their colleagues, but unfortunately they only lost their time as well as the listeners' time (Asfour, 1991).

4.1.2 Regulatory reasons

a. Regulatory time losses are meant the factors that lead to work time loss by the organizer. These losses were as follows:

b. Bad administrational planning: the absence of certain goals and ranking priorities that were arranged by the decision maker led to the random rule. Therefore everything in this project was subject to pressures, anxieties, mood and emotional disorders (Aliyan, 2005).

c. Bad administrational regulation: the authority delegation was effective when the decision-maker did everything, his assistants would not be allowed to do anything of competence whatever the action was simple or familiar. Therefore, this dictatorship style made that the tension and anxiety dominated in the business climate. Hence, time was wasted in waiting and anticipating. In addition, the lack of organizing long working hours affected the employees negatively in addition to the increasing daily work hours. This would exhaust the employees. Therefore, absences among employees would increase and thus time wasting. As well as the dominant routine on the procedures, activities, work steps, bad designing of the workplace, complication, work procedures, and un-clarity of the organizational relations in work would increase time wasting (Al Khodayri, 2000).

d. Improper guidance: the lack of interest in staff guidance at the beginning of employees' careers wasted time due to lack of management skills. In addition, the decrease of the administrative efficiency of the supervisors would lead to mistakes and deviations of the content of instructions, and thus the wrong implementation of the activities led to confusion and loss of time management. Inability played an important role to remove differences and problems, or the individual work rule and lack of clear understanding of activities. Group work played a significant role in wasting time (Alayan, 2005).

e. Unsound Control: blurring of control standards and lack of effective follow-up to decisions as well as to programs and plans, affected the good investment of time; all these factors led to the loss of time. In addition, the lack of using the modern control techniques, strict control, and the checking were all causes which led to wasting time (Khudhairi, 2000).

f. Incompetence of the Human Resources Management inside the organization caused a big waste of time represented by:

- Lack of experience by those overlooking the planning process, hence, lack of accuracy in determining the type of specializations, quantitatively and qualitatively, desired for the human resources.

- Poor choice and poor appointment of employees leading to an excess of labor in some jobs while having a shortage in some others, and hence, disabling the productivity energies whose usage was related to the work factor so that accomplishment of businesses punctually was delayed.

- Absence of sufficient incentives for the employees: As a result, the employees had low morale and as a result, they fell short of exerting their best effort.

- Default Training and Development Activities of the Employees: Lack of training the employees within the organization would lead to decline in their skills at performing their work and this led to more faults and more work cost, and hence, there would be disruption in production so that the organization wouldn't be able to meet the clients' demands on time (Al Amiri, 2008).

e. Various Wastages: Several factors were behind wasting time in all the domains. We could mention among them the crisis, catastrophes, and embarrassing stances. These crises happened suddenly so that confronting them was inevitable in order to prevent their danger from increasing or worsening. Such catastrophes were uncontrollable and

triggered the attention of decision makers. So, this led to waste of time in the productivity process (Been &Drevor, 1976).

4.1.3 Social reasons

The social milieu played a big role in wasting time through the impacts of habits, customs, and other social patterns which affected directly and indirectly the waste of time. Social wastages were divided into: Social wastage in the individuals' personal life and social wastage at the work place (Abou Sheikha, 2002). We would tackle social wastage at the work place such as:

a. The unexpected visitors.
b. Expansion and prolongation of the periodical and non-periodical meetings time which could waste time when the circle of dialogue about the topics for discussion extended and prolonged and then, they diverged into branches and accurate details. Meanwhile, those who were meeting were divided into groups, some sustained while others opposed for no objective reasons, but for personal ones.
c. The intentional delay for many tasks and activities: This phenomenon was spread in our social milieu while delay could be due to getting used to delaying or due to carelessness, or due to being indifferent to time.
d. Telephone interruptions, especially when they extended for long hours so that they covered the work time and did not leave a chance for doing more important businesses.
e. Conflicts with the supervisor (boss) and problems with the assistants and colleagues (Al Adili, 1994).

5   The Employees' Performance

Some researchers tended to focus on the individual's contributions in realizing the organization goals through the degree of fulfilling its job thanks to several definitions for the employees' performance. Some defined it (Al Khanaq, 2005) as a conduct through which the individual expressed his/her contribution in realizing the organization goals on condition that this conduct would be supported and boosted by the organization management.

The employees' performance was the individual's accomplishment of the goals which the organization wanted to fulfill by using the available resources efficiently and competently. Based on the above and in light of the previous definitions, we could define the employees' performance as the capability of the individual to realize the job prospects in several aspects, such as developing the production and its quality, planning, and cooperation, etc.

Based on the above, the researcher could define the employees' performance in the state Iraqi universities as the capability of the employees to do their tasks and duties and job responsibilities, with their clear elements, features, and requirements, at best and with minimum time and cost to achieve the maximum degree of production within an integrated organizational milieu depicted as a convenient one, good for work with the available managerial instructions in the university general management structure.

5.1   Importance of the Employees' Performance

The attention to the employees' performance increased in all the developed and underdeveloped communities equally. This performance meant all the work that improved and raised the level of performance to become basic criterion and indicator for the managerial and economic progress.

Individual or job performance was a corner stone of the organization's efficient performance. Hence, all the managers of all levels had to pay attention to, after advancing the subordinates performance and developing it quantitatively and qualitatively. Besides, the employees' performance received an utmost care on all the levels, starting by the individual employee whatever his/her position was inside the organization and affected positively/negatively the organization competence and efficiency as a whole and the opposite was true (Al Shami, 2004).

