

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

**The Impact of Implementing Time Management Strategies on
Achieving Operational Plans**

**(An applied study on the General Personnel Council Staff in
Gaza Strip)**

**أثر تطبيق استراتيجيات إدارة الوقت على تنفيذ الخطط التشغيلية
(دراسة تطبيقية على ديوان الموظفين في قطاع غزة)**

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This Thesis is Submitted in Partial Fulfillment of the Requirements for the
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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ أحمد وليد محمد عامر لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

أثر تطبيق استراتيجيات إدارة الوقت على تنفيذ الخطط التشغيلية - دراسة تطبيقية على ديوان الموظفين في قطاع غزة

The Impact of Implementing Time Management Strategies on Achieving Operational Plans An Applied Study on the General Personnel Council Staff in Gaza Strip.

وبعد المناقشة التي تمت اليوم الاثنين 13 محرم 1437 هـ، الموافق 2015/10/26م الساعة

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واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله و لزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤوف علي المناعمة

**In the name of Allah, the most
Beneficent, the most Merciful**

DEDICATION

I dedicate this study to...

..Palestine, the homeland and the identity..

Martyrs, Detainees and Freedom Fighters

..My Father, Who encouraged me to accomplish my study..

..My Mother, the words are not enough to express my gratitude..

..My wife "Hanadi", my daughters "Seba and Ghina", the continuous support..

..My beloved brother Khalid, God's mercy be upon him..

..My sister Israa, My brothers "Mohammed, Abdel Rahman, Belal, Mahmoud and Izz Al-Deen"

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ملخص الدراسة باللغة العربية

هدفت هذه الدراسة إلى التعرف على مفهوم إدارة الوقت وواقع تطبيقه في ديوان الموظفين العام في قطاع غزة ومستوى انجاز الخطط التشغيلية وكذلك معرفة أثر تطبيق استراتيجيات إدارة الوقت على تنفيذ الخطط التشغيلية، بالإضافة إلى تقديم مجموعة من التوصيات التي تساعد العاملين على الاستغلال الأمثل لساعات العمل الرسمي والتي تزيد من حجم الانجاز والأداء في الدوائر الحكومية المختلفة.

ولتحقيق أهداف الدراسة استخدم الباحث الاستبانة كأداة للدراسة حيث تم اجراء مسح شامل لجميع العاملين في ديوان الموظفين العام بغزة من خلال توزيع 102 استبانة. وقد بلغ عدد الاستبانات المستردة والتي اعتبرت صالحة للتحليل الاحصائي 93 استبانة بنسبة 91.17%، حيث تم معالجتها إحصائياً باستخدام الأساليب الإحصائية التي تناسب أسئلة وفرضيات الدراسة في ضوء استخدام المنهج الوصفي التحليلي.

وأظهرت الدراسة نتائج عدة من أهمها أن مستوى إدارة الوقت حاز على درجة متوسطة بنسبة 57.14%، حيث تبين أن السبب في انخفاض هذه الدرجة بشكل تنازلي هو عدم وجود برامج تدريبية كافية في ادارة الوقت وزيادة ضغوط العمل وتمتع الموظفين بدرجة متوسطة من ادارة الذات ووجود عوائق تنظيمية بدرجة دون المتوسطة إضافة إلى عدم مواكبة التطورات التكنولوجية بشكل كافي ونظرة الإدارة العليا تجاه الوقت والتي لم تحظى بدرجة مرتفعة. كما بينت النتائج أن مستوى تنفيذ الخطط التشغيلية حاز على مستوى فوق المتوسط بنسبة 61.63%.

وقد أثبتت الدراسة وجود علاقة وأثر لتطبيق استراتيجيات إدارة الوقت على تنفيذ الخطط التشغيلية في ديوان الموظفين العام حيث كانت العلاقة طردية ايجابية، إضافة إلى عدم وجود فروق تعزى للمتغيرات الديموغرافية سوى متغير العمر بتأثيره الواضح على مستوى تنفيذ الخطط التشغيلية.

وقد أوصى الباحث بالعديد من التوصيات من أهمها ضرورة توفير برامج تدريبية خاصة في إدارة الوقت للعاملين في المؤسسات الحكومية والعمل على ابراز أهمية الوقت كمورد نادر واثمين باعتباره سر النجاح وضرورة قيام الادارة العليا بجهد فعال لمنع المقاطعات المختلفة والتخفيف من العوائق التنظيمية وضغوط العمل بشكل عام وتحسين مستوى التخطيط للوقت والانضباط الذاتي والعمل على مواكبة التطور التكنولوجي بشكل يسرع العمل ويوفر الوقت والتركيز على فئة الشباب في الأعمال الهامة والمستعجلة إضافة إلى ربط الخطط التشغيلية باحتياجات المؤسسة ومراعاة وضعها العام وغير ذلك من التوصيات الأخرى.

ABSTRACT

This study aimed to identify the concept of time management and the reality of its implementation at the General Personnel Council (GPC) in the Gaza Strip and the level of achieving its operational plans, as well as clarifying the impact of implementing time management strategies on achieving operational plans.

In order to achieve the objectives of the study, the questionnaire was used as a tool of the study and a comprehensive survey was applied upon all employees of the GPC in Gaza. This was done by distributing 102 questionnaires. The number of questionnaires recovered and valid for the statistical analysis was 93 questionnaires which formed 91.17%. The statistical methods that fit questions and hypotheses of the study was used in addition to the descriptive analytical method.

The most important results concluded by the study were: the level of time management at the GPC had a medium degree with percentage of (57.14%), and the reasons for the decline in this field were represented in the lack of implementing adequate training programs in time management, increasing the level of work pressures, the medium degree of self-management, the existence of regulatory obstacles, lack of following the latest technological developments and the senior management's view towards time which didn't get a high degree. The results also showed that the level of achieving the operational plans had a level above the average with a percentage of 61.63%.

Additionally, the study proved the existence of a relationship and an impact of implementing time management strategies on achieving the operational plans in the GPC, and the relationship was positive, in addition to the impact of age which was the only demographic variable that had significant effect on the level of achieving operational plans.

The study recommended a number of recommendations such as: providing special training programs on time management for the government employees, highlighting the importance of time as a rare and precious resource since it is the secret of success, providing effective efforts by senior management to prevent common occurrences, regulatory obstacles and pressures of work in general, in addition to improving the level of time planning and self-discipline. The governmental institutions should provide the latest technological development which speeds up work and saves time, and the focus on young employees while implementing the urgent business. Finally, linking operational plans with the needs and positions of the institution.

Chapter One

General Framework

- Introduction
- Research Problem
- Research Questions
- Research Objectives
- Importance of Study
- Research Variables
- Research Hypotheses
- Research Limitations
- Research Methodology
- Research Terms

1.1. Introduction:

Time management is one of the main topics in the fields of business administration and an essential element for any manager's success.

Time management is considered one of the features of the professional personality because it leads to production and appraising the situation and forecasting future (Macan, 2012). This is why time management should be one of the basic interests to managers in their management. Most of the studies on time management proved that good time management is closely associated with improving performance.

Since time is always the most important resource available, it must be exploited efficiently. In addition, time management has become one of the basic criteria that is taken in identifying and assessing the effectiveness of administration and management and their success and when we talk about time we mean self-management (Stiolov, 2012).

Mistime-management is considered one of the most important reasons that lead to work pressures and money waste. Despite that these results are often connected with workload, but it is basically based on the individual himself due to his inability to organize his time in the work environment. Therefore, mistime management may not be linked to the increase or decrease of these tasks, but is related to the same person as a result of his inability to organize and manage his time work.

Studies such as (Syfert, 2007) and (Macan, 2012) indicated that a high proportion of staff do not pay attention to the importance of following theories or effective strategies for time management. Thus it reflects negatively on their performance and the degree of achievement, and that of course would weaken the institution's productivity and its performance.

It is known that institutions seek to achieve their strategic plans successfully through implementing the operational plans. Therefore, it is difficult to implement the tasks of the operational plans if there is no optimal investment of time and good management of this important element by following scientific strategies of time management.

(Khudairi, 2000) maintains, "The proper planning of the available time and materials in implementing the strategies help managers and organizations to success and achieve

their goals. This shows that any success in time management means getting away from confusion, indiscriminate work and hazy goals. Thus, achieving success by those in charge of administration is conditional with good time management" (Khudairi, 2000).

Although time planning process takes a long time, it gives effective results during implementation (Al-Jeraisy, 2001). If planning time management is implemented it provides 3 hours versus one hour of planning (Alexander, 1992).

Sine operational plans are based on the chronology of activities and resources used to achieve specific results, it is important to study and find out the impact of time management on implementing the operational plans. Therefore, the study seeks to clarify this impact through studying a number of variables related to time management in order to determine the effect of each of them on implementing the operational plans. The study will be applied on the General Personnel Council staff (GPC).

1.2. Problem statement:

It is known that the employees in the government institutions are forced to achieve many professional duties which require quick completion. Therefore, employees face a fundamental requirement which is represented in the need of effective time-manage, but the problem lies in their inability to organize their time in order to implement their tasks efficiently. This causes negative results in the governmental institutions and affects their ability to achieve their objectives and the completion of the operational plans.

As an example of the Palestinian government bureaucratic system, represented in a statistic which was done to show the lost time at the GPC in the Gaza Strip for the first three months of 2015. The statistics showed that the average delay rate of work per an employee was 9 hours, the average departure rate before the end of the work time was 16 hours, and the average rate of exiting out during work time was 6 hours, in addition to the presence of additional hours of work during the three months was 23 additional hours. This demonstrates the existence of a problem in time management among employees in the governmental sector.

1.3. Research questions:

This research aims to answer the following questions:

- Is there a relation between time management strategies and operational plans achievement?
- What is the impact of time management strategies on achieving operational plans?
- Is there a deference of implementing time management strategies on achieving operational plans related to demographic variables?

1.4. Importance of the study:

The importance of the study is indicated in solving the problem of mistime management at the GPC by clarifying the importance of time management while implementing the operational plans and the latest strategies provided by experts.

In addition, to highlight the realty of operational plans and the most cases concerned with it. The study provides assistance to the officials in the GPC and other sectors to develop their time management and operational planning.

Furthermore, this study is a tool for academics and researchers in this field and an important reference for all who wish to use it to improve their time management efficiently and effectively.

1.5. Objectives:

This study mainly aims to determine the reality of applying time management strategies by the employees at the GPC in Gaza and the reality of achieving the operational plans.

In addition, the study seeks to study a number of variables related to time management in order to determine the effect of each of them on achieving the operational plans.

Although, the study offers some suggestions and recommendations that contribute in improving the effectiveness of time management and reducing the lost time in order to increase productivity, raise the efficiency of workers, provide better service, and achieve the optimum utilization of the official working time.

1.6. Variables:

1.6.1. Dependent variable:

The ability of achieving operational plans

1.6.2. Independent variables:

- Training on time management.
- Senior management's view towards time.
- The pressures of work.
- Self-management.
- Technological development.
- Organizational obstacles.

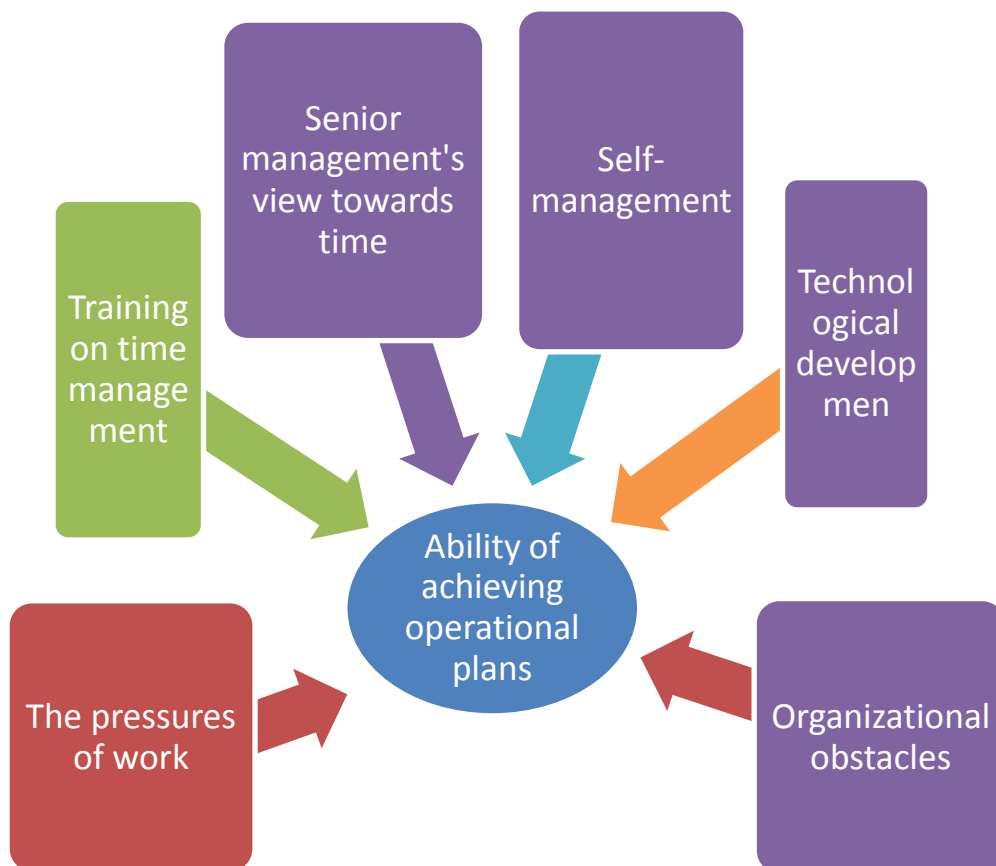


Figure 1.1: Theoretical framework of the variables

1.7. Hypotheses:

First main hypotheses:

H1: There is a statistical significant relationship at $\alpha \leq 0.05$ between training staff on time management and their ability to accomplish their assigned operational plans.

H2: There is a statistical significant relationship at $\alpha \leq 0.05$ between Senior management's view towards time and the ability of workers to accomplish their assigned operational plans.

H3: There is a statistical significant relationship at $\alpha \leq 0.05$ between pressure of work and the ability of workers to accomplish their assigned operational plans.

H4: There is a statistical significant relationship at $\alpha \leq 0.05$ between the degree of self-management among workers and their ability to accomplish their assigned operational plans.

H5: There is a statistical significant relationship at $\alpha \leq 0.05$ between technological development and the ability of workers to accomplish their assigned operational plans.

H6: There is a statistical significant relationship at $\alpha \leq 0.05$ between organizational obstacles and the ability of workers to accomplish their assigned operational plans.

Second hypotheses:

H7: There is a statistical significant impact at $\alpha \leq 0.05$ of implementing strategic time management on achieving operational plans.

Third hypotheses:

H8: There is a statistical significant difference at $\alpha \leq 0.05$ of implementing time management strategies on achieving the operational plans due to the Demographic data.

1.8. Terms of the study:

The study comprises a set of terms, including:

1. Time:

"The period of time of an official business day that starts from eight o'clock until two o'clock" (Hala Beids, 1995)

The study adopts the procedural following definition: "Time is a specific period to do an official business within the framework of characteristics (speed - effort - cost – perfection)".

2. Time Management :

It is one of the processes that, by it, you can accomplish tasks and objectives that enable you to be effective in your business line and your career. This process includes necessary and numerous stages designed to determine your needs and requirements according to their importance, and to match them with the time and resources available." (Al-Sharary, 2004)

3. Time management strategies:

It is a group of self and individual decisions (on the qualitative level) taken by the individual (employee) in how to achieve the objectives optimally, these distinguish each employee from another in terms of effectiveness and efficiency (Al-Sharary, 2004).

4. Planning

"Extrapolating the past, studying the present and predicting the future, to reach the target with best results and lower costs". (Abu Muammar & etc., 2006).

The process of identifying the organization's goals and building strategies to accomplish these goals through developing comprehensive plans and the integration of different activities. (Robbins & Coulter, 2009).

5. Operational Plan:

It is considered as a group of goals derived from the general objectives and are to be implemented through a specific and short period of time, for example, the Director of

the organization chooses a program in each period that meets all of the general objectives. The needs and abilities of his organization in order to achieve them. In other words it is a time schedule for implementing the plan. (Featured Planning web site).

6. Work stress:

It is defined as "an individual subjective experience that occurs as a result of some factors upon the same individual or upon the environment which it operates in such as the organization. These factors lead to such consequences like physical, psychological or behavioral effects on the individual. These consequences affect the work performance and this requires good management for these impacts". (Hejan, 1998).

7. Self-management:

It is the ways and means that assists individuals to optimally benefit from his time in achieving his objectives, and in balancing his life between duties, desires and goals (Al-Aqeli, 2009).

Chapter Two

Theoretical Framework

Section one: Time-Management Strategies

Section two: Operational Plans

Section three: General Personnel Council

Section one: Time-Management Strategies

- **Management and its relation to time**
- **Time and its importance**
- **Types of time**
- **Time wasters**
- **The concept of time-management**
- **Principles of Time-management**
- **Advantage results of Time-management**
- **Some factors that affect time-management**
- **Modern time-management strategies**

2.1.1. Management and its relation to time

Management has been practiced since the emergence of human in Earth. Thus, human's regulation of their own affairs is considered a kind of management during the simple old periods . In modern societies it has become a tool in guiding nations and peoples towards achieving their objectives, and goals.

In addition, management is considered one of the main factors of production for any organization. Any organization that desires to be professional and creative should apply the elements of management step by step in order to reach the maximum investment with the cheapest and simplest configurations.

Intellectuals and administrators have defined management in numerous definitions as the followings:

Frederick Taylor defined it as correct knowledge of what is intended to be done by individuals then making sure they do it in the best and cheapest way (Deiab, 2001). Taylor has focused on the performance competency and the humanitarian effort in order to reduce price of units. This theory was not taken to long because it neglected the psychological and social needs of individuals and considered workers like machines (Nashwan, 2001).

A joint set of functions or processes (Planning, organizing, directing, leadership, follow-up, controlling) that seeks to achieve certain goals by using the available resources optimally (Mustafa, 2005).

Achieving the desired goals by using the available physical and human resources and maintaining the human relations within the institution' (Arifj, 2001).

Based on the previous definitions, management is considered as "the art of coordinating between human effort and available resources in order to increase the level of the institution and achieve the desired goals and maintaining the social relations within the institution'.

The importance of time had a prominent place and was highly emphasized in all management theories. This is indicated at the followings:

- The scientific management theory led by Frederick Taylor focused on studying the movement and time in order to determine the best (optimal) way to perform the work. They analyzed and divided work to simple parts to determine its movement from one area to another and how long it takes, in order to link these parts with each other in the fastest and best way that takes the least possible time. Taylor had taken in consideration the percentage of time spent while stopping, being delayed, having a break or other compelling reasons (Salama, 1998).

- Henry Janet, one of the scientific management theorists, determined daily wages steadily according to time the worker spends to achieve his work, workers who take less time are rewarded (Wuter, 1987).

Therefore, the management process is combined with time. No action is done without time. No movement is done without limited time. Time is not a renewable resource, could not be restored and work could not be done without it. Time which is spent without achieving goals of the organization is considered wasted time forever.

Engen Griessman asked Marqus, the successful director of Neaman Group: what is the joint factor between rich, poor and famous people who you know? He answered that all of them have 24 hours a day; all successful and unsuccessful people share the same number of hours each day. Therefore, the difference between being successful or not depends on how you spend your 24 daily hours (Griessman, 1998).

The relationship between time and management is specified clearly in the compensation of time in every function of management (planning, organizing, directing and controlling) as it is more described later.

2.1.2. Time and its importance

Time is considered one of the expensive and unique sources for every institution, organization and individual. It's one of the sources that can't be reproduced and considered one of the important elements of management. Individuals and institutions that manage their time effectively are more prepared to face professional and personal challenges (Abdullah, 2006).

Time is an essential resource; it's irrecoverable, limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24 hours exist in a day

and dynamic because it's never been static. In addition, it cannot be saved but can only be spent and once misused it can never be regained. Therefore, it is a combined element for all people but the case is that some people benefit from it and others do not.

Life is time and the whole universe, its creation, its cycle and all events that happen in it is combined with time. The cycle of human life begins and ends with time (shehada, 2005).

The main two factors of life is time and place, Druker considered it as the most rare resource. Lakein considered time as life itself, if you miss your time it means you miss your life. Taylor mentioned time as the most inflexible element in life. Franklin said that life is created from time. Webster mentioned it as the period of operations and acts (Al-Tarawna, 2003).

Bingaman Franklin asks (Do you love life? Then don't miss your time).

According to (Ojo and Olaniyan 2008), we can conclude the attributes of time as followed:

- i. Time is a unique resource.
- ii. It is the scarcest resource in the universe.
- iii. Time cannot be replaced by man.
- iv. Time cannot be accumulated like money.
- v. Time cannot be turned on and off like machine.
- vi. Time cannot be stocked like raw materials.
- vii. Time passes at a pre-determined rate whatever happens.
- viii. Everybody is equally endowed with the same amount of it irrespective of his position.
- ix. Time like any other scarce resource must be managed and used judiciously.

Due to this importance of time, directors and managers should learn how to manage their time and know how to benefit from it effectively since it is the real capital for people.

2.1.3. Types of time

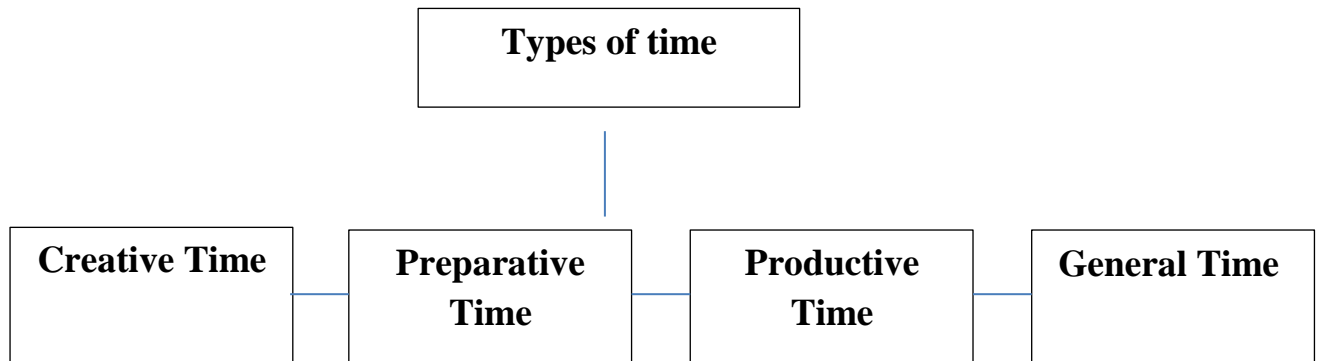


Figure 2.1: types of time

- **Creative Time**

This type of time is devoted to reflection, analysis and future planning operations, in addition to organizing work and evaluating the level of achievement. It is noted that many management activities include this kind of time. This type of time needs deep scientific thinking, directing and evaluating. In addition, this kind faces all management problems by logic scientific methods in order to produce objective and logic solutions (Salama, 1988).

- **Preparative Time**

This kind of time represents the preparation period before beginning work. It includes collecting data and preparing equipment, machines or important office tools that are needed to begin work. The manager should have this time fully to avoid loss represented from unsuitable preparation for work and from not providing essential inputs which might cause economic loss (Khaleel, 1996).

- **Productive Time**

This kind of time represents the period of implementing work that was planned for at the creative and preparative time. In order to increase effectiveness of using time,

managers should balance between time spent in production and time spent in creativity and preparation (Khaleel, 1996).

The productive time is divided into main types:

- Normal productive time (non-urgent or programmed).
- Non-normal productive time (urgent or non-programmed).

As long as the institution is going on a normal production plan with controlling the non-normal production then it is in a good position (Salama, 1988).

- **General Time (indirect)**

This time is determined for applying sub-general activities which affect the future of the institution and its relations with others such as the social responsibility and meeting attendences, celebrations and seminars. These activities take much time from the manager. Therefore, he should determine how much should he spend for them or to authorize another person to do these missions instead of him (Khaleel, 1996).

Intellectuals divide time according to the ability to control it in to types:

- Controllable Time/ it's time that can be controlled by mangers or the employee and is able to act freely in it.
- Uncontrollable Time/ it is the time which is not controlled by managers or employees and is sometimes spent in little works such as receiving visitors, meeting clients, phone calls and long meetings that discuss sub-issues (Drucker, 1970).

According to the previous presentation, there is a differentiation in classifying time due to the environment that individuals live in. In addition, there is a differentiation between individuals in recognizing time. Some of them control their time and others miss it without benefiting from it due to their lack of effective time-management. Therefore, time can be organized to best effect through an effective time management and this will maintain the energy level at optimal heights.

2.1.4. Time wasters

Managers often waste their time with less important things instead of focusing on other important things, because they use the information available to them instead of getting the information they need and it can be defined as "whatever prevents individual from achieving their objectives effectively ((Khalil, 1996)

Those things that lead to losing time without doing business efficiently and thus not achieving the desired objectives at the determined time (Abdel Gawad, 2000).

Drucker clarified factors that lead to wasting time in general; it is called organization obstacles (Sheikha, 1991)

- Mismanagement and inadequate organizing:

Bad management leads to lose the time of many workers, especially as the manager's time such as facing crises every year repeatedly.

- Increasing the number of employees:

Increasing the number of employees more than the appropriate limitation causes time wasting, because people love to meet together and exchange visits and conversations. Drucker says "The manager who spends more than 10% of his time in resolving human relations disputes between workers, it means he has a surplus number of them". The excess number of workers doesn't only affect work, but even affects the performance of others by increasing interaction and social meetings between them.

- Increasing the number of meetings more than needed:

Meetings are expensive because it takes time, effort and money. Therefore, directors must be careful to reduce the number of meetings to minimum and only call concerned people to attend it. In addition, directors should learn the art of management meetings.

- Inadequate information and communication systems:

Information is an important issue in the work of the manager. Thus, much time could be wasted due to the delayed receiving of information or receiving inaccurate information.

- Unannounced visits, unsuccessful meetings, reluctance in making decisions, the fear of making mistakes, the mandating wrongly, bad prioritization, interruption while working and social interaction within the organization.
- The excess phone calls and reading newspapers & magazines.
- Implementing tasks before thinking about them or planning them, transiting to a new task before completing previous ones, and paying more attention to less important routine matters.

2.1.5. The concept of time-management strategy

Time management strategy is considered as the opposite of confusion, turmoil, chaos life, lack of controlling and accountability, acting according to action and reactions, the absence of vision, lack of strategic plans and the absence of worker's sense in the organization towards the importance of time.

Recently, time has become a serious factor for directors at different levels, decision makers, supervisors and secretaries.

According to (Allen, 2015), time management is defined as practices individuals follow to make better use of their time. It also refers to principles and systems that individuals use to make conscious decisions about the activities that occupy their time. Time management is the management of our own activities to make sure that they are accomplished within the available or allocated time, which is an unmanageable continuous resource.

Time management strategy is defined as "the full recognition of the arts of using time and the practical knowledge of how investing it effectively in order to increase productivity and individual's performance and achieve the determined goals" (AlAqeli, 2010).

We sometimes here the words (Just in time), it means producing and providing at the determined time. In other words it's the case where the lost time equals zero.

Time management is a method for managers to increase work performance effectiveness. In addition, he defined time management as types of behavior that differentiate people who do things on time, stick to deadline and spend little time on

their activities from those who are often late, pass deadline, spend much time on their activities and waste time on unimportant matters (Claessens, Roe, Rutte, 2009).

In addition, time management is defined as using your time to accomplish given tasks in an efficient and effective way using tools and skills to maximize your productivity (Hurley, 2011).

2.1.6. Principles of Effective Time-management

According to (Eruteyan, 2008), the following are the principles for effective time management.

- **Planning:** This involves formulating goals and determining practical ways or steps to be taken to achieve them. If you are committed to bridge the gap of your performance, then better time management should become your lifestyle choice.

There is a rule in planning called the 10/90 Rule of effective Time management (the Rule of Indispensability). It states that 10% of time that you take to plan your activities carefully in advance will save you 90% of the effort involved in achieving your goals later. The very act of the manager of thinking through and planning his/her work in advance will dramatically reduce the amount of time that will take him/her to do the actual job. The planning principle gives rise to the principle of clarity which means writing and re-writing out the goals/activities you wish to accomplish (Hisrich & Peters, 2002).

- **Organization:** Organization means putting all resources you have into plan to achieve personal goals.

- **Responsibility:** The essence of modern management borders on responsibility and accountability. It is common to find people passing the buck for every iota of failure or irregularity. Winston Churchill said “The price of greatness is responsibility.

- **Accountability and integrity:**

At the end of specific periods, it is important for every responsible person to take stock of actual results of his/her actions and compare them with plans in order to correct mistakes and make appraisal.

Effective aids: According to (Adejo, 2012), these aids are:

- **Create a simple "To Do" list**

This simple program will help you identify a few items, the reason for doing them, a timeline for getting them done, and then printing this simple list and posting it for reminders.

- **Daily/weekly planner**

Write down appointments, classes, and meetings on a chronological log book or chart.

If you are more visual, sketch out your schedule

First thing in the morning, check what's ahead for the day

always go to sleep knowing you're prepared for tomorrow

- **Long term planner**

Use a monthly chart so that you can plan ahead.

Long term planners will also serve as a reminder to constructively plan time for yourself

2.1.7. Advantage results of Time-management

1. It helps to take control of many areas of your life.
2. It increases productivity.
3. Time management makes you become more organized.
4. It helps you to benefit from time effectively.
5. Time management also helps you gain time for yourself to relax and do the things you enjoy doing.

Why managers face time management failure?