5.2   The Factors Affecting the Employees' Performance

These factors could be restricted to the motivation, the work milieu, and the capacity to perform work (Rawya, 2001).

5.2.1   Motivation

Motivation was moving to do something where there were forces inside the individual or outside him/her dictating to him/her to behave with a definite behavior to achieve the desired balance he/she aimed at due to shortage or deprivation from a certain need.

The human needs were the basic incentives motivating the individuals. Therefore, once these needs were gratified, the employee would be satisfied. Hence, his/her motivation would increase. Consequently, this employee would exert his /her utmost effort to reach his/her maximum performance (Al Nimr, 1990).

5.2.2   The Work Milieu

The work milieu was internal and external where both were linked and complemented each other (Sharif, 2000). The external work milieu surrounded the organization and was practiced within its activities so that the organization was regarded as a part of this milieu. The external work milieu was divided into first, a general milieu which consisted of all the forces which formed the organization and affected it, such as political, legal, economic …

The second external work milieu was the activity milieu which consisted of the elements affecting the organization directly, such as clients, competitors, suppliers, etc.

So, any activity the organization might overtake was met with a response from the external milieu which consequences impacted positively or negatively the organization performance.

The internal work milieu involved all the changes and factors related to the employees within the organization and which affected directly the individual's performance, such as ventilation, cleanliness, organizations inside the management, the pattern followed by the organization, etc.

5.2.3 The Capacity to Perform Work

The capacity to perform work was important in defining the employees' performance along with the type and quality of this performance. The employees' capacities were affected by several factors such as education and training which developed their capabilities.

In general, the capacities were divided into two parts: physical capacities involving the kinesthetic or mobility capacities of the employee, and the mental capacities encompassing the capacity to think and to be creative (Rawya, 2001).

6   Assessment of the Employees' Performance

Most of the writers about management were interested in the topic of assessing the employees' performance for its high importance in the survival and sustainability of the organization. They had several definitions for it so that some defined it as: measuring the extent of the employees in the assigned jobs in achieving the goals required of them as well as the extent of their progress at work and their capacities to benefit from the promotion opportunities and the pay increase (Thabet, 2001).

Others defined assessment of the employees' performance as defining the qualification level of this performance in an attempt to define the extent of its contribution in performing the jobs assigned to the employee and which would probably be assigned to him in the future as well as his conduct and behavior in the work place and its surrounding in addition to his behavior during a period of time.

Based on the above, and in light of the previous definitions, the researcher could define the assessment of the employees' performance as the study and analysis of the employees performance of their work and remarking their conduct and behavior during work in order to judge the possibilities of their success and the level of their qualification in performing their current work, as well as to assess the possibilities of the individual development and progress in the future, and his/her capacity to take over greater responsibilities or to be promoted to another job (Abdallah, 2004).

In order for the assessment performance process to achieve its desirable goals, it should be dealt with regularly and accurately and by participation of all the parts which would possibly benefit from the results that would be reached. Also, that process should follow up the modern developments taking place within the work content and methods of its performance (Saleh, 2004).

6.1 Importance of assessing the employees' performance

Assessment of the employees' performance was crucial as it was directly associated with the work productivity and the organizational efficiency. This meant the organization survival and continuity of its activity in the markets. The outcomes of assessment of the employees' performance provided feedback about the level of performance and qualification of each one working in the organization. This helped at knowing the reality of this performance with its pros and cons so that this knowledge would represent the foundation on which the development and progress of future performance in it would be based (Thabet, 2001).

6.2 Goals of Assessment of the Employees' Performance on the level of the Organization

Several goals should be stated:

a. Finding a suitable atmosphere of trust and moral transaction, and hence, reducing the employees' complaints against the organization.

b. Raising the level of employees' performance and exploiting their capacities in a way helping them to progress and develop.

c. Assessing the human resources management programs and policies since the practical outcomes might be used as indicators to judge the accuracy of these policies.

6.3 Goals of Assessment of the Employees' Performance on the level of the employees

These goals were as following:

a. Making the employee feel more responsible due to his/her increased sense of justice and that all his exerted efforts have been taken into consideration by the organization.
b. Defining the employees' training requirements.
c. Motivating the employee to work seriously and faithfully to look forward for winning the respect and estimation, morally and materially, of his/her superiors.
d. Distribution of rewards and promotions fairly among employees.

6.4   Methods of Assessment of the Employees' Performance

The organizations activity differed from one to another as there were the productive organizations and the service organizations, and accordingly, the tasks the employees performed differed. Indeed, the tasks differ within the same organization from one location to another, and accordingly, it was difficult to lay defined standards to assess the employees' performance. So, the various managements put standards or criteria which could be followed to assess the employees' performance (Saleh, 2004). Some of them are the production method and the characteristics method.

6.4.1   Production Method

Assessment of the employees' performance relied on the basis of production units produced within a definite period of time.

6.4.2 Characteristics Method

In many of the tasks, especially the service ones, performance couldn't be assessed quantitatively and qualitatively. Hence, the organizations resorted to using the characteristics method to assess performance and that required applying the following steps:

a. Defining the elements required to be adopted as a criterion for assessment, such as performance, the employee's relationship to his/her superiors, his/her relationship with his/her colleagues at work, his/her taking responsibility, maintaining the official working hours, and discipline at work.

b. Rating each element of the above elements a definite degree, such as excellent, very good, fair, weak, and fail.

7 Impact of Time Management on the Employees' Performance

The relationship between performance and time was the reason for emergence of such symptoms as speed, tension, intensity, concern, and distress. Time and self- management aimed at directing the personal capacities of individuals and reformulating them to accomplish the required work in light of the rules and regulations followed, and this meant, directing the internal will of the individual towards the required performance according to the defined time and period. Rationalization of behavior and time meant usage of the tools, potentials, and capabilities available to achieve the desired goal and accomplish it in a timely manner.