According to (Eruteyan, 2008), managers fail in managing their time due to the followings:

1. Reactive Mode of Working: Some managers are only concerned about what is happening at present in their organization. They don't take time to act to events that come their way rather they react and keep complaining.
2. Failure to think correctly before acting: Taking action without prior correct thinking is a cause of time management failure. Some managers seem not to believe in or find it

difficult to put into practice. They don't consider the 10/90 principle of effective time management which saves 90% of your time and efforts due to 10% in planning and thinking.

3. Failure to acquire new skills, knowledge and abilities: Some managers fail to update themselves in terms of attending seminars and lectures that will increase their horizons instead they feel they know all things and don't need to be updated.

4. Procrastination on hard challenging Jobs: Some managers adopt procrastination on hard challenging jobs. Instead of getting started on them, they adamantly refuse to work on these tasks. The most injurious aspect of this approach is that such hard challenging jobs are not in the bottom 80% but in the top 20% of jobs which add most value to the managers' work.

5. Others: Other reasons for time management failure by managers includes poor team building, refusal to relax, poor creativity, poor self-confidence, inability to set a conducive working environment etc.

2.1.8. Some factors that affect time-management

- **Senior management's view towards time:**

The view of senior management towards time affects time management process at the institutions. If senior managers are interested in time this will positively affect time management of employees. Senior management's interest towards time is indicated by: their ability to control their time, provide it to employees and avoid wasting time which is caused by welcoming visitors too much, attending many meetings, phone calls and others (Al-Hour, 2006).

- **Training on time management:**

Training is considered a main factor that affects the competency of employees to manage their time effectively. Employees who receive training courses in time management have better performance. These training courses include how to manage time while making communication calls, attending meetings, planning and others (Al-Hour, 2006).

- **pressures of work:**

Individuals face many pressures due to several conditions which may be internal or external. These pressures cause interruptions and bad psychological feelings for individuals. Thus they are unable to face current conditions accurately (Al-Adayla, 1999).

Work pressure makes the individual be worried, interrupted and reacted. This affects his work duties, his relations with other employees and his health. Intellectuals say that it is unable to increase performance and productivity without eliminating pressure on workers or at least decreasing it (Al-Ghazawi, 1991).

There is a negative relation between skills of time management and work pressure. Thus as more as pressure increases, skills of time management decrease (Al-Bahoth, 2013).

- **Self-Management:**

When we talk about time we mean self-management and time is managed by managing our selves (Stiolov, 2012).

Peter Drucker says "Time management means self-management and the effective directors are those who look to their time before beginning work. Thus who can't manage his time can't manage himself". Self-management means the individual's ability to invest his skills, thoughts and feelings in order to achieve his goals effectively (Syfert, 2007).

- **Technological development:**

It's no secret that technology can help keep workers on task and improve their time management skills – we can imagine the length of time it used to take to send a message to someone via postal service, versus the now-instant gratification of email. But as we attempt to uncover the importance of technology on time management, we must also examine ways to make sure the technology doesn't get in your way.

For example, using paperwork; imagine the mounds of paper that used to litter the offices of accountants, newspapers and nearly every other business. With the advent of technology, there's no longer the need for all of that mess, which requires manual cataloguing in order to find the right piece.

The ability to find the information quickly when we need it is a big time-saver.

Another example, using calendars; many companies and individuals find great success in managing time by using online scheduling, calendars and time clock technology.

By using these tools, other workers know when you're in or out of the office, when you have a meeting set up and other information that keeps them from spending time tracking you down.

2.1.9. Modern time-management strategies

2.1.9.1. Greg's ten Tips for time management.

Greg Reg Mankiw, a professor and chairman of the economics department at Harvard University in the United States, mentioned a strategy of effective time management that includes ten steps as followed (Adejo, 2008):

1. **Prioritize.** Feeling overwhelmed by all you have to do? Stop and Think--which item must be completed today? This does not include items you'd like to get done today, but only the item(s) that must be completed today.
2. **Be realistic.** One way to set up yourself for a panic situation is to plan an unrealistic amount of work for one day or one week. Use your common sense to recognize when you have over-scheduled yourself.
3. **Delegate.** A person who refuses to delegate will very likely be a very busy and frustrated person. For anyone to personally handle every item is unnecessary and unwise.
4. **Work Efficiently.** For example, make sure your electronic calendar does not cost you time. People who love electronics will shake their heads no at this idea. But sometimes it can take longer to enter and maintain information in a gadget than to jot it down with a pencil in an old-fashioned paper planner.
5. **Organize Meetings Wisely.** With a little preparation, meetings can be transformed into productive assemblies helping you and your group steam toward, instead of away from, their goals. The key ingredient for a good meeting is preparation.

6. **Learn to Say No!** Many people have a tough time saying no. They allow themselves to become members of every committee even ones that are outside their particular talent. People, who can't say no, quickly discover their life is out of balance.

7. **Destroy the Paper Monster.** The best guideline for paperwork is to either file it or toss it. We never use 80% of the paperwork we keep. Paper, magazines and other forms create clutter and confusion, which could turn into stress.

8. **Manage Mail.** Answer E-mail immediately. Don't read it and then let it pile up in your in-box; keep your in-box clutter free.

9. **Make Lists.** Making a list can be a legitimate time manager. Keep a pad handy to jot down projects as they arise, items that come to mind to do later. Then, make a fresh list and prioritize the remaining items.

10. **Allow Time for Fun and Surprises.** Allow some spontaneity and fun in your life. Every now and then do something nice for someone totally unexpected. Call someone up and tell him or her how much you appreciate them.

2.1.9.2. Covey's Four Quadrants for time management

The Covey time management grid is an effective method of organizing your priorities. It differentiates between activities that are important and those that are urgent.

Stephen Covey's approach to time management is to create time to focus on important things before they become urgent. Sometimes this just means doing things earlier. The real skill is to commit time to processes that enable you to do things more quickly or more easily, or ensure that they get done automatically (Al-Qaisy, 2006).

Table 2.1: The time management matrix of activities

	URGENT	NOT URGENT
IMPORTANT	Quadrant I: Urgent & Important	Quadrant II: Not Urgent & Important
NOT IMPORTANT	Quadrant III: Urgent & Not Important	Quadrant IV: Not Urgent & Not Important

source: Stephen Covey, 7 Habits of Highly Effective People

Table 2.2: An example of activities organized in Covey's matrix:

	URGENT	NOT URGENT
IMPORTANT	I ACTIVITIES <ul style="list-style-type: none"> • Crises • Pressing problems • Deadline-driven projects 	II ACTIVITIES <ul style="list-style-type: none"> • Prevention, capability improvement • Relationship building • Recognizing new opportunities • Planning, recreation
NOT IMPORTANT	III ACTIVITIES <ul style="list-style-type: none"> • Interruptions, some callers • Some mail, some reports 	IV ACTIVITIES <ul style="list-style-type: none"> • Trivia, busy work • Some mail

	<ul style="list-style-type: none"> • Some meetings • Proximate, pressing matters • Popular activities 	<ul style="list-style-type: none"> • Some phone calls • Time wasters • Pleasant activities
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Based on 7 Habits of Highly Effective People, Stephen Covey

1. If activities fall in quarter I then do it now.
2. If activities fall in quarter II then decide when to do it.
3. If activities fall in quarter III then delegate it.
4. If activities fall in quarter IV then dump it.

After emphasizing the earlier proposals to invest time, it is important to mention what Griessman and Morvalk said. Morvalk in his book (How to find an Extra hour each day) said that (Schwab Charles), a former director of Bethlehem Steel Foundation, in one day called a consultant, (Igy Lee), to his office and asked him to help him organize his time better. Lee gave a paper for Schwab and said to him: write on this paper the most important four or five tasks that you should complete tomorrow, and give each of them a record, according to their importance. When you reach your office begin the task that holds the first number and don't move to the second task only after completing the first even if the first task required a full day (Babin, 1992).

Griessman said that If you want to improve your life, there is one best strategy that must be followed, it gives effective results without obstacles. This strategy is:

Studying successful people and represent what they do. Thus, you will learn the successful methods (Griessman, 1998)

Section two: Operational Plan

- **Planning & its types**
- **The concept of Operational Plans**
- **Relationship between Strategic & operational plans**
- **Benefits of operational planning**
- **Operational Plan Sample**
- **Controlling the operational plans**
- **Factors that affect operational plans**
- **The relationship between time-management and performance**

2.2.1. Planning and its types

Planning is the process of setting goals, reasons for choosing them and actions to accomplish them, with enough details in regard to schedules, costs and other factors that affect the execution of such goals (Amescua et al. 2004).

(Al-Madi, 2006:55) indicated that planning is the process of determining suitable means and methods for achieving future goals according to current conditions and available resources.

Planning in most organizations is of three types according to their breadth or time frame (Hans et al. 2007):

- a. **Strategic planning:** i.e. concerns with long-term goals and involving upper management activity.
- b. **Tactical planning:** i.e. concerns with medium-term goals.
- c. **Operational planning:** i.e. concerns with shorter-term goals such as daily activities on the shop floor.

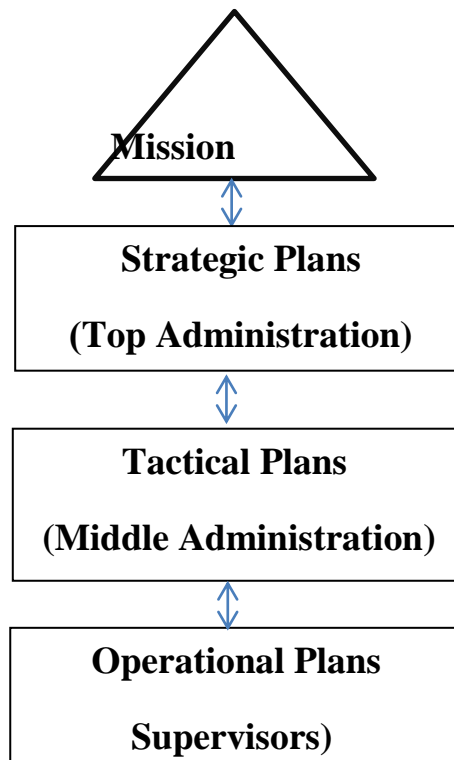


Figure 2.2: Levels of planning at institutions

(Source: Al-Amri, Al-Ghalbi, 2008: p.208)

2.2.2. The concept of Operational Plans

After approving the strategic plan, the institution should develop effective implementation procedures in a limited period which is called an operational plan. In this process the strategic plan is separated in to a group of operational plans that are timed, effective and suitable with the institution's conditions (Rustom, 2004: 76).

In this stage programs and activities are determined in order to achieve the goals of the institution.

(Al-Amri, Al-Ghalbi, 2008) The operational plans are plans prepared by supervisors and determine the exact steps to achieve the operational goals and to support tactical plans.

(Ashour, 2007) An operational plan is a group of small term activities and programs that are designed to achieve the strategic goals. Therefore, the operational plan is separated; an annual plan is approved each year that includes short term objectives to be achieved in order to reach the strategic goals and it includes measurement indicators.

(Ashour, 2007) The Operational Plan provides the what, who, when and how much:

- **what** - the tasks that must be undertaken
- **who** - the persons who have responsibility of each of the tasks
- **when** - the timelines in which tasks must be completed
- **how much** - the amount of financial resources provided to complete each task

An operational plan is a detailed plan used to provide a clear picture of how a team, section or department will contribute to the achievement of the organization's strategic goals.

Operational plans are used to identify:

- The goals of the team, section or department
- How the goals will be achieved
- What resources are required to meet the goals

According to (Morrissey, below, Acomb,1998) An operational plan is a document identifying specific results to be achieved within a given time period (usually one year). It also includes the specific actions and resources required to accomplish these results. There are two separate considerations in operational planning-the plan and the process. Six distinct elements make up this plan.

- Operational analysis
- Key results areas
- Indicators of performance
- Operational objectives
- Action plans
- Budgets

Together these six elements form an important management tool for determining specific short-term results to be achieved and fixing accountability for those results.

The operations plan is both the first and the last step in preparing an operating budget request. As the first step, the operations plan provides a plan for resource allocation; as the last step, the OP may be modified to reflect policy decisions or financial changes made during the budget development process.

Operational plans should be prepared by the people who will be involved in implementation. There is often a need for significant cross-departmental dialogue as plans created by one part of the organization inevitably have implications for other parts.

Operational plans should contain:

- clear objectives
- activities to be delivered
- quality standards
- desired outcomes
- staffing and resource requirements
- implementation timetables
- a process for monitoring progress

2.2.3. Relationship between Strategic & operational plans

According to Wikipedia, operational plan is the next step in the business planning process after the Strategic Plan has been formed. The strategies identified in the Strategic Plan become the start point for the Operational Plan. In reality, a Strategic Plan has limited value unless an Operational Plan follows. It is the Operational Plan that ensures that things get done.

The Operational Planning process should involve the planners in active consultation with those staff and volunteers that will be key drivers of the plan. This consultation determines many important factors such as timelines for getting things done, whether the budget is realistic and, of course, who will take responsibility for each strategy/task.

It is important to understand the difference between an "operational plan" and a "strategic plan". The strategic plan is about setting a direction for the organization, devising goals and objectives and identifying a range of strategies to pursue so that the organization might achieve its goals. The strategic plan is a general guide for the management of the organization according to the priorities and goals of stakeholders. The strategic plan does not stipulate the day-to-day tasks and activities involved in running the organization.

On the other hand the Operational Plan does present highly detailed information specifically to direct people to perform the day-to-day tasks required in running the organization. Organization management and staff should frequently refer to the operational plan in carrying out their everyday work.

The purpose of the Operational Plan is to provide organization personnel with a clear picture of their tasks and responsibilities in line with the goals and objectives contained within the Strategic Plan.

Basically, the Operational Plan is a plan for the implementation of strategies contained within the Strategic Plan. It is a management tool that facilitates the co-ordination of the organization's resources (human, financial and physical) so that goals and objectives in the strategic plan can be achieved.

2.2.4. Benefits of operational planning

(Morrisey, below, Acomb,1998) indicated some important benefits of implementing an operational planning process include:

- It provides a standardized management planning tool from year-to-year that can be used for both the total organization and for individual operating units
- It translates longer term strategic ‘roadmap’ into achievable annual actions and identified business and financial measurable results.
- It provides clear direction to managers and employees to understand goals of the company in total and of their own unit.
- It allows the budget to be a more reliable management tool by taking into account forward planned operational issues rather than just make a monthly adjustment based on the prior year’s monthly financial performance
- It will support team building throughout the company as managers and employees will have been involved in analyzing, planning and commitment to specific objectives and actions and in measuring results.
- It reduces the risk of failure and ensures that you will not forget things.
- Help to reach the goals easily and in a smaller time periods
- It allows you to control and review activities.

2.2.5. Operational Plan Sample

2.2.5.1. Annual operating plan (Year):

Objective	Goals	Activities & programs	End date	Responsible	Required resources

Table 2.3: Source: (Ashour, 2007: 37)

2.2.5.2. Annual operating plan (Year):

Objective:

Goal 1:

Measurement Indicators:

Activities & programs	Duration		Responsible	Required resources
	Start date	End date		

Table2.4: Source: (Ashour, 2007: 37)

2.2.6. Factors that affect operational plans

According to Leo Isaac article published on <http://www.leoisaac.com/> it would be fair to say that many good strategic plans failed to be implemented successfully due to the lack of resources - typically a lack of money, people or both. In operational planning it is therefore very important to be realistic and to understand that resources are limited. Managers need to carefully plan the use of funds, the acquisition of facilities and equipment and the development of people within the organization to achieve goals.