7.1 Impact of Good Time Management on the Employees' Performance

Good time management was a sound and efficient management of the human resources and of general progress and evolution of all the employees in the organization as well as the organization itself via the increase of saturation, entertainment, and effectiveness, etc. Time management helped in:

a. Good, effective, and clear definition of the specializations which prevented conflicts and inconsistencies at the specializations level. Hence, this prevented interfering and putting obstacles in front of others' tasks and prohibited unfairness in distributing work among the employees to achieve justice in this distribution, as well as it prevented duality in jobs or in doing work that was not required. This led to upgrading the employees' performance to the maximum degree.

b. Conscious and aware deepening of the positive responsibility towards the organization success and boosting awareness of the utmost need for success of the employees since the employee was the basis of progress of any organization and its efficient performance in order to progress and develop, Hence, causing the employee to succeed was considered the speedy basis to achieve the organization progress. This success was supported by increasing the burdens and responsibilities of the employees and supporting their sense of self-esteem and self-appreciation and by their reliance on the following:

- Good distribution of responsibilities among the employees.
- Good assignment of tasks and business to the employees.
- Promotion of self-censorship and self-conscience of the employees.

c. Using the tools of participation and interaction among the employees and increasing the sense of others working in the organization and that they were partners, not rivals, and that the relationship with them was cooperation and mutual dependence, but not professional rivalry or conflict or wars and conspiracies, etc. We must recognize the importance and necessity of the presence of others, and it is appropriate for us and them to live as collaborators. The key tools to use management by participation in the management of time, including (tasks teams and work teams, sessions concerning high quality and productivity, management by the open systems, etc.) and then, assignment of authorities, and deepening of sense of responsibility increase as well as efficiency of self-control increases; therefore, achievement of the organization goals. Also, time management has helped to shift towards patterns of business by participation and integrated teamwork based on decentralization.

d. Sound planning realized the value and treasure of time, and practicing the various activities in the organization, and the link between this and the future vision and the objective images able to be implemented it requires. Sound planning was also aware of the available resources and capabilities which could be easily and smoothly exploited and could maximize the revenues from it (Al Khodairi, 2000).

e. The motivation for stimulus and the extent of availability of motivations be they internal or external, and the extent of their capability to activate all the organization potentials and to upgrade the production tools and raise productivity while providing maximum stimuli for innovation and creativity.

f. Closeness of the follow-up, meaning the follow-up should take place in a sound way which deepened the sense of security, but not that of terrorism; it was a means of

protection and precaution from delinquency, and managing to ensure the organization against any deficiency and then providing time, especially that of restoration, correction and rectification as well as the implementation itself so that time management worked on paying attention to activate the control and follow-up by increasing the element of self-control which sprung from the individual conscience itself and raised the role of live and alert conscience based on full loyalty and belonging to the organization.

g. Sound positive orientation to the best tools with the minimum effort to realize the desired achievement where awareness of the others and their belongings, not authority, became the basis of orientation which turned into a mixture of creating the motivation and stimuli to work and obtain motivation and avoid damage, and then to achieve the maximum degrees of accomplishment and performance soundly. Meanwhile, time management motivated to upgrade the orientation system in the projects to become more reliable on self-orientation of the employee within the framework of a collective system by relying on information, but not on the authority.

h. Reducing work pressure and minimizing tiredness and effort: Time management was used in confronting the pressures resulting from the various life events and the increasing work burdens so that absence of planning the process of dealing with time led to some type of constant disturbance and tension in the managers' conduct and this was reflected in their lower productivity due to the constant accumulation and piling of business. Also, the tension the managers experienced at their high positions might lead to psychiatric illnesses supported by the imbalance taking place in the manager's personality itself. In this respect, some researches assured that most of the time wasted in the managerial domain was due to the managerial illnesses of managers and which could be due to their psychiatric disturbances and the pressures they suffered from for lack of time allotted to implement the business required of them (Olayyan, 2005).

i. Personal Life Happiness: Managing time soundly helps at accomplishing the tasks and all the other responsibilities punctually without accumulation or need for overtime to be accomplished. This in its turn leads to a sense of psychological comfort and reassurance which reflect positively on the individual's personal life.

j. Increasing Individual and Collective Productivity of the Employees and the Organization as a Whole: Time management allowed for more production with the same productivity

factors by eliminating all forms of the unemployed and unutilized in the organization as well as by restarting and investing the energies which led to improving and maximizing production.

k. Improving the Employees' Morals and their Sense of Psychological Comfort: The employees' morals were improved through increasing their sense of working well in a successful milieu and getting high salaries and wages and bonuses and incentives which made them adhere to the organization and their sense of loyalty and belonging to it increased. As a result, the work turnover rate decreased and the organization benefited from the employees in it increased. Hence, the employee's productivity age rose within the organization and consequently, the revenue and yield from the investment spent on the employee's training and developing his/her skills increased.

Time management was based on saving time, and at the same time, doing all the business easily without exhaustion and with minimum energy. Hence, it allowed for more time for the individuals to capture their breath and practice their hobbies or attain periods of rest and recuperation. As a result of that, they achieved:

a. A higher level of saturating the needs and wishes.
b. A higher level of enjoying the benefits, rewards and incentives, and high salaries and wages.
c. A higher level of positive efficiency through participation and cooperation and interaction and self-realization with others considering them colleagues and partners in success (Al Khodairy, 2000).