Factors to be considered include:

- Funding
- Organization structure
- Physical resources
- Planning important dates

2.2.7. Controlling the operational plans

Control can be defined as the process of guiding the system toward a pre-determined standard or goal through the comparison of actual performance with planned measurements (Bonner 2005). Collyer and Warren (2009) defined control to be the exercise of managing resources (e.g. human, equipment, tools, etc.) with continuous comparison to planned performance and taking steps to correct any deviation as means of allowing project to achieve its objectives.

An operational plan is a key tool for managing an organization. It provides the manager with detailed information on the work that must be done to ensure that planned goals and objectives are achieved.

(Bonner, 2005) indicated that management process should involve continual checking of the implementation of the Operational Plan and exercising control of the organization's resources to ensure success.

What needs to be checked by the manager includes:

- **Timelines** - have strategies been commenced and will all tasks be completed by the scheduled timelines?
- **Performance Measures** - has progress been made according to performance measures? Is it likely that targets will be met?
- **Responsibilities** - is there anyone having difficulty with the tasks allocated to them? Does there need to be any reassignment of responsibilities?
- **Physical Resources** - the assignment of assets e.g. equipment, vehicles, space in a building or outdoors
- **Budget** - the allocation of money e.g. pay salaries, purchase equipment, hire venues, undertake advertising and promotion

Methods of control

Managers will therefore need to control the above factors on a week-to-week basis.

This control by managers will involve:

- Investigating on a regular basis of what has been achieved, and what has not
- Implementing corrective action where tasks are not achieved, or achieved on time
- Checking that resources will be available when needed
- Supervising, supporting and motivating the people of the organization to ensure tasks are undertaken
- Adjusting the operational plan if there is a need
- Reporting problems to superiors e.g. directors, committee personnel, the Board Members of the organization

2.2.8. The relationship between time-management and performance

Time management is considered one of the essentials that should be concerned by managers in their work. Most studies that dealt with time management mentioned that good time management is highly correlated with performance and productivity. (Al-Areefi, 2008) indicated that good time management increases productivity and performance in general.

Many studies showed that there is a strong relation between time management and the competence of performance whether for individuals or institutions. Thus, with effective time management, the employee can increase his performance and achieve his works completely. There is a high effect of time management on increasing workers' performance (Abu zeida, 2012).

Performance outputs are divided into job performance and effectiveness (Claessens, 2009). In addition, there is a moral relation between management functions and time management effectiveness, but it is important to know the procedures and methods that assist to manage time well, thus to achieve highest level of job performance (Al-Tarawna, 2002).

Time management is not correlated with job performance only, but it is also correlated with academic performance, and studying performance and individuals' performance in achieving personal things in life. Therefore, many psychological studies in industry fields emphasized the importance of organizing and investing leisure time for motivating human power and restoring effectiveness in order to increase productivity and work competency.

Section three: General Personnel Council (GPC)

- **General Personnel Council**
- **Tasks & Responsibilities**
- **Main Departments of the GPC**
- **Main Obstacles**
- **GPC's operational plan**

2.3.1 General Personnel Council (GPC)

The GPC is a Palestinian Public institution that was established in 1994 and works to support the Palestinian government comprehensively in managing the civilian service sector by adopting competency and effectiveness concepts in planning, presenting and controlling policies related to human resources at the Palestinian authority, in addition to the general supervision of implementing the civilian service law accurately and its development (GPC annual report, 2012).

2.3.2. Mission

The GPC seeks to develop the civilian service law by increasing the competency of human resources and management systems, in addition to making sure of applying the system on employees homogeneously, transparency and equally in order to guarantee providing a qualified service to Palestinians.

2.3.3. Strategic Goals

The strategic goals and practical priorities are:

- 1- To be a special governmental entity.
- 2- Implementing a management change to lead the internal organizational change of the GPC by establishing a high management team.
- 3- Forming and developing an effective and coordinated policy for human resources for providing advices for the ministry council in the human resources policy and managing the civilian service.
- 4- To guarantee homogeneous and transparency policies in the recruitment and appointment procedures at the civilian service sector.
- 5- Establishing and developing a new training and development strategy for the civilian service sector and applying it.

2.3.4. Tasks and responsibilities of the GPC

According to the annual report of the GPC (2012), the main tasks are:

- 1- Developing the administrative system in Palestine to achieve the administrative progress.

- 2- Supervising the implementation of the civilian law in all governmental institutions.
- 3- Giving advices for establishing organizational structures, its divisions, employment tables and job descriptions which are provided by governmental institutions before presenting it at the ministries council.
- 4- Establishing a training center and a group of sub centers in Palestine.
- 5- Participating in conducting competitive exams for recruitment and taking suitable procedures for implementing them.
- 6- Preparing a central registration for all civilian employees.
- 7- Preparing a civilian service guide that clarifies the duties and rights of employees and all legislations applied in Palestine.
- 8- Transferring the documents of the retired employees to the specialized side according to the retirement system.

2.3.5. Main Departments of the GPC

The administration structure of the GPC indicates the followings:

- **Training and development department**

This department is responsible of inventorying the training needs for all governmental ministries and institutions, preparing training plans for supporting employees, and dispatching employees for external missions, courses and conferences, in addition to provide them study leaves.

- **Recruitment department**

It is responsible of recruiting employees and putting rules of testing and selecting candidates, and determining recruitment needs for ministries.

- **Civilian service's employees affairs department**

It is responsible of the employee's affairs after appointing them such as vacations, calculating transportation and previous experiences, supervising different improvements and reviewing daily attendance records of ministries, the end of employees' services and their retirement rights.

- **Human resources development department**

It is responsible of the organizational structures for governmental institutions and ministries, preparing tables of recruitment forms and job

description, implementing modifications and upgrades according to the organizational structure approved by the ministries council and developing performance of the Palestinian institutions.

- **Administrational and finance affairs department**

It is responsible of the affairs of the employees at the GPC and of all financial affairs and requirements such as maintenance, engineering and archive.

- **Information technology and communication department**

It is responsible of all available information at the GPC, computer works, statistics and reviewing all employees' data, in addition to the website and the internet.

- **Other assistant departments**

The GPC director's office, controlling department, public relations department, legal affairs department, women affairs unit, ministries council affairs unit and preparing leadership unit.

2.3.6. Main obstacles that face the GPC's work

(GPC annual report, 2012) mentioned the following:

- 1- The siege imposed on Gaza Strip which prevented international connection, experience exchange, making relations with other institutions and sending employees in external missions.
- 2- Lack of fundamental sources for developments.
- 3- Lack of communication between Gaza strip and the West Bank.
- 4- Interference of tasks and powers between ministries.
- 5- Lack of stable organizational structures at the governmental institutions.
- 6- The unclear points of the law and legislations which hinder the daily work of the GPC.
- 7- Lack of cooperation between the governmental institutions in achieving administrative conversion and development.

Appendix A represents the GPC operational plan of 2014.

Chapter Three

Previous Studies

Previous studies:

Many previous foreign and Arab studies associated with time management were done such as the following:

First: Arab Studies:

1. (Alsyouf, 2014) A study entitled: "Time-Management strategies among students of Jordan University".

The study aimed at investigating the time management strategies of the students on the faculty of Educational Sciences in the University of Jordan for the first semester of the academic year 2012/2013.

The study concluded that there were no statistical significant differences in students time management strategies due to the educational level (bachelor and postgraduate levels) nor due the gender variable (male and female students). In addition, there were statistical significant differences in students time management strategies due to the accumulative average and favour of (very good and excellent, thus higher the average were use of the time management strategy. Furthermore, the study concluded with some recommendations for better use of time management for the students.

2- (Al-Bahouth, 2013) A study entitled " Time Management Skills and its Relation to Work Pressure, From the Point of View of the Ministry of Finance employees at Budget and Arrangement Affairs – Riyadh"

The study discussed how time management skills relate to work pressure from Budget and Arrangement Affairs' Point of View.

The main results of the study showed that the level of Time Management Skills is relatively high with Budget and Arrangements Agency employees and the average is 3513, the average of Work pressures measurements is 3533 which is reasonable and there is a negative relationship between Time management and work pressure, when work pressure increases Time management skills decreases.

In addition the study recommended to apply number of courses for employees who are working on Budget and Arrangements Agency to improve time management skills and train them in how to avoid work pressure and to make effective delegations.

3- (Ghzawi, 2012) A study entitled “Time Management and Its Impact on Employees’ Performance at the Civil Status and Passports Department in the Northern Region in Jordan from Employees’ Perspective”

This study aimed to identify the concept of time management and the reality of its application at the Civil Status and Passports in the Northern region, and to investigate the impact of time management on the performance of the employees in addition, providing a set of recommendations that will help employees make the best use of the official working hours, which helps to improve performance in government departments, particularly the Civil Status and Passports’ department.

The study showed that the overall level of implementing time management by employees of the Civil Status and Passports’ department in the northern region and the level of their performance was high and there were no statistically significant differences in implementing time management due to the variables of gender and years of experience.

4- (Melhem, 2010) A study entitled: "An analytical study on the relationship between time management and performance of employees at the public and private institutions of Qalqilya governorate".

This study aimed to identify the relationship between time management and performance of employees, where the study population consisted of a sample of employees at the public and private institutions in Qalqilya.

The sample of the study consisted of (371) persons and it showed that there is positive relationship between time management and the performance of employees, in addition to a negative relationship between the obstacles of time management and the performance of employees.

5- (Al-Aqeli, 2009) a study entitled " The obstacles affecting the use of scientific methods in time management – a case study on Rama & HGT Suisse companies"

This study discussed the most important obstacles that affect applying time management successfully and prevents employees from using the most scientific methods of time

management more productive and efficient, in addition to the main tools and strategies used in time management.

The researcher concluded that that there are many personal, organizational, technical and procrastination obstacles that affect employees from using time management successfully in different degrees.

6- (Ghanem & Mesleh, 2008), A study entitled: "Using time management strategies by senior management at the public and private institutions in Jenin and Qalqilya".

This study aimed to find out how senior management use time management strategies during their daily work at some public and private institutions in the cities of Jenin and Qalqilya, and how can these employees improve their use of their time effectively and efficiently.

The researchers distributed 71 questionnaire. The results showed that the respondents agreed on using minimum time management strategies. The study showed that time is lost and wasted due to (phone calls, the large number of paperwork, lack of goals and using scrap papers to jot down activities instead of Notepad).

7- (Jelegim, 2009) A study entitled: "The organizational obstacles and their relationship with effective time management at Riyadh passports center".

The study discussed the organizational obstacles in Riyadh passport center and how it affects time management. The researcher used the descriptive analytical approach a society sample that consists of 474 individual. The study resulted that there is an organizational obstacle that affects time management which is the unclear legislations and rules.

The study proved that there is a relationship between the organizational obstacles and the effectiveness of time management. In addition, it recommended modifying these regulations, putting more effective motivations, decreasing Psychological pressure on employees and changing many works to be electronic.

8- (Asheimat, 2005) A study entitled: "Usage of time management and its obstacles from the point of view of workers at the administrative service centers in Al-Karak governorate".

This study aimed to investigate the uses of time from the point of view of workers at the service administrative centers in Karak governorate, and how they spend their time. The study sample consisted of (119) participants who were selected randomly.

The results showed that the arithmetic average of the effectiveness of time management reached (4:54) which is high. In addition, the results showed that there were no statistically significant differences for the demographic variables.

9- (Kilani, 2002) A study entitled: "The reality of time management with respect to the heads of academic departments in the Palestinian universities".

The study aimed to identify the level of using time management by the heads of academic departments at the universities of Gaza Strip, in addition to know the most important works that takes their time at work especially while planning, organizing, decision-making and communicating.

It also aimed to identify levels of using time management methods such as: the method of managing with objectives, managing with mandate, self-management, and the participation management method.

10- (Tarawna & Lozi, 1996) A study entitled: "Time Management."

This study aimed to explore the views of managers at the Jordanian government departments in Karak, Tafila, Ma'an and Aqaba governorates, about identifying the time required to accomplish the important activities and routines. The study sample concluded (131) directors of government at the provinces mentioned above.

The study showed that the director allocates 42.24% of his time to the important tasks and 38.99% of it for routine and the rest of time is considered as waste time. In addition, the results indicated that there is a relationship between time management and all of the functional class, educational level, length of working in the job and the director's age.

11- (Abu Sheikha & Qaryouti, 1991) A study entitled: "Time management at the government agencies in the Hashemite Kingdom of Jordan".

This study aimed to identify the Jordanian government employee philosophy and perspective towards time, and to know how he spends the time of the official work and his effectiveness in his administration.

The study indicated that there are undesirable behavioral patterns during the official working hours and which adversely affect the investment of time efficiently. The study also showed that large period of the official time is wasted.

Second: Foreign Studies:

1- (Nasrullah, Khan, 2015) A study entitled "The Impact of Time Management on the Students' Academic Achievements"

The aim of the current research was to determine the relationship between the time management skills and academic achievement of the students.

The study showed that students' time management can be considered as one of the aspect that can move a student to be a good student. A good time management is vital for students to shine. However, some of the students do not have a good time management skills that has negatively affect their life and their academics. The usage of time by students in higher education institutions is related to their daily routines and activities. Students' time management can also affect stress level of students as they need to cope with their tasks and their personal achievements. In this regard, the data was collected from the students of Qurtuba University of Science and Technology to analyze that how effectively they are managing their time for achieving their academic standards.

2- (Schubert et all, 2015) A study entitled "Simulation-based decision support for evaluating operational plans)

This study describes simulation-based decision support techniques for evaluating operational plans within effects-based planning.

As a test case, the study uses an expeditionary operation with a plan of 43 actions and several alternatives for these actions, as well as a scenario of 40 group actors. Decision support for planners is provided by several methods that analyze the impact of a plan on the 40 actors, e.g., by visualizing time series of plan performance. Detailed decision support for finding the most influential actions of a plan is presented by using sensitivity analysis and regression tree analysis. Finally, a decision maker may use the tool to determine the boundaries of an operation that it must not move beyond without risk of drastic failure. The significant contribution of this study is the presentation of an integrated approach for evaluation of operational plans.

3- (Wakui, Yokoyama, 2014) A study entitled "Impact analysis of sampling time interval and battery installation on optimal operational planning of residential cogeneration systems without electric power export"

The study analyzes the impact of the sampling time interval for energy demands on the optimal operational planning of residential cogeneration systems without electric power export. First, an optimal operational planning problem was modeled on the basis of a mixed-integer linear programming. Then, the developed model was applied to an energy-saving analysis of the following residential cogeneration systems under 5–60 min sampling time intervals for the simulated energy demands. The results revealed that optimal operational planning under a sufficiently short sampling time interval is required to evaluate not only the energy-saving effect of the residential cogeneration systems without electric power export, but also the effectiveness of battery installation.