8 The negative impacts of not exploiting time ideally on the employees' performance

According to Sherman (2005), abuse of time Investment led to:

a. Disturbance and disharmony in the businesses and events took place so that they looked dispersed without any link or they looked accumulated and heavy pushing the employee to feel helpless to accomplish, and to tending to do work with the minimum effort or to feeling negative aversion which deactivated vitality and looking forward to performance.

b. Employees felt bored and distressed because the rules of the universe and souls created by the Almighty God were made in a way to keep looking for novelty and to benefiting from every moment in their life. Without this, life would seem monotonous with a definite style, the soul would hate after a while, and hence, the psychological state of the employee would worsen and that impacted badly negatively on performing the work.

c. Partial or temporary incomplete accomplishment of assignments and businesses which led to weak control of time and its management and to disorganized accomplishment, or an overlapping accomplishment which hindered the positive sequential accomplishment. This led to losing part of the employee's motivation when he/she realized that the result of his/her efforts was not unique success or a promising contribution that adorned the future days.

d. The employees' moral disorder and embarrassment due to his/her feeling that time was chasing him/her and running short would have the effect of a sharp cutting-edge sword.

e. The employees' sense of instability and lack of comfort due to the constant sense of having unaccomplished businesses which required overtime to be accomplished.

f. The employees' weak sense of the sense of life and miscalculation of its goals, and ignorance of its real wonderful objectives and looking at life as being unfair and unrealistic, which impacted negatively the employees' psychology and hence, their performance.

9   Role of Time Management in Improving the Employees' Performance

Time management focused on training the working individuals in a sustainable manner. It was inevitable that training increased the employees' skill, confirmed their potentials, allowed them to gain new experiences and knowledge so that their professional performance improved, their productivity potentials rose, their contribution to the organization increased. Hence, the factors of the wasted or lost or unexploited decreased in the operations so that production increased quantitatively and qualitatively.

Based on the above, it was possible to say that the training process aimed at:

a. Raising the productivity efficiency through equalizing the level of good performance.

b. Decreasing the work cost through increasing the employees' dexterity and this led to reducing the faults.

c. Reducing the rate of work turnover because training raised the employees' dexterity and their wish so that the individual loved his/her work and his/her remuneration increased. So he/she did not feel like leaving his/her work and hence, the rate of work turnover declined.

d. Helping the employees to achieve qualifications to contribute in the career development.

e. Helping the individuals and groups to cope with structural changes and achieve sustainable development.

f. Trying to spread career awareness to create a cadre capable of self training and self rehabilitating.

g. Training instructed sound behaviors because part of it dealt with adjusting the behaviors and directing them to positive ones.

h. Reducing the rate of accidents and work injuries because training raised the employee's skillfulness and the skillful employee was more capable of protecting himself from work risks than the less skillful employee.

Training the employees to manage time helped them make good use of time in an efficient way. Hence, they would reduce wastage without benefit or productivity during the official working hours, and would organize time for the required assignments to accomplish the goals. They also got acquainted with time wastage, interruptions, and ways of getting rid of them, and the way to organize and increase the meetings efficiency, and how to exploit the meetings time to reduce their costs.

Within this context, by accomplishing the previously mentioned goals, the training process has improved and developed the employees' performance (Al Hashimi, 2009).

**10   Interest of Time Management in the Incentives as a Tool to Improve the Employees'
Performance**

Time management was interested in the incentives as a tool to improve the employees'
performance since the incentives with both their types, moral and material, strived to improve
and develop the employees' performance by the action of:

a. Increasing the work outcomes concerning the quantities of production, quality, and
    qualification at performance and speed of implementation and development of
    performance and its efficiency.

b. Reducing the wastage at work, such as reducing the costs and the losses in human
    resources and increasing loyalty of the employees to the institute.

c. Saturating the employees' needs with all their various types, especially what was called
    appreciation, respect, and the sense of prestige.

d. Making the employees feel the sense of fairness within the organization.

e. Attracting the employees to the organization and raising their sense of loyalty and
    belonging.

f. Developing the spirit of cooperation among the employees and the spirit of team and
    solidarity.

g. The employees' feeling of satisfaction towards the institute which reflected positively on
    their performance.

In light of the above, we could conclude that training and stimulating were considered the most
important tools followed to develop the employees' performance because they led to developing
the sense of loyalty and belonging and appreciation among the employees and collective work
spirit overwhelms. All that led to the fact that the employees loved their work and felt attached to
their organization and exerted their best effort in performing their job in a unique way as well
(Massoud, 2000).

11   Interest of Time Management to Raise the Employees' Capacities and Skills

Time management tackled the employees' performance through developing their capacities and skills. At the same time, motivating them to invest in their innovative and creative energies, and by that, time management helped at:

a. Allowing wider space for individual initiative and personal innovations and for better expression of talents and skills and encouraging innovations and inventions, and in return, deepening the wish to be superior to the others.

b. Consequently, time management was a very intelligent management which helped and worked at accomplishing a good and efficient work atmosphere, a healthy one which allowed for positive interaction among the working forces in the organization, and made each employee within it feel that the organization was his/her motherland, and worked hard for this motherland.

Based on the above, good management of time affected positively the employees' performance and strived to improve and develop their performance in a sustainable manner.

12   Conclusion

This chapter studied in depth the time management and all the elements contributing to the time waste.

As a matter of fact, it defined and sketched the importance of time management. It also tackled the time management and the administrative process through studying it with some managerial components such as planning, organizing, guiding, controlling, and decision making. In addition, it examined the factors and reasons of time wasting especially when it came to personal losses, and the regulatory and social reasons.

However, a well managed time meant addressing the employees' performance based on some factors which affected it such as the motivation, the work milieu and the capacity to perform work.