4- (Adeyinka, , 2012) a study entitled: "effective time management for high performance in an organization".

The main objective of this study was to determine the effect of time management on high organizational performance using LASACO ASSURANCE Plc. as a case company.

A quantitative approach was used as the methodology. The study brought out the differences between effective time management and time management. It was discovered that the organization has already implemented time management, but it was not effective enough. The test of a hypothesis was conducted using simple regression

with the aid of the SPSS software, thus establishing the fact that effective time management is an important tool for high organizational performance.

In conclusion, effective time management is a great tool for obtaining high performance; thus helping organizations to control their financial future and improve productivity.

5- (Harding, 2012) A study entitled "Correlation between strategic objectives and operational plans of the University of South Africa".

The major focus and question emanating from the research is: to what extent do the operational action plans, policies, functions, procedures and activities as well as their implementation within the Directorate: Student Admissions and Registrations correlate with the strategic objectives of the University of South Africa (Unisa)?

The study has adopted a comprehensively-integrated-aligned-strategic-process management- approach to ensure more effective and efficient (appropriate) correlation levels in respect of specific strategic objectives relevant to the Directorate.

The outcomes of this study contributes to the identification of measures, mechanisms, processes and approaches to ensure connectivity (appropriate correlation levels) between the strategic objectives and operational plans of Unisa.

6- (Johnson-Blake, 2010) A study entitled "Time management strategies that affect the institutional success from the standpoint of non-profit corporate managers "

The study aimed to identify the point of view of managers towards using effective time management strategies in the state of Georgia.

The results showed that there is an important relationship between demographic variables, attitudes, and behaviors from the first side and the practices of time management from the other side. In addition, these variables were main factors in implementing effective time management techniques to improve institutional efficiency and success.

7- (Cemaloglu and Filiz, 2010) A study entitled: "the relationship between time management skills and academic knowledge".

The study discussed the effects of using time management skills on adopting academic knowledge by students. The sample of the study consisted of 749 student at the educational science college at Ghazi University.

The study indicated that abilities of planning by students were very high and the wasted time was low. In addition, it showed that there is a positive relation between planning for time management and the academic achievement of students.

Statistics of the study showed that the students who plan well in time management had academic achievement above the middle.

8- (Karaođlan & Yaman, 2009) A study entitled: "The relationship between success and administrative time management at the best Turkish companies."

It aimed to clarify the relationship between success and administrators time management at Turkish companies through digital analysis of this relationship.

The study included 20 industrial companies were selected randomly in order to discuss and figure out the relationship between success and administrative time management at the best Turkish companies.

The result of this study showed that the best management companies were not successful in resisting the conflict and the impact of time.

9- (Collins, 2009) A study entitled "Crafting and executing an operational plan for a retail product line".

The study presents operational analysis which results in creating operational plans which is relevant to current trading conditions and which is clearly aligned with both the organization's group and corporate strategic goals. The primary focus is therefore not on the development of organizational strategy, but on strategic implications, interpretation and operational execution.

The research resulted in a one year operational strategic framework which can be used as a tool by all central buying teams when creating operational strategic plans. The framework allows teams to follow a standardized process which results in concise summary populated with key strategic points. Teams are thus guided by these points and are also prompted to corrective action by ensuring that each strategic action has a measurable outcome. The framework is also populated with group and corporate goals, which act as guiding principles to team members.

10- (Fitsimmons, 2008) A study entitled: "Time management - setting goals as a planning tool."

The study discussed how much is planning for time management can contribute in achieving the determined goals set by an organization.

This study showed that putting appropriate goals is a powerful tool for time management and planning. The study provided planning as an essential element for good time management.

This study found that planning time management assists the employees to achieve business objectives more efficiently and effectively.

11- (Brigitte et all, 2007) A study entitled "A review of the time management literature"

The study provided an overview for those interested in the current state-of-the-art in time management research. This review includes 32 empirical studies on time management conducted between 1982 and 2004.

The review concluded that time management behaviors relate positively to perceived control of time, job satisfaction, and health, and negatively to stress. The relationship with work and academic performance is not clear. Time management training seems to enhance time management skills, but this does not automatically transfer to better performance.

Comments on the previous studies:

It is clear from what has been shown previously that the topic of time management has gained the attention of researchers which reflects the importance of this subject.

The study has reviewed (22) studies. Most of these previous studies addressed the issue of time management (its concept, elements, its obstacles and time wasters) in several segments including public, private and academic institutions, such as: (Alyouf, 2014) study, (Al-Aqeli, 2009) study, (Ghanem & Mesleh, 2008) study, (Jelegim, 2009) study, (Asheimat, 2005) study, (Kilani, 2002) study, (Tarawna & Lozi, 1996) study, (Abu Sheikha & Qaryouti, 1991) study, (Johnson-Blake, 2010) study, (Cemaloglu and Filiz, 2010) study, (Fitsimmons, 2008) study and (Brigitte et al, 2007) study.

Some of them discussed the relationship between time management and performance in general and focused on the factors influencing it, in addition to the effects of work pressures on time management such as: (Al-Bahouth, 2013) study, (Ghzawi, 2012) study, (Melhem, 2010) study, (Nasrullah, Khan, 2015) study, (Adeyinka, 2012) study and (Karaođlan & Yaman, 2009) study.

Some of these studies have addressed the second domain in this study, namely, operational plans, such as: (Schubert et al, 2015) study, (Wakui, Yokoyama, 2014) study, (Harding, 2012) study and (Collins, 2009) study.

After reviewing the previous studies the study found that:

- Part of these studies has targeted the identification of time management deeply by explaining its elements, importance, factors affecting it, its obstacles and the main strategies to implement it effectively.
- The other part of these studies discussed operational plans from several sides by explaining its relation with strategic planning, how to execute these plans effectively in production fields and simulations of evaluating operational plans. The study noticed a few little studies dealing with operational plans which reflect the importance of discussing this issue in more detailed studies.
- These studies were conducted in different environments, some of them were conducted in foreign environments and others were conducted in Arabic ones, as

some of them were conducted in public sectors, academic sectors and others were conducted in private sectors.

- These studies differ among themselves, and within each domain in terms of dimensions, elements and variables that have been focused by each study, leaving the field wide and open for researchers to fill the research gaps and to contribute to the enrichment of the knowledge and practical sides of both domains of this search.
- These studies did not address the relationship and correlation between time management and the level of implementing operational plans of at institutions.

What distinguishes the current study from previous studies?

- According to the researcher's knowledge, this study is the first that aims to correlate and employ time management strategies in achieving the operational plans.
- It highlights the reality and weakness of time management at the governmental institutions in Gaza strip and the modern strategies to implement.
- It addresses the reality of achieving operational plans at the governmental institutions in Gaza Strip.
- It is unique to study the relationship between the elements of time management (Training on time management, senior management's view towards time, pressures of work, Self-management, Technological development, Organizational obstacles) and applying operational plans.

Chapter Four

Research Design

- **Introduction**
- **Data Collection Resources**
- **Research Method**
- **Research Population**
- **Research Instrument**
- **Questionnaire Contents**
- **Questionnaire Validity**
- **Questionnaire Reliability**

4.1 Introduction

This chapter described the used methodology in this research. It described the strategy to analyze the impact of implementing time management strategies on achieving the operational plans.

This chapter highlighted the research population and the response rate. The chapter included: data collection resources, research population, pilot study, content validity, questionnaire reliability and the used statistical tests.

4.2 Research Method

This study used the descriptive analytical approach which tries to describe and investigate the impact of implementing time management strategies on achieving operational plans at the GPC in Gaza. The descriptive method was used to compare, explain, and evaluate findings in order to organize meaningful results.

4.3 Data Collection Resources

In order to achieve the research objectives, two essential data collection resources were used, which are:

1. **Primary Resources:** In order to address the analytical aspects of the research theme, the study collected the primary data through creating and distributing a questionnaire as a main tool, which is designed especially to meet the research objectives. This questionnaire was distributed among the study population, (102) employees working at GPC in Gaza in order to get their opinions about examining the impact of implementing time management strategies on achieving the operational plans.

2. **Secondary Resources:** in order to address the theoretical background of the study, secondary data was collected from several resources, such as references, books, articles, periodicals and some previous studies related to the study, in addition to some archival administrative records at the GPC.

4.4 Research Population

The study implemented a comprehensive survey. Therefore, the population of this study consisted of all the employees working at the GPC in Gaza which are (102) employees.

Table (4.1) shows the study population of the GPC in Gaza.

Table (4.1)
Study population according to GPC's main departments

	Department	No. of staff	Percentage
1.	Training and development department	7	6.8%
2.	Recruitment department	11	10.7%
3.	Civilian service's employees affairs department	12	11.7%
4.	Human resources policies' development department	9	8.8%
5.	Administrational and finance affairs department	7	6.8%
6.	Information technology and communication department	8	7.8%
7.	Public relations department	3	2.9%
8.	Legal affairs department	10	9.8%
9.	Other assistant departments	35	34.3%
	Total	102	100%

The targeted employees who filled the questionnaire were in different positions as followed in table (4.2):

Table (4.2)
Study population according to the job's title

Job Title	No.	Percentage
General Director & Higher	3	2.9%
Director	16	15.6%
Chief Department	13	12.7%
Chief Branch	3	2.9%
Specialized job	56	54.9%
Technical job	11	10.7%
Total	102	100%

4.5. Test of Normality:

Table (4.12) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.12), the p-value for each field is greater than 0.05 level of significance, then the distribution for each field is normally distributed. Consequently, parametric tests will be used to perform the statistical data analysis.

Table (4.3):
Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Training on time management.	1.160	0.135
Senior management's view towards time.	0.878	0.423
The pressures of work.	0.954	0.323
Self-management.	0.780	0.577
Technological development.	0.813	0.524

Organizational obstacles.	0.976	0.297
Time-Management Strategies	0.717	0.683
The ability of achieving operational plans	1.078	0.195
All paragraphs of the questionnaire	0.774	0.588

4.6. Research Instrument and content

The study used a questionnaire as a main research instrument. The questionnaire consists of three parts as followed:

The first part consists of the socio-demographic and organization information such as: sex, age, marital status, academic qualifications, job title, years of experience, and training courses in time management.

The second part is related to the other sex independent variables of time management as followed:

- i. **Training on time management:** this field contains (8) items.
- ii. **Senior management's view towards time:** this field contains (7) items.
- iii. **The pressures of work:** this field contains (7) items.
- iv. **Self-management:** this field contains (8) items.
- v. **Technological development:** this field contains (8) items.
- vi. **Organizational obstacles:** this field contains (8) items.

The third part is related to the dependent variable which is the ability to achieve operational plans. It contains (13) items.

Thus, the total number of the questions was (59). The respondent can answer the questionnaire item by selecting from one to ten which indicates the level of his/her agreement of this item.

4.7. Data Validity and Reliability Test

The study applied the following two methods to examine and measure the validity of the questionnaire:

Experts Validation

Eight experts in the field from the Islamic University of Gaza had evaluated the questionnaire which had been revised as their recommendations.

Pilot Study

To conduct the pilot study, (30) questionnaires were distributed to an exploratory sample during August, 2015 in order to examine the questionnaire validity and reliability. After ensuring the questionnaire validity and reliability, the researcher had distributed the questionnaire to the residual (72) employees of the population, where (65) questionnaire were received and two of them were excluded because they were invalid and did not satisfy the required conditions. Thus, the total number of questionnaires subjected to the study and the statistical analysis in the next chapter is (93) questionnaires representing (90%) of the study population. The most important characteristics of the study population are explained later in details.

4.8.1 Scale Validity

It consisted of the internal validity and the structure validity as it is explained next. To insure the validity of the questionnaire, two statistical analysis tests should be applied. The first statistical analysis test is the internal validity test (Pearson Test), which measures the correlation coefficient between each item in the field and the whole field. The second statistical analysis test is the structure validity test (Pearson Test), which used to test the validity of the questionnaire structure and the appropriateness of it to satisfy the study purpose and achieve the research objective by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all fields of the questionnaire that have the same level of similar scale.

4.8.1.1 Internal Validity (internal consistency)

The questionnaire's internal validity was evaluated after conducting a pilot study by an exploratory sample, which consisted of thirty questionnaires, by measuring the correlation coefficients between each item in one field and the whole field. The following tables, from Table (3) to Table (10) show the correlation coefficients and p-values for each field items.

As shown in Table (4.3), the correlation coefficients between each item from the first field “Training on time management” and the whole field are located between (.678) and (.906) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ($\alpha = 0.01$) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

Table (4.4)

The correlation coefficient between each item in the field and the whole field

The first field: “*Training on time management*”

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1.	The GPC adopts a clear plan for training on time management	.804	0.000*
2.	The GPC provides employees with training courses to develop their skills in time management	.678	0.000*
3.	The GPC encourages employees to exchange experiences among themselves in time management	.891	0.000*
4.	The GPC encourages employees to learn and reading in order to develop their time management	.906	0.000*
5.	The GPC provides the latest books and researches related to time management	.888	0.000*
6.	Employees are allowed learning opportunities of new things in the field of time management	.846	0.000*
7.	Employees receive training courses in time management annually.	.817	0.000*
8.	Management diversified training methods for employees.	.835	0.000*

(Indicates Correlation Significance at $\alpha = 0.01$)

As shown in Table (4.4), the correlation coefficients between each item from the first field “Senior management's view towards time” and the whole field are located between (.549) and (.809) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ($\alpha = 0.01$) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

Table (4.5)

The correlation coefficient between each item in the field and the whole field

The second field: “Senior management's view towards time”

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1.	Senior management consider that time is an important resource in achieving goals	.754	0.000*
2.	Senior management makes effective effort to prevent protesters and common occurrence during working time	.625	0.000*
3.	Employees keen to invest time in work	.640	0.000*
4.	The desire of saving time is the secret of time management success	.782	0.000*
5.	The employee considers the working hours sufficient to accomplish what is expected to do	.549	0.000*
6.	Senior management keen to complete work within the specified time	.809	0.000*
7.	senior management considers time-saving as an important priority	.682	0.000*

(Indicates Correlation Significance at $\alpha = 0.01$)

As shown in Table (4.5), the correlation coefficients between each item from the second field — **the pressures of work** and the whole field is located between (.457) and (.744) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ($\alpha = 0.01$) where all p-values are less than (0.01), so it

can be said that the items of this field are consistent and valid to measure what they were set for.

Table (4.6)

The correlation coefficient between each item in the field and the whole field

The third field: “*the pressures of work*”

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1.	Working time increases more than the determined time	.634	0.000*
2.	Workloads becomes more complex by time	.693	0.000*
3.	The required work responsibilities are clear	.492	0.001*
4.	Employees get vacations easily	.457	0.002*
5.	Work becomes accumulate when workers have vacations	.620	0.000*
6.	Size of work increases more than the number of employees	.744	0.000*
7.	Employees note duplication in work when implementing the required work.	.533	0.000*

(Indicates Correlation Significance at $\alpha = 0.01$)

As shown in Table (4.6), the correlation coefficients between each item from the third field “Self-management” and the whole field are located between (.310) and (.837) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ($\alpha = 0.01$) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

Table (4.7)

The correlation coefficient between each item in the field and the whole field

The fourth field: “self-management”

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1.	Lack of self-discipline of the employee leads to wasting his time.	.310	0.026*
2.	The employee regulates his own priorities depending on his ability to achieve.	.637	0.000*
3.	Employees look for opportunities and invest it.	.837	0.000*
4.	Employee seeks to overcome the phenomenon of procrastination in doing works.	.785	0.000*
5.	Employees prefer implementing work by their own without sharing it with others.	.675	0.000*
6.	Employees have self-motivation in dealing with time.	.816	0.000*
7.	Employees deduct a part of time every day to plan their job.	.800	0.000*
8.	Employees make daily self-assessment of the actions they did.	.721	0.000*

(Indicates Correlation Significance at $\alpha = 0.01$)

As shown in Table (4.7), the correlation coefficients between each item from the fourth field “**Technological development**” and the whole field are located between (.348) and (.822) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ($\alpha = 0.01$) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

Table (4.8)

The correlation coefficient between each item in the field and the whole field

The fifth field: “Technological development”

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1.	Employees consider electronic alternatives and television for meetings need to be developed.	.429	0.003*
2.	Employees use computers to accomplish tasks.	.762	0.000*
3.	Employee believes that communication and information systems are adequate.	.822	0.000*
4.	The administration keen to follow up and use modern technological techniques at work.	.754	0.000*
5.	The administration keen to replace and update old machines with modern to speed up work.	.631	0.000*
6.	Employees consider that saving and storing materials and equipment is suitable.	.792	0.000*
7.	Employees used the electronic notepad in scheduling appointments.	.473	0.001*
8.	The internal network of modern mobile net effects work.	.348	0.014*

(Indicates Correlation Significance at $\alpha = 0.01$)

As shown in Table (4.8), the correlation coefficients between each item from the fifth field “**Organizational obstacles**” and the whole field are located between (.436) and (.802) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ($\alpha = 0.01$) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

Table (4.9)

The correlation coefficient between each item in the field and the whole field

The sixth field: “Organizational obstacles”

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1.	The absence of personal organization wastes employee's time.	.742	0.000*
2.	The employee believes that repeated work and efforts wastes his time.	.746	0.000*
3.	The presence of multi-presidents leads to time wasting.	.655	0.000*
4.	The routine of dealing with paper documents and reading them wastes employee's time.	.684	0.000*
5.	Shoddy equipment and material means at office wastes employee's time.	.802	0.000*
6.	Employees have the agenda or dates notebook to organize daily appointments.	.530	0.000*
7.	Employee uses the closed door policy for investing time as much as possible.	.436	0.002*
8.	Employees believe that there is a need for coordination between departments.	.650	0.000*

(Indicates Correlation Significance at $\alpha = 0.01$)

As shown in Table (4.9), the correlation coefficients between each item from the sixth field “**The ability of achieving operational plans**” and the whole field are located between (.886) and (.543) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ($\alpha = 0.01$) where all p-values are less than (0.01), so it can be said that the items of this field are consistent and valid to measure what they were set for.

Table (4.10)**The correlation coefficient between each item in the field and the whole field****The seventh field: “*The ability of achieving operational plans*”**

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1.	Operational Plan is the basis that sets the directions of the senior management role.	.543	0.000*
2.	Senior management keen to coordinate and manage the work in order to ensure achieving the operational plans on time.	.569	0.000*
3.	Operational Plan plays an important role in determining training needs.	.825	0.000*
4.	Training courses contribute in achieving and completing the operational plan.	.874	0.000*
5.	Operational Plan clarifies responsibilities and in decreasing work pressure.	.768	0.000*
6.	Increasing workload leads to limited achievement of operational plans.	.762	0.000*
7.	Operational Plan plays a role in increasing self-discipline and prioritization of employees.	.778	0.000*
8.	Self-management by employees affects the achievement of operational plans	.757	0.000*
9.	Operational Plan is the basis in determining the required technological alternatives.	.855	0.000*
10.	Technological development affects the ability of employees to accomplish operational plans.	.875	0.000*
11.	Operational Plans play an important role in reducing organizational obstacles faced by employees.	.886	0.000*

12.	Regulatory obstacles affect the implementation of operational plans.	.765	0.000*
13.	The organization verifies a high degree in completing operational plans.	.722	0.000*

(Indicates Correlation Significance at $\alpha = 0.01$)

4.8.1.2 Structure Validity

Structure validity is the second statistical analysis test that was used to evaluate the validity of the questionnaire structure and the appropriateness of it to satisfy the study purpose and to achieve the research objective by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all fields of the questionnaire that have the same level of a similar scale.

As shown in Table (4.10), the correlation coefficients between each field and the whole questionnaire are located between (.633) and (.976) which are high enough to be valid. These correlation coefficients indicate the correlation significance at level ($\alpha = 0.01$) where all p-values are less than (0.01), so it can be said that the fields of the questionnaire are consistent and valid to measure what they were set for to achieve the study objective.

Table (4.11)
Structure Validity of the Questionnaire

No.	Item (question)	Pearson correlation coefficient	P-value (sig.)
1.	Training on time management.	.693	0.000*
2.	Senior management's view towards time.	.874	0.000*
3.	The pressures of work.	.633	0.000*
4.	Self-management.	.713	0.000*
5.	Technological development.	.799	0.000*
6.	Organizational obstacles.	.647	0.000*
	Time-Management Strategies	.976	0.000*
	The ability of achieving operational plans	.832	0.000*

(Indicates Correlation Significance at $\alpha = 0.01$)

4.9. Questionnaire Reliability

Reliability of a questionnaire is the degree of consistency in which it measures the level of consistency of the questionnaire results if it will be distributed several times under the same conditions. In other words, questionnaire reliability means that the questionnaire will give the same results if it will be distributed several times to the study sample in specific time periods. For the most purposes reliability coefficient above 0.7 is considered satisfactory.

The Cronbach's Alpha statistical test was used to measure the questionnaire reliability. The Alpha values of each field and for all questionnaire items were calculated using Cronbach's Alpha test. As illustrated in Table (4.11), Cronbach's Alpha coefficients are located between (0.720) and (0.934) which are high enough to ensure the reliability of the questionnaire. In addition, the Cronbach's Alpha coefficient for all questionnaire items is (0.957) which also is high to ensure the reliability of the questionnaire.

Table (4.12)

Cronbach's Alpha for Reliability

No.	Field	No. of Items	Cronbach's Alpha coefficient
1.	Training on time management.	8	0.932
2.	Senior management's view towards time.	7	0.842
3.	The pressures of work.	7	0.720
4.	Self-management.	8	0.850
5.	Technological development.	8	0.773
6.	Organizational obstacles.	8	0.813
	Time-Management Strategies	46	0.934
	The ability of achieving operational plans	13	0.943
	All Questionnaire Items (questions)	59	0.957

It is clear from the previous analytical results that the questionnaire as shown in Appendix (C) was valid and reliable to pursue distributing it among the study sample and to rely on it in answering the study questions and analyzing its hypothesis.

4.10. Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, scale 1-10 is used.

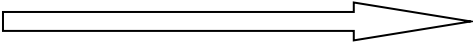
Item	<i>Strongly Disagree</i>									<i>Strongly agree</i>
Scale	1	2	3	4	5	6	7	8	9	10

Figure 4.1: data measurement

4.11. Statistical analysis Tools

The study used data analysis both qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 22). The study utilized the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Multiple Linear Regression Model.
- 6) One-sample T test.
- 7) Independent Samples T-test.
- 8) Analysis of Variance.

Chapter Five

Data Analysis and Hypothesis

- **Introduction**
- **Personal Information**
- **Data Analysis of each field**
- **Testing Hypothesis**

5.1. Introduction:

This chapter highlights the statistical techniques that were used in analyzing data of this research and finding out the appropriate answers to the study questions. In addition, this chapter describes the used techniques in testing the research hypothesis. This chapter also highlights the characteristics of the research population.

5.2. Personal Information

Table (5.1) clarifies the descriptive statistics of the study respondents' characteristics (general information). These characteristics include: their gender, qualification, age, job title and years of service. This descriptive statistical analysis was done using the available data in the first part of the study questionnaire as illustrated in Appendix (B).

Table (5.1): Personal Information (N=93)

Personal Information		Frequency	Percent
Gender	Male	66	71.0
	Female	27	29.0
Age	Less than 30 years	33	35.5
	30 - less than 40	58	62.4
	40 years and over	2	2.2
Practical Qualification	Diploma or less	14	15.1
	Bachelor	54	58.1
	High studies	25	26.9
Years of service	Less than 5 years	26	28.0
	5 to 10 years	59	63.4
	more than 10 years	8	8.6

Job Title	Director General / Deputy	5	5.4
	Director of the department / unit	11	11.8
	Head of a Sub department	11	11.8
	Head of a Division	7	7.5
	Specialized job	59	63.4

- Table (5.1) shows that the (71.0%) of the respondents are male and (29.0%) are female. This may be due to the Palestinian culture which is interested more in employing males rather than female. In addition, the percentage is consisted with the reports of Palestinian central bureau of statistics PCBS 2011, which mentioned that females' contribution in the workforce are limited and males' contributions exceed 4 times of females' contributions (Palestinian central bureau of statistics).
- From the concluded result, it is clear that most of the respondents are well educated and having the bachelor and high degrees. This result reflects the government interest in choosing its employees and it supports the respondents' ability to answer the questionnaire accurately and objectively.
- The previous table illustrates that (35.5%) of the respondents are less than (30) years old and (62.4%) of them are between (30) to (40) years old. This reflects the youth participation among the work force in governmental institutions. This result could be attributed to the government efforts to fill the available vacancies after the Palestinian division events.
- In addition, it illustrates that (11.8%) of them are Directors, and (11.8%) of them are Head of a Sub department, and (7.5%) of them are Head of a Division, and (63.4%) of them are Specialized job, while (5.4%) of them are Director Generals. This reflects the diversity of job titles among the respondents.
- Also the table shows that (63.4%) of the respondents have experience and service between (5) and (10) years. This clarifies that the majority of the respondents have well experience. It also reflects that the results are based on practical experience by the respondents.

5.3. Analysis for each field

In order to answer the study questions, the research used One-Sample T test in analyzing the questionnaire fields related to the study questions. One-Sample T test was used to determine the statistical mean of each item (question) in the field and compare it with the neutrality degree of (6). The result of this test determined if the response to an item of the questionnaire fields was equal to the neutrality degree of (6) or differed than it significantly.

The items (questions) of each field in the questionnaire were ranked in descending order according to the acceptance degree, where the rank (1) represents the item that has the highest acceptance degree.

Tables (5.2) to (5.8) illustrate the results of using One-Sample T test in analyzing each item in the following fields.

5.3.1 Training on time management

Table (5.2): Means and Test values for “Training on time management”

	Item	Mean	S.D	Proportional mean	Test value	P-value (Sig.)	Rank
1.	The GPC adopts a clear plan for training on time management	5.22	1.95	52.17	-3.85	0.000*	1
2.	The GPC provides employees with training courses to develop their skills in time management	4.62	1.78	46.24	-7.45	0.000*	3
3.	The GPC encourages employees to exchange experiences among themselves in time management	4.71	1.74	47.10	-7.17	0.000*	2

4.	The GPC encourages employees to learn and reading in order to develop their time management	4.59	1.90	45.91	-7.17	0.000*	4
5.	The GPC provides the latest books and researches related to time management	3.42	1.76	34.18	-13.96	0.000*	8
6.	Employees are allowed learning opportunities of new things in the field of time management	4.22	1.95	42.17	-8.75	0.0008	5
7.	Employees receive training courses in time management annually.	3.95	2.06	39.46	-9.61	0.000*	7
8.	Management diversified training methods for employees.	4.16	2.27	41.65	-7.71	0.000*	6
	All paragraphs of the field	4.36	1.63	43.59	-9.70	0.000*	

* The mean is significantly different from 6

Table (5.2) shows the following results:

- The mean of paragraph #1 “The GPC adopts a clear plan for training on time management” equals 5.22 (52.17%), Test-value = -3.85, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6 . We conclude that the respondents disagreed to this paragraph.

- The mean of paragraph #5 “The GPC provides the latest books and researches related to time management” equals 3.42 (34.18%), Test-value = -13.96, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6 . We conclude that the respondents disagreed to this paragraph.

- The mean of the field “Training on time management” equals 4.36 (43.59%), Test-value = -9.70, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test negative, so the mean of this field is significantly smaller

than the hypothesized value 6. We conclude that the respondents disagreed to field of "Training on time management".

The study concluded the followings:

The previous result clarifies that the employees at the GPC don't receive courses in time management periodically since the GPC provides one course in time management for each employee for once after his appointment. This result agreed with the results of (AlHour, 2006) which indicated that employees at the Palestinian universities didn't get enough training courses in time management and they need more. In addition, it agreed with (Ghazawi, 2012) which showed that the majority of the governmental employees at northern governorates of Jordan need courses in time management.

5.3.2. Senior management view towards time

Table (5.3): Means and Test values for "Senior management view towards time"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Senior management consider that time is an important resource in achieving goals	5.66	1.95	56.56	-1.70	0.046*	6
2.	Senior management makes effective effort to prevent common occurrence during working time	5.33	1.96	53.33	-3.28	0.001*	7
3.	Employees keen to invest time in work	6.35	1.56	63.55	2.19	0.016*	3
4.	The desire of saving time is the secret of time management success	6.39	1.93	63.87	1.94	0.028*	2
5.	The employee considers the working hours sufficient to accomplish what is expected	7.00	2.06	70.00	4.68	0.000*	1

	to do						
6.	Senior management keen to complete work within the specified time	6.31	1.95	63.12	1.54	0.063	4
7.	senior management considers time-saving as an important priority	5.87	1.83	58.70	-0.68	0.248	5
	All paragraphs of the field	6.21	1.35	62.10	1.51	0.068	

* The mean is significantly different from 6

Table (5.3) shows the following results:

- The mean of paragraph #5 “The employee considers the working hours sufficient to accomplish what is expected to do” equals 7.00 (70.00%), Test-value = 4.68 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agreed to this paragraph.

- The mean of paragraph #2 “Senior management makes effective effort to prevent protesters and common occurrence during working time” equals 5.33 (53.33%), Test-value = -3.28, and P-value = 0.001 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagreed to this paragraph.

- The mean of the field “Senior management view towards time” equals 6.21 (62.10%), Test-value = 1.51, and P-value=0.068 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. We conclude that the respondents (Do not know, neutral) to field of “Senior management view towards time ”.

The study concluded the followings:

Things that made the senior management view towards time at the middle are not preventing the common occurrence during work and not considering time saving as a priority. This result agreed with the results of (AlHour, 2006) which indicated that the level of senior management view towards time at the Palestinian universities was not too high and took a middle level. This result disagrees with (Ali, 1993) who mentioned that Egyptian people almost waste their time in activities that take much efforts and its output is too little.