Moreover, when talking about the employees' performance, it should be worthy to encompass the assessment of the employees' performance through addressing its importance, goals on the level of the organization and on the level of the employees, and the methods used to do it such as the production and the characteristics.

This assessment would lead to the impact of good time management on improving the organization performance and thus its continuity in the market. Otherwise, not managing well the work time would threat the organization sustainability. Therefore, the time management was an incentive and a tool to improve the employees' performance and to raise their capacities and skills.

The theory prescribed all these elements regarding time management. What did the field say and especially in the Iraqi public university Al Kadissiyah? Were its employees aware of the importance of time management and of the elements that led to time waste? In addition, did the field take all these theoretical elements into consideration?

To answer all these questions, the field should be tackled. But first, let us define the research paradigm and methodology, which would be the mission of the next chapter.

Chapter 3 – Paradigm and Methodology

1   Introduction

This thesis tried to study the time management and its impact on the performance of staff in Iraqi public universities. In order to do so, this thesis would answer the two following research questions:

1. Highlighting the main elements behind wasting time and which prevented the staff in Iraqi public universities from exploiting its time effectively.
2. Identifying if the staff in Iraqi public universities was interested in time management.

To answer this question, this chapter would tackle a research paradigm that dictated a specific methodology and its corollary technique (s) to mainly collect primary data. Once the material was collected, this chapter would detail how to write it in the best way that would answer the problem statement of this research.

2   Research paradigm

There was an important Arab saying: Time was like a sword. If you did not cut it, it would cut you". This thesis that would study the impact of time management on employees' performance would adopt a paradigm to examine if this saying was applicable in Iraqi public universities. Therefore, what did a paradigm mean?

In order to address the academic community, a paradigm composed of consistent belief structures was used. Some people conceived it as a lens contributing to view the world. Other defined it as a bundle of suppositions about the nature of reality, the status of human knowledge, and the kinds of methods that could be used to answer research questions (Guba and Lincolin, 1989).

This thesis would exploit the post-positivist paradigm to examine if the staff in Iraqi public universities knew how to manage its time. Hence, the following writing would highlight this paradigm.

2.1   Post-positivism

Positivists and post-positivists considered that one reality existed and that the research should discover it. Unlike positivists, post-positivists considered that thisobjective, probable, and generalizable reality was imperfectly known because of the researcher's human limitations.

Moreover, objectivity meant that the researchers should discard their biases, remain neutral, and follow prescribed procedures rigorously in order not to influence the research outcomes.

Once the post-positivist paradigm was defined, it would be worthy now to operationalize it. To do so, this paradigm dictated mainly a quantitative methodology (Guba and Lincolin, (1989).

3   Quantitative methodology

This research relied on secondary data sources which improved the researcher's knowledge of the topic and enriched the literature review chapter with the adequate theoretical background.

But as this research should be empirical, it should gather also primary data which was specifically tailored for the purposes of this research. In order to do so, and as the post-positivism dictated a mainly quantitative methodology, this research relied on a survey. So, how was this survey conducted?

3.1 The survey design

As this research adopted post-positivism, it was a deductive research. In fact, the abundant consulted literature review allowed the researcher to elaborate a self-administered questionnaire that would help in answering the research questions, and then the problem statement.

The questionnaire consisted mainly of two parts. The first was dedicated to questions related to time management and to factors contributing to time waste. As for the second, it only consisted of demographic questions.

Once the questionnaire was sketched, it should be addressed to a specific sample which should be retrieved from a population.

As this research was intended to study the impact of time management on the performance of employees in Iraqi public universities, this survey was conducted in the Al Kadissiyah Public University in the Mohafazat of Al-Diwaniah. This public academic institution was established in 1986 and it provided diplomas in all majors.

As it was impossible to address all the staff of this university, this research tackled its Presidency which recruited at least 500 employees. In addition, the Presidency was where the researcher worked. Being very hard to reach these 500 employees as the research was in Lebanon, the questionnaire was disseminated through the Internet. 66 questionnaires were sent to these employees, but only 47 were filled and sent back to the researcher. Consequently, the sample size consisted of 47 employees; this was equivalent to 9.4% of the employees in the Presidency of the Al Kadissiyah Public University. Once the data was compiled, it was worthy to explain how it was treated.

3.2 The data treatment

The main aim of data treatment was to move from data to information. Therefore, the data was processed through the Statistical Package for Social Sciences (SPSS).

The processing was done based on two steps. The first one consisted of treating the variables one by one based on their types –qualitative and quantitative– in order to retrieve the corresponding indicators. As for the second step and because the variables related to time management and to

the wasting time factors were Likret scale, their treatment had to respect a multivariate descriptive statistics technique. This technique was the principal components analysis (PCA).

The PCA was a market segmentation technique which compacted several Likert scale variables in a model consisting of two or more components composed of several variables. The number of components should be based on the academic needs of the researcher.

The model should be valid up to 60.0% at least. In other words, this model should reflect the reality up to 60.0% at least. Moreover, the components of this model should be designed in order to answer the research questions and hence, the problem statement. In addition, the model should be also reliable thanks to the Chronbach's alpha that should be higher to 60.0% (Tabachnick and Fidell, 2007).

Once the data was treated, it should be analyzed in order to find a story in the data. This would make the statistics informative and meaningful to the reader. After analyzing the data and retrieving a story with a thread, it would be worthy to write this story? How? The next writings would highlight it.

3.3   Writing stories about the numbers

The most recent trend in presenting the statistics would be writing a story about the numbers. Effectively, how was this done?