5.3.3. The level of work stress

Table (5.4): Means and Test values for “The level of work stress”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Working time increases more than the determined time	5.27	2.01	52.69	-3.51	0.000*	6
2.	Workloads becomes more complex by time	5.51	2.00	55.05	-2.39	0.010*	5
3.	The required work responsibilities are clear	5.97	1.91	59.68	-0.16	0.435	2
4.	Employees get vacations easily	6.58	1.90	65.81	2.95	0.002*	1
5.	Work becomes accumulate when workers have vacations	5.57	2.36	55.70	-1.76	0.041*	4
6.	Size of work increases more than the number of employees	5.62	2.30	56.24	-1.58	0.059	3
7.	Employees note duplication in work when implementing the required work.	4.73	2.09	47.31	-5.85	0.000*	7
	All paragraphs of the field	5.61	1.22	56.07	-3.12	0.001*	

* The mean is significantly different from 6

Table (5.4) shows the following results:

- The mean of paragraph #4 “Employees get vacations easily” equals 6.58 (65.81%), Test-value = 2.95, and P-value = 0.002 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6 . We conclude that the respondents agreed to this paragraph.
- The mean of paragraph #7 “Employees note duplication in work when implementing the required work” equals 4.73 (47.31%), Test-value = -5.85, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6 . We conclude that the respondents disagreed to this paragraph.
- The mean of the field “The level of work stress” equals 5.61 (56.07%), Test-value = -3.12, and P-value=0.001 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. We conclude that the respondents disagreed to field of “The level of work stress ”.

The study concluded the followings:

The result indicates that the GPC doesn't work highly on decreasing the level of work stress and pressure and the employees suffer differentially from work stress and which causes wasting time. Work stress has a negative impact on time management skills according to (AlBahouth, 2013). Therefore, the previous result is a negative indication of bad time management skills by the GPC employees. The result agreed with (AlQirshi, 2010) which discussed the impact of work stress on turning employees of the borders guards at Riyadh which showed that the level of work stress is above the middle. This result disagreed with (AlBahouth, 2013) which indicated that the employees at the ministry of finance at Riyadh are neutral or gave a middle level of satisfaction towards work stress at their ministry. In addition it disagrees with (AlDlem, 2010) which mentioned the role of time management in decreasing work stress. It showed that the sample highly agrees that they suffer from work stress.

5.3.4. Self-management

Table (5.5): Means and Test values for “Self-management”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Lack of self-discipline of the employee leads to wasting his time.	7.06	2.03	70.65	5.07	0.000*	1
2.	The employee regulates his own priorities depending on his ability to achieve.	6.74	1.64	67.42	4.36	0.000*	2
3.	Employees look for opportunities and invest it.	6.41	1.92	64.09	2.05	0.022*	3
4.	Employee seeks to overcome the phenomenon of procrastination in doing works.	6.04	1.77	60.43	0.23	0.408	4
5.	Employees prefer implementing work by their own without sharing it with others.	5.60	2.00	56.02	-1.92	0.029*	6
6.	Employees have self-motivation in dealing with time.	5.78	2.01	57.85	-1.03	0.152	5
7.	Employees deduct a part of time every day to plan their job.	4.55	2.18	45.54	-6.36	0.000*	8
8.	Employees make daily self-assessment of the actions they did.	4.63	2.20	46.30	-5.98	0.000*	7
	All paragraphs of the field	5.86	1.30	58.62	-1.02	0.154	

* The mean is significantly different from 6

Table (5.5) shows the following results:

- The mean of paragraph #1 “Lack of self-discipline of the employee leads to wasting his time” equals 7.06 (70.65%), Test-value = 5.07, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agreed to this paragraph.

- The mean of paragraph #7 “Employees deduct a part of time every day to plan their job” equals 4.55 (45.54%), Test-value = -6.36, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6 . We conclude that the respondents disagreed to this paragraph.
- The mean of the field “Self-management” equals 5.86 (58.62%), Test-value = -1.02, and P-value=0.154 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. We conclude that the respondents (Do not know, neutral) to field of “Self-management ”.

The study concluded the followings:

This point is considered an important point since time management is considered as self-management to be more knowledge when dealing with things. Therefore, GPC employees have a middle level of self-management due to the absence of daily assessment and not saving time by daily planning and not sharing work with other employees. This result agrees with (AlRasheed, 2003) which indicated that the level of self-management for the border guards of Riyadh was neutral or had a middle level. This result agrees with (Ghazawi, 2012) which indicated that the level of self-management had a middle level at the Passports Department in the Northern Region in Jordan.

5.3.5. Technological development

Table (5.6): Means and Test values for “Technological development”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Employees consider electronic alternatives and television for meetings need to be developed.	6.51	2.19	65.05	2.23	0.014*	3
2.	Employees use computers to accomplish tasks.	7.90	2.19	79.03	8.37	0.000*	1
3.	Employee believes that communication and information systems are adequate.	6.75	1.89	67.53	3.84	0.000*	2
4.	The administration keen to follow up and use modern technological techniques at work.	5.88	2.18	58.82	-0.52	0.301	6
5.	The administration keen to replace and update old machines with modern to speed up work.	5.59	2.00	55.91	-1.97	0.026*	7
6.	Employees consider that saving and storing materials and equipment is suitable.	6.00	1.90	60.00	0.00	0.500	5
7.	Employees used the electronic notepad in scheduling appointments.	4.73	2.33	47.31	-5.26	0.000*	8
8.	The internal network of modern mobile net effects work.	6.17	2.34	61.72	0.71	0.240	4
	All paragraphs of the field	6.19	1.28	61.92	1.45	0.075	

* The mean is significantly different from 6

Table (5.6) shows the following results:

- The mean of paragraph #2 “Employees use computers to accomplish tasks” equals 7.90 (79.03%), Test-value = 8.37, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agreed to this paragraph.
- The mean of paragraph #7 “Employees used the electronic notepad in scheduling appointments” equals 4.73 (47.31%), Test-value = -5.26, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6 . We conclude that the respondents disagreed to this paragraph.
- The mean of the field “Technological development” equals 6.19 (61.92%), Test-value = 1.45, and P-value=0.075 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. We conclude that the respondents (Do not know, neutral) to field of “Technological development ”.

The study concluded the followings:

This result indicates that there is about no technological obstacles that prevent from implementing strategies of time management effectively and that the employees at the GPC express their middle agreement on using the latest technological equipment effectively. In addition, this result agreed with (AlAqeli, 2009) which referred that the employees are satisfied about the technological equipment used in time management.

5.3.6. Organizational Obstacles

Table (5.7): Means and Test values for “Organizational Obstacles”

	Item	Mean	S.D	Proportional mean	Test value	P-value (Sig.)	Rank
1.	The absence of personal organization wastes employee's time.	6.45	2.23	64.52	1.95	0.027*	4
2.	The employee believes that repeated work and efforts wastes his time.	6.49	2.04	64.95	2.34	0.011*	3
3.	The presence of multi-presidents leads to time wasting.	6.37	2.21	63.66	1.60	0.057	6
4.	The routine of dealing with paper documents and reading them wastes employee's time.	6.38	1.96	63.76	1.85	0.034*	5
5.	Shoddy equipment and material means at office wastes employee's time.	6.78	1.86	67.83	4.03	0.000*	1
6.	Employees have the agenda or dates notebook to organize daily appointments.	5.18	2.14	51.83	-3.69	0.0008	7
7.	Employee uses the closed door policy for investing time as much as possible.	5.00	2.03	50.00	-4.76	0.000*	8
8.	Employees believe that there is a need for coordination between departments.	6.65	2.13	66.45	2.92	0.002*	2
	All paragraphs of the field	6.16	1.25	61.62	1.25	0.108	

* The mean is significantly different from 6

Table (5.7) shows the following results:

- The mean of paragraph #5 “Shoddy equipment and material means at office wastes employee's time” equals 6.78 (67.83%), Test-value = 4.03, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agreed to this paragraph.
- The mean of paragraph #7 “Employee uses the closed door policy for investing time as much as possible” equals 5.00 (50.00%), Test-value = -4.76, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagreed to this paragraph.
- The mean of the field “Organizational Obstacles” equals 6.16 (61.62%), Test-value = 1.25, and P-value=0.108 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. We conclude that the respondents (Do not know, neutral) to field of “Organizational Obstacles ”.

The study concluded the followings:

The results show that the level of organizational obstacles at the GPC is a little high and need to be reduced. This result agreed with (AlBahouth, 2013) which indicated that employees at ministry of finance in Riyadh are neutral from organizational obstacles. This result disagreed with the results of (AlHour, 2006) which indicated that the level of organizational obstacles at the Palestinian universities is low.

5.4. In General " Time Management Strategies ":

Table (5.8) shows the mean of all paragraphs equals 5.71 (57.14%), Test-value = -2.89 and P-value =0.002 which is smaller than the level of significance $\alpha = 0.05$. The mean of all paragraphs is significantly different from the hypothesized value 6. We conclude that the respondents disagreed to all paragraphs of the time management strategies.

Table (5.8): Means and Test values for " Time Management Strategies "

Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Training on time management	4.36	1.63	43.59	-9.70	0.000*	6
Senior management view towards time	6.21	1.35	62.10	1.51	0.068	1
The level of work stress	5.61	1.22	56.07	-3.12	0.001*	5
self-management	5.86	1.30	58.62	-1.02	0.154	4
Technological development	6.19	1.28	61.92	1.45	0.075	2
Organizational Obstacles	6.16	1.25	61.62	1.25	0.108	3
All Paragraphs of time management strategies	5.71	0.95	57.14	-2.89	0.002*	

*The mean is significantly different from 6

The study concluded the followings:

The result indicates that the reality of time management at the GPC is low in general which reflects the importance of developing their time management skills. It agrees with the results of (Abu Samra & Ghunim, 2006). The result disagrees with (Jelegim, 2009) which discussed the organizational obstacles and its relation to time management effectiveness. It indicated that the sample highly agreed on the level of implementing time management at Riyadh Passport. This result disagreed with (Ghazawi, 2012) about the impact of time management on performance. It indicated that the level of time management of the employees at Riyadh passport was high. The researcher may attributes the result to the exceptional situation deposed on the governmental employees in Gaza strip due to the Palestinian division which prevents employees from their compensation and this affects their performance according to (AlJasasi, 2011).

5.5. The ability to achieve operational plans

Table (5.9): Means and Test values for “the ability to achieve operational plans”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Operational Plan is the basis that sets the directions of the senior management role.	6.70	2.04	66.96	3.28	0.001*	1
2.	Senior management keen to coordinate and manage the work in order to ensure achieving the operational plans on time.	6.14	1.89	61.40	0.71	0.238	6
3.	Operational Plan plays an important role in determining training needs.	5.89	1.88	58.92	-0.55	0.291	10
4.	Training courses contribute in achieving and completing the operational plan.	5.87	2.10	58.71	-0.59	0.277	11
5.	Operational Plan contributes in clarifying responsibilities and in decreasing work pressure.	6.13	1.97	61.29	0.63	0.265	7
6.	Increasing workload leads to limited achievement of operational plans.	6.03	2.06	60.32	0.15	0.440	9
7.	Operational Plan plays a role in increasing self-discipline and prioritization of employees.	6.11	1.95	61.08	0.53	0.298	8
8.	Self-management by employees affects the achievement of operational plans	6.41	1.97	64.09	2.00	0.024	2
9.	Operational Plan is the basis in determining the required technological	5.84	2.04	58.39	-0.76	0.224	12

	alternatives.						
10.	Technological development affects the ability of employees to accomplish operational plans.	6.38	1.90	63.76	1.91	0.030*	5
11.	Operational Plans play an important role in reducing organizational obstacles faced by employees.	6.41	1.93	64.09	2.04	0.022*	2
12.	Regulatory obstacles affect the implementation of operational plans.	6.39	1.96	63.87	1.90	0.030*	4
13.	The organization verifies a high degree in completing operational plans.	5.83	1.76	58.26	-0.95	0.173	13
	All paragraphs of the field	6.16	1.39	61.63	1.13	0.131	

* The mean is significantly different from 6

Table (5.9) shows the following results:

- The mean of paragraph #1 “Operational Plan is the basis that sets the directions of the senior management role” equals 6.70 (66.96%), Test-value = 3.28, and P-value = 0.001 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agreed to this paragraph.
- The mean of paragraph #13 “The organization verifies a high degree in completing operational plans” equals 5.83 (58.26%), Test-value = -0.95, and P-value = 0.173 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 6. We conclude that the respondents (Do not know, neutral) to this paragraph.
- The mean of the field “the ability to achieve operational plans” equals 6.16 (61.63%), Test-value = 1.13, and P-value=0.131 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the

hypothesized value 6. We conclude that the respondents (Do not know, neutral) to field of “the ability to achieve operational plans ”.

The study concluded the followings:

The result indicates that the reality of achieving operational plans at the GPC which had a middle level which reflects the importance of developing these plans to be suitable for being achieved.

5.6. Research Hypothesis

Hypothesis # 1:

There is statistically significant relationship at significance level ($\alpha \leq 0.05$) between time management strategies and the ability to achieve operational plans.

**Table (5.10) Correlation coefficient between time management strategies
And the ability to achieve operational plans**

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between Training on time management and the ability to achieve operational plans	.470	0.000*
Relationship between Senior management view towards time and the ability to achieve operational plans	.541	0.000*
Relationship between The level of work stress and the ability to achieve operational plans	.319	0.001*
Relationship between self-management and the ability to achieve operational plans	.556	0.000*

Relationship between Technological development and the ability to achieve operational plans	.287	0.003*
Relationship between Organizational Obstacles and the ability to achieve operational plans	-.575	0.000*
Relationship between time management strategies and the ability to achieve operational plans	.653	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.10) shows that the correlation coefficient between time management strategies and the ability to achieve operational plans that equals .653 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude there is a significant relationship between time management strategies and the ability to achieve operational plans.

Hypothesis # 2:

There is a significant statistical impact at significance level ($\alpha \leq 0.05$) of time management strategies ON the ability to achieve operational plans.

This hypothesis can be divided into the following sub-hypotheses:

- **There is a significant statistical impact at significance level ($\alpha \leq 0.05$) of training on time management on the ability to achieve operational plans.**

We use simple linear regression, and obtain the following results:

- Table (5.11) shows the correlation coefficient $R = 0.470$ and $R\text{-Square} = 0.221$. This means 22.1% of the variation in the ability to achieve operational plans is explained by training on time management.
- Table (5.11) shows the Analysis of Variance for the regression model. $F=25.867$, $\text{Sig.} = 0.000$, so there is a significant relationship between the dependent variable the ability to achieve operational plans and the independent variable "training on time management".

The estimated regression equation is:

$$\text{The ability to achieve operational plans} = 4.420 + 0.400 * (\text{training on time management})$$

The estimated regression equation is used to predict the value of the ability to achieve operational plans for any give value (responses) to the independent variable "training on time management".