In fact, after decades of quarrels between the statisticians and the journalists regarding the statistics presentation, a common ground was found. In fact, the numbers were the statistician's best friend. This meant that they had to be offered to the reader in a very attractive way.

That is why the statisticians suggested a friendly-user presentation of statistics consisting of tables and graphs when necessary. But this was not enough alone. To make the lives of the commons easier when it came to reading figures, the journalists suggested the inverted pyramid writing style used in newspapers. This meant a statistical story consisting of a very attractive and

informative heading, a lead, and a text body with a thread (United Nations Economic Commission for Europe, 2009).

4   Conclusion

This research tempted to know the importance of time management on the performance of Iraqi Public University employees. To do so, it was attached to the post-positivist paradigm which dictated a quantitative methodology.

This meant conducting a survey with 47 employees working in the Presidency of the Iraqi Public University Al Kadissiyah. The tool was a self-administered questionnaire which was composed based on the consulted literature review. The data was compiled and processed with the SPSS. The results were analyzed descriptively within the sample. The univariate and multivariate descriptive statistics transformed the data into information.

Finally, presenting the processed and analyzed data would be done through telling a story about the numbers highlighting the main elements behind wasting time and which prevented the staff in Iraqi public universities from exploiting its time effectively and identifying if this staff was interested in time management.

The following chapter would narrate such a story.

<div align="center">**Chapter 4 – Field and results analysis**</div>

1   Introduction

A good time management meant a better organizational performance. However, to manage well the organizational time, employees had to be aware of time management and of the elements that would lose their time. Hence, who were the employees in Al Kadissiyah University? Were they aware of time management? And what were the factors behind their time loss? The following survey would answer such raised questions.

2   Young university and staff

The Public Iraqi University Al Kadissiyah was established in 1987 in the Mohafazat of Diwaniah in Iraq. Its establishment was characterized by the foundation of two faculties, Education and Management & Economics. Several faculties encompassing nearly all fields of specialty were initiated later on (http://qu.edu.iq, 2014).

Demographics

- ✓ Gender: Females (51.1%)
- ✓ Status: Single (61.7%)
- ✓ Diploma: BA/BS (89.4%)
- ✓ Position: Administration (55.3%)
- ✓ Average age: 34 years

This university recruited thousands of employees. As an employee in the University Presidency Department and living currently in Beirut - Lebanon, it was easier to access 47 of my Iraqi colleagues to study the time management in this university.

These 47 colleagues consisted of 51.1% females. They were mainly single (61.7%) and the majority had a BA/BS diploma (89.4%0). As for the rest (10.6%), they had a master degree. None had a PhD.These 47 full-timer colleagues worked mainly in the administration department (55.3%).

Figure 1

Position in the University. Per cent.
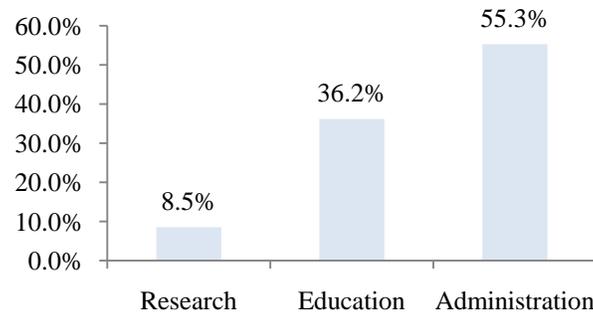
As the university was a young one, it's normal that its employees were relatively young as the average age was 34 years and the most frequent age was 33 years. Moreover, the ages varied between 25 and 59 years. Being young would lead to the fact that 51.1% of these employees had a seniority varying mainly between zero and five years (51.1%).

Table1

Seniority in years

	Frequency	Valid Percent
[0-5[	24	51.1
[5-10[	17	36.2
[10-15[	5	10.6
[15-[	1	2.1
Total	47	100.0

Now that the 47 colleagues' demographics were identified, it should be worthy to check if they were aware of time management.

![Arts, Sciences& Technology University in Lebanon logo] **Arts, Sciences& Technology University in Lebanon**

3 **Was time management important?**

The theory stated that time management improved the employees' performance in any organization. Was this theoretical statement valid in Al Kadissiyah University?

The answer was yes thanks to a model explaining the time importance in Al Kadissiyah University which was valid up to 60.4% and weakly reliable up to 49.3%. This model consisted of two components.

Importance of time management
✓ Responsibilizing the employees ✓ Organizing and prioritizing activities

The first component which explained 32.9% of the reality showed that effective time management was done thanks to responsibilizing the employees based on delegation. In addition, ordering and organizing the work place made the work environment more comfortable.

As for the second component which explained the reality up to 27.5%, it showed that an employee would abide to the work time if his/her supervisor would do so. Abiding to work time would mean that the employee had to prioritize his/her activities for a better organization.

Table 2

The importance of time management

Effective time management elements	Component	
	1	2
I allow the subordinates to participate in taking the decisions to feel that they are responsible and part of the company	.839	
I delegate the routine works to my assistants	.688	-.501
I think that ordering and organizing my workplace provide me a comfortable environment to do my work	.680	
When my supervisor doesn't abide the work time, I follow him and do so	.156	-.738
I always abide by the time work		.727
You organize your activities as priorities	.559	.570

Therefore, the manager/leader had to be an idol for his/her employees in respecting the work time. This would be an incentive for them to imitate him. If he did not abide to the work time, his/her subordinates would imitate him and this would lead to a serious waste of time of the organization, and thus a reduced performance.

If the Al Kadissiyah University employees were aware and invested in time management, were they be able to identify the elements behind wasting time?

4   What about the time waste elements?

The employees of the Al Kadissiyah University were aware of the elements behind the time waste elements. As a matter of fact, a model valid up to 62.9% and weakly reliable up to 47.2% and consisting two components, proved this fact.

Time waste elements

✓ Work nature
✓ Personal factors

The first component explaining 33.0% of the reality mentioned that the main reason behind time waste was the absence of a clear job description. This meant that the employee did not know really what were his/her duties, tasks, and rights. This did not allow sketching a work plan. As for the second important element, in this regard, it was the nature of the job which was chore and boring. However, the routine had positive and negative effects on the employee performance. The Charlie Chaplin's Modern Times Movie showed an employee who worked like a machine. Hence, he memorized his tasks and thus, he became more efficient and more rapid to achieve his tasks. But, when the work chain stopped because of the machine malfunctioning, the employee kept on working non-stop without realizing this mechanical failure. This meant that routine and boring work killed the employee's innovation and initiative. Therefore, the employee would feel that the work was a drudgery that he/she had to accomplish with no new ideas. Therefore, the bored employee would seek other elements to entertain him/herself at work instead of working. This was a major element that led to the time loss.

As for the second component, that explained 30.0% of the reality, it reflected more personal reasons behind time waste. As a matter of fact, personal visits were behind time waste especially

in the case of the employee who could not refuse them. They could be entertaining somehow when the employee was tired or bored. But when the employee was able to work and instead made or hosted a personal visit at work, this meant a time loss. A second element regarding time loss was that the employee's performance was linked to promotions and incentives.

Table 3

The time waste elements

Time loss elements	Component	
	1	2
There is no written and clear job description that define my tasks and authorities in work	.828	
I avoid all the things that lead to time waste	.711	.287
I feel that my work is chore and boring	-.598	.541
I can't say "NO" for the personal visits	.302	.755
I think that my performance will be better when I get promotions and motivations		.742

Such motive was a dangerous observation as it reflected an opportunistic employee who only cared about the work advantages regardless the tasks content. This would also lead to the fact that the employee would leave the organization if he/she felt that this organization was useless. This meant also more time loss as the organization had to find another employee to replace the previous one and to train him/her; which was time consuming especially if the opportunistic employee was previously trained by the organization.

5   Conclusion

Time management was very important to improve the employees' performance in any organization and especially in Iraqi ones, and most specifically in Al Kadissiyah University.

Luckily, the mainly young employees in this young university were aware that time management was important. They did it based on responsibilizing the employees thanks to delegation and prioritizing their tasks.

As for the time waste elements, they were related to the job structure and content especially in the absence of a job description and due to personal issues.

However, they were two main elements that led to an effective time management. The first one was a leader/manager who respected time, and therefore, he/she was able to inspire his/her employees to do so. As for the second element that could save time, it was discarding the opportunistic employees.

After having studied the importance of time management and elements behind its waste in organizations and specifically in Al Kadissiyah University, what should organizations do to improve time management in Iraqi universities? The next chapter would try to answer such a question.

Chapter 5 – Conclusion

1   Introduction

This thesis studied time management in an Iraqi public university, Al Kadissiyah in the Mohafazat of Al-Diwaniah. The objective was to examine its impact on the performance of employees. Therefore, this research relied on two research questions which were:

3. Highlighting the main elements behind wasting time and which prevented the staff in Iraqi public universities from exploiting its time effectively.
4. Identifying if the staff in Iraqi public universities was interested in time management.

In order to do so, this study used an abundant literature review, adopted a research paradigm and methodology, and relied on a survey to answer the research questions and then the problem statement.

2   Thesis summary

The literature review tackled the time management in all its aspects through defining its importance and its administrative process. To do so, it relied on some managerial components which were namely the planning, organizing, guiding, controlling, and decision making. Managing time meant also paying attention to the personal, regulatory, and social factors which were behind the time loss.

However, improving the employees' performance thanks to time management was done thanks to the motivation, the work milieu, and the capacity to perform work. In addition, this performance had to be assessed in order to improve the organization performance and continuity in the market. In some words, manage well the organizational time to be sustainable on the market.

This thesis started with an idea and used a literature review to define it. In order to prove the problem statement, this thesis used a paradigm. In our case, it was post-positivism that had to test the theory of time management and its positive impact on the employees' performance through dictating a quantitative methodology.

This was done through writing a questionnaire retrieved from the theoretical elements regarding time management and its impact on the employees' performance. This self-made questionnaire was addressed to 47 employees working at the Presidency of Al Kadissiyah, public Iraqi university.

This questionnaire tackled three main themes which were importance of time management, time waste, and demographics. The survey had to confirm/infirm the research questions and thus, the problem statement.

3   The results and the problem statement

Almost half of the surveyed were recruited recently in this university which was relatively young as it was established in 1987. Hence, their seniority was less than five years.

However, despite being recently recruited, they were aware that some elements contributed to wasting their time such as the work nature and the personal factors. Regarding the work nature, the absence of a written and clear job description defining the employee's tasks and authorities and the chore and boring nature of the work led to time loss despite that the employees tried their best to avoid all the things that wasted time.

In addition, some personal factors contributed also to the time waste. As a matter of fact, this was because some of these employees were unable to refuse the personal visits. As for some others, they wanted promotions and motivations to avoid losing time and thus, to improve their performance.

This analysis highlighted the main elements behind wasting time and which prevented the staff in Iraqi public universities from exploiting its time effectively. Therefore, the first research question was proved.

Regarding the second research question related to identifying if the staff in Iraqi public universities was interested in time management, the results delivered that a good managed time should be done thanks responsibilizing the employees and to organizing and prioritizing the activities.

Regarding the responsibilizing, it allowed the subordinates to participate in making the decisions and therefore, to feel that they were responsible and part of the organization. In addition, a well-managed time was based on delegating the routine works to the assistants to focus on the chore tasks. Moreover, ordering and organizing the workplace provided a comfortable environment to do the work.

As for prioritizing the activities it relied on organizing the activities as priorities and to abide to the time work. In addition, the superior was a leader; this meant that if he/she abided to the work time, the employees would do so. The opposite was also true. Consequently, the second research question was also proved.

As a result, the adage regarding a well-managed time impacted positively the employees' performance not only theoretically, but also practically and more specifically in the Iraqi public university, Al Kadissiyah.

4   The limitations

As an Iraqi scholarship student working in the Presidency of the Al Kadissiyah University and living in Lebanon, I faced several limitations. The first one was that I had to reach my Iraqi colleagues through the Internet and the social media to fill the questionnaire. Therefore, there was no personal contact to examine their reactions and comments when it came to the questionnaire.

A second limitation was that this questionnaire was addressed to my colleagues working at the university Presidency and not to the other departments and faculties as the university was huge. In addition, even if I was on location, and due to the big size of this university recruiting

thousands of employees, I would be unable to reach them because of the explosive security situation of Iraq.

A third and final limitation was the scarcity of references in Arab tackling the thesis problem statement. In fact, most of these references were in English. Hence, they described an occidental situation and not an Arab one. In addition, they had to be applied to the Arab case without being able to test them largely on the ground.

5   The recommendations

Several recommendations could be sketched in order to improve the time management to reduce the organization time waste in order to increase the employees' performance.

A first one would be planning and implementing training for all the university employees regarding time management in order to increase and benefit of their skills practically.

A second one would be the elaboration of job description for all the positions in the university based on the total quality management standards. This would develop the academic learning and the knowledge management, knowing that the university was and would remain forever the ideas pool and the way for integrating the practical knowledge into the theoretical one.

In order to avoid losing time, a third recommendation would be providing all the offices with the newest technology such as computers, telephones, photocopiers, outlook, etc. to improve the communication and work flows among the employees.

Delegation of routine work to the assistants was proved by the survey conducted in this research. Therefore, this delegation would spare the time of high management and of the line according to Henry Mintzberg, to focus on developing the work process. Consequently this fourth recommendation regarding the routine tasks delegation should be encouraged by the strategic management of the university.

As for the fifth corollary recommendation, it would be providing the department managers with more administrative powers and autonomy in order to make the appropriate decisions of the administrative reform and progress of the university.

A sixth recommendation would be the continuous enrichment and updating of the academic knowledge. This should be done through a joint work among all the departments thanks to the continuous research and training in this field.

A seventh recommendation would reduce the bureaucracy that needed too much time to follow the unlimited administrative steps which were necessary to get plenty of signatures. In other words, let us reduce the administrative steps and the paper work.As a matter of fact this bureaucratic phenomenon was studied by Michel Crozier in France in the 1960s.

An eight recommendation was meant to satisfy the employees' physical needs such as a healthy place to work with good lighting, ventilation, etc. This would be in concordance with the Maslow's pyramid of needs and with the Hawthorne experiments.

All these recommendations would lead to the final one which was the team spirit at work and to the adage one for all and all for one.

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Appendix

The questionnaire

Arts, Sciences & Technology University in Lebanon

Dear Respondent,

My name is "Khetam Hamzah" and I'm an AUL Master student. I'm conducting this survey in order to get my Master Degree in Business Administration.

This questionnaire is aiming at studying "The impact of time management on the employees' performance in the Iraq public universities".

We would like to inform you that the questionnaires will be kept anonymous and will be analyzed to reach global results.

Relying on your understanding and help, we would like to thank you for your cooperation.

Arts, Sciences& Technology University in Lebanon

	Question	Answer				
		Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
**The importance of time management**					
1	You write down the goals that you want to achieve					
2	You specify a time for achieving each goal					
3	You organize your activities as priorities					
4	Do you think that ordering and organizing speed the completion of work?					
5	Do you follow the proper management techniques to manage your time?					
6	I always abide by the time work					
7	My work performance is affected by the level of organizing my time					
8	I think that ordering and organizing my workplace provide me a comfortable environment to do my work					
9	I allow the subordinates to participate in taking the decisions to feel that they are responsible and part of the company					
10	I delegate the routine works to my assistants					
11	When my supervisor doesn'tabide the work time, I follow him and do so					

	Question	Answer				
		Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
	Time waste					
12	I avoid all the things that lead to time waste					
13	Using the computer and technology save a lot of time					
14	The university provides you with modern networks					
15	There is no written and clear job description that define my tasks and authorities in work					
16	I can't say "NO" for the personal visits					
17	I receive personal calls during the work					
18	The university's and committees' meetings take a lot of time without any justification					
19	I prefer reading the daily journals before starting my work					
20	I feel that my work is chore and boring					
21	I think that my performance will be better when I get promotions and motivations					
22	I follow the say: "work as much as the salary you gain"					

Arts, Sciences& Technology University in Lebanon

Personal Data (Demographics)

1. Gender

   ☐ Male

   ☐ Female

2. Personal status

   ☐ Married

   ☐ Single

3. Age in years: _____

4. Educational level

   ☐Secondary

   ☐Vocational

   ☐BA/BS

   ☐ Masters

5. Position in the university

   ☐ Administration

   ☐ Research

   ☐ Education

6. Working time

   ☐ Full time

   ☐ Part time

7. Work experience

   ☐ Less than five years

   ☐ Five to ten years

   ☐ Ten to fifteen years

   ☐ Fifteen years and above

Thank you for your cooperation.