Table (5.11):Result of simple linear regression analysis - training on time management

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	4.420	12.089	0.000*	.470	0.221	25.867	0.000**
Training on time management	0.400	5.086	0.000*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

- **There is a significant statistical impact at significance level ($\alpha \leq 0.05$) of senior management view towards time on the ability to achieve operational plans.**

We use simple linear regression, and obtain the following results:

- Table (5.12) shows the correlation coefficient $R = 0.541$ and $R\text{-Square} = 0.293$. This means 29.3% of the variation in the ability to achieve operational plans is explained by senior management view towards time.
- Table (5.12) shows the Analysis of Variance for the regression model. $F=37.628$, $\text{Sig.} = 0.000$, so there is a significant relationship between the

dependent variable the ability to achieve operational plans and the independent variable "senior management view towards time".

The estimated regression equation is:

$$\text{The ability to achieve operational plans} = 2.701 + 0.557 * (\text{senior management view towards time})$$

The estimated regression equation is used to predict the value of the ability to achieve operational plans for any give value (responses) to the independent variable " senior management view towards time".

Table (5.12):Result of simple linear regression analysis - senior management view towards time

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	2.701	4.680	0.000*	.541	0.293	37.628	0.000**
Senior management view towards time	0.557	6.134	0.000*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

- **There is a significant statistical impact at significance level ($\alpha \leq 0.05$) of the level of work stress on the ability to achieve operational plans.**

We use simple linear regression, and obtain the following results:

- Table (5.13) shows the correlation coefficient $R = 0.319$ and $R\text{-Square} = 0.102$. This means 10.2% of the variation in the ability to achieve operational plans is explained by the level of work stress.
- Table (5.13) shows the Analysis of Variance for the regression model. $F=10.325$, $\text{Sig.} = 0.002$, so there is a significant relationship between the dependent variable the ability to achieve operational plans and the independent variable " the level of work stress".

The estimated regression equation is:

$$\text{The ability to achieve operational plans} = 4.123 + 0.364 * (\text{the level of work stress})$$

The estimated regression equation is used to predict the value of the ability to achieve operational plans for any give value (responses) to the independent variable " the level of work stress ".

Table (5.13):Result of simple linear regression analysis - the level of work stress

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	4.123	6.350	0.000*	.319	0.102	10.325	0.002**
The level of work stress	0.364	3.213	0.002*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

- **There is a significant statistical impact at significance level ($\alpha \leq 0.05$) of self-management on the ability to achieve operational plans.**

We use simple linear regression, and obtain the following results:

- Table (5.14) shows the correlation coefficient $R = 0.556$ and $R\text{-Square} = 0.309$. This means 30.9% of the variation in the ability to achieve operational plans is explained by self-management.
- Table (5.14) shows the Analysis of Variance for the regression model. $F=40.649$, $\text{Sig.} = 0.000$, so there is a significant relationship between the dependent variable the ability to achieve operational plans and the independent variable " self-management ".

The estimated regression equation is:

$$\text{The ability to achieve operational plans} = 2.688 + 0.593 * (\text{self-management})$$

The estimated regression equation is used to predict the value of the ability to achieve operational plans for any give value (responses) to the independent variable " self-management ".

Table (5.14):Result of simple linear regression analysis - self-management

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	2.688	4.817	0.000*	.556	0.309	40.649	0.000**
Self-management	0.593	6.376	0.000*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

- **There is a significant statistical impact at significance level ($\alpha \leq 0.05$) of technological development on the ability to achieve operational plans.**

We use simple linear regression, and obtain the following results:

- Table (5.15) shows the correlation coefficient $R = 0.287$ and $R\text{-Square} = 0.083$. This means 8.3% of the variation in the ability to achieve operational plans is explained by technological development.
- Table (5.15) shows the Analysis of Variance for the regression model. $F=8.189$, $\text{Sig.} = 0.005$, so there is a significant relationship between the dependent variable the ability to achieve operational plans and the independent variable "technological development ".

The estimated regression equation is:

$$\textit{The ability to achieve operational plans} = 4.229 + 0.312 * (\textit{technological development})$$

The estimated regression equation is used to predict the value of the ability to achieve operational plans for any give value (responses) to the independent variable "technological development ".

Table (5.15):Result of simple linear regression analysis - technological development

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	4.229	6.132	0.000*	.287	0.083	8.189	0.005**
Technological development	0.312	2.862	0.005*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

- **There is a significant statistical impact at significance level ($\alpha \leq 0.05$) of organizational obstacles on the ability to achieve operational plans.**

We use simple linear regression, and obtain the following results:

- Table (5.16) shows the correlation coefficient $R = 0.575$ and $R\text{-Square} = 0.331$. This means 33.1% of the variation in the ability to achieve operational plans is explained by organizational obstacles.
- Table (5.16) shows the Analysis of Variance for the regression model. $F=45.057$, $\text{Sig.} = 0.000$, so there is a significant relationship between the dependent variable the ability to achieve operational plans and the independent variable "organizational obstacles".

The estimated regression equation is:

$$\textit{The ability to achieve operational plans} = 2.244 + 0.636 * (\textit{organizational obstacles})$$

The estimated regression equation is used to predict the value of the ability to achieve operational plans for any give value (responses) to the independent variable "organizational obstacles".

Table (5.16):Result of simple linear regression analysis - organizational obstacles

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	2.244	3.769	0.000*	.575	0.331	45.057	0.000**
Organizational obstacles	0.636	6.712	0.000*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

Hypothesis # 3:

There is statistically significant differences among the responses at significance level ($\alpha \leq 0.05$) in regard to “The impact of implementing time management strategies on achieving the operational plans” due to (Gender, Age, Practical Qualification, Years of service and Job Title).

This hypothesis can be divided into the following sub-hypotheses:

- There is statistically significant differences among the responses at significance level ($\alpha \leq 0.05$) in regard to “The impact of implementing time management strategies on achieving the operational plans” due to Gender.

Table (5.17) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to gender. We conclude that the personal characteristics’ gender has no effect on each field.

Table (5.17): Independent Samples T-test of the fields and their p-values for Gender

No.	Field	Means		Test Value	Sig.
		Male	Female		
1	Time management strategies	5.78	5.55	1.060	0.292
2	The ability to achieve operational plans	6.19	6.09	0.314	0.754

This result agreed with (Melhim, 2010) which discussed the relation between time management and performance. And it agreed with (Al-Hour, 2006) which evaluated time management at the Palestinian universities.

In addition, it agrees with (Ghazawi, 2012) and (Al-Zankana, 2010) and disagrees with the study of (Hana, 1998).

The result may be attributed to the close thoughts of males and females towards implementing time management and due to their good relations which might be reflected on their thoughts and knowledge. In addition the deference number of females according to males may not give a significant difference among the responses.

- There is statistically significant differences among the responses at significance level ($\alpha \leq 0.05$) in regard to “The impact of implementing time management strategies on achieving the operational plans” due Age.

- Table (5.18) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field “The ability to achieve operational plans”, then there is significant difference among the respondents toward this field due to age. We conclude that the personal characteristics’ age has an effect on this field.

The result may be related to the high efforts of the youth employees in achieving work because they desire to get higher positions and have the ability to continue work under differing conditions. In the other side, the old employees don’t care almost about work. They care more about their close retirement.

This result agrees with (Al-Zahrani, 2009) and disagrees with (Al-Khlayna, 2010).

- For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to age. We conclude that the personal characteristics' age has no effect on the other fields.

This agreed with (Al-Hour, 2006) which evaluated time management at the Palestinian universities and agreed with (Ghazawi, 2012).

Table (5.18): Independent Samples T-test of the fields and their p-values for Age

No.	Field	Means		Test Value	Sig.
		Less than 30 years	30 years and over		
1	Time management strategies	5.80	5.67	0.639	0.525
2	The ability to achieve operational plans	6.63	5.91	2.474	0.015*

* The mean difference is significant a 0.05 level

- **There is statistically significant differences among the responses at significance level ($\alpha \leq 0.05$) in regard to “The impact of implementing time management strategies on achieving the operational plans” due Practical Qualification.**

Table (5.19) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to practical qualification. We conclude that the personal characteristics' practical qualification has no effect on each field. This result agreed with (Ghazawi, 2012), (Al-Hour, 2007).

Table (5.19): ANOVA test of the fields and their p-values for Practical Qualification

No.	Field	Means			Test Value	Sig.
		Diploma or less	Bachelor	Bachelor		
1	Time management strategies	5.75	5.70	5.71	0.012	0.988
2	The ability to achieve operational plans	5.88	6.42	5.77	2.226	0.114

- There is statistically significant differences among the responses at significance level ($\alpha \leq 0.05$) in regard to “The impact of implementing time management strategies on achieving the operational plans” due Years of service.

Table (5.20) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to years of service. We conclude that the personal characteristics’ years of service has no effect on each field.

The previous result agreed with (Ghazawi, 2012) and disagreed with (Hana, 1998).

The result may be attributed to the same training courses given to all employees at the GPC which created the same thoughts in this field.

Table (5.20): Independent Samples T-test of the fields and their p-values for Years of service

No.	Field	Means		Test Value	Sig.
		Less than 5 years	5 and more		
1	Time management strategies	5.66	5.74	-0.350	0.727
2	The ability to achieve operational plans	6.35	6.09	0.794	0.429

- There is statistically significant differences among the responses at significance level ($\alpha \leq 0.05$) in regard to “The impact of implementing time management strategies on achieving the operational plans” due Job Title.

Table (5.21) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to job Title. We conclude that the personal characteristics’ job Title has no effect on each field.

Table (5.21): ANOVA test of the fields and their p-values for Job Title

No.	Field	Means					Test Value	Sig.
		Director General / Deputy	Director of the department / unit	Head of aSub department	Head of a Division	Specialized job		
	Time management strategies	6.32	5.55	5.86	5.74	5.66	0.676	0.610
	The ability to achieve operational plans	6.12	5.59	6.33	5.82	6.28	0.719	0.581

This result agreed with what (Ghabun, 2012), (Al-Adayla, 2006), (Ghazawi, 2012) and disagrees with (Hana, 1998).

The previous results indicated that differences were more for the high jobs which may be due to the powers offered by them and responsibilities that makes their knowledge bigger than the normal employees while dealing with time.

Chapter Six

Conclusions and Recommendations

- **Introduction**
- **Conclusions**
 - Time management strategies**
 - Operational plans**
 - Correlations between the study fields**
- **Recommendations**

6.1. Introduction:

This chapter included the most important conclusions which have addressed the impact of implementing time management strategies on achieving operational plans at the GPC. In addition, this chapter showed the most important proposed recommendations which may enhance the effectiveness of time management in order to increase the ability of achieving operational plans in the Palestinian Governmental Institutions.

6.2. Conclusions:

6.2.1. Field of time management:

The study revealed that the level of the overall fields of time management was approximately (57.14%). On the other hand, there were clear weaknesses in some fields like: training on time management. The main conclusions of all fields are as follows:

1. The GPC is one of the governmental bodies which suffer from the weakness of finance resources needed for providing training courses and latest books in time management to increase employees' awareness of the importance of time.
2. The GPC Senior managers' view towards time was not so much adequate due to not considering saving time as a priority and not preventing common occurrences during working time.
3. The governmental employees suffer differentially from work stress which causes wasting time and the GPC here doesn't work highly on decreasing the level of work pressure which is caused mainly from workloads that exceed more than the allowed time.
4. The GPC employees have a middle level of self-management due to the absence of daily assessment, not deducting time for daily planning and not sharing work with other employees.
5. The level of technological development at the GPC is not too high due to not following the latest technological developments that save time and make work easier and faster because of the limited finance resources of the government.

6. The GPC suffers from the organizational obstacles during work time which are resulted mainly from not using agenda for organizing activities, not using the closed door policy for investing time, duplication and the absence of coordinating between departments.

6.2.2. Achieving operational plans:

7. The study revealed that the level of achieving operational plans at the General Personnel Council had a middle level of achievement.
8. Operational plans at the GPC play an important role in directing the role of employees and the needs of work in general.

6.2.3 Correlations between the study fields:

9. There is a clear relationship between using time management strategies and the level of achieving operational plans at the governmental institutions.
10. Implementing time management strategies has a positive impact on achieving operational plans.
11. The younger employees have more positive effect on achieving the operational plans at the governmental institutions.
12. The other demographic variables of the employees at the GPC (Gender, Practical Qualification, Years of service and Job Title) don't have any difference in impact on the ability of achieving operational plans.

1.3. Recommendation:

1. The importance of preparing training courses for employees in effective time management skills, and following all new things that deal with time management since the study showed that the majority of the respondents didn't receive courses in time management.
2. Senior management should make effective effort to prevent common occurrence during working time and to prevent time wasters in general.
3. The importance of taking a specific time each day by employees for thinking and planning for the job.

4. Increasing the personal organization of employees such as organizing their offices and keeping a note book to record activities that need to be achieved in its specific time and to organize them as priorities.
5. Clarifying powers and responsibilities in order to prevent duplication and ignore repeated efforts that waste time.
6. Providing an appropriate system which saves files that is fast and easy to select information and documents from.
7. The importance of ignoring old equipment and providing as possible the latest technological developments which summarize work and invest time more.
8. Senior management should highly stick to the operational plans and work mainly to direct employees to achieve its goals as possible.
9. Creating operational plans must be suitable and coordinated as much as possible with the institutional position in general and its needs.
10. Concentrating on the youth employees while achieving complex activities since the study indicated their high ability in achievement.

1.4. Further Studies:

1. Preparing comparative studies between the time wasters at the governmental institutions and the non-governmental institutions.
2. The impact of compensations on increasing time management skills.
3. Training needs for implementing time management effectively at the governmental institutions.
4. The obstacles of not achieving plans completely at the governmental institutions.

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APPENDIX (A): GPC's operational plan for 2014:

Objective	Activity/ Program	Responsibility	Duration				Achievement indicators
			2014				
			Four Quarters				
1 st	2 nd	3 rd	4 th				
(1) Developing legislations and regulations related to the civil service	Issuing the two career amendment lists and the appointment list	All departments	*	*			Preparing and approving the list draft
	Completing developing the career titles of the civil service	Policies department		*	*		Approving the titles according to the law
	Developing models of the job formations	Policies departments	*	*	*		Suggesting the modified models
	Preparing a special guide for the vacations of the civil service employees	Policies & Employees' affairs		*	*		Preparing the draft of the guide and approving it
	Regulating the implementation of the paragraphs in the civil law that deal with appointing disables.	Policies & Appointment departments	*	*			Implementing a workshop with the related ministries
	Preparing a guide for regulating transfer process between different centers in the civil service	Policies department		*			Preparing the draft of the guide
	Completing solving the outstanding issues at the governmental departments and regulating them	Policies & Employees' affairs & Appointment departments	*	*	*	*	Organizing a meeting with representatives of ministries A report of the outstanding problems

Objective	Activity/ Program	Responsibility	Duration				Achievement indicators
			2014				
			Four Quarters				
1 st	2 nd	3 rd	4 th				
(2) Developing the quality of the GPC's performance	Activating the complaints unit	policies, legal, IT & quality departments	*				Establishing a complaint box
	Establishing a new unit called quality and administrative development	Top administration	*				Issuing a decision
	Activating the internal controlling at the GPC and establishing a procedural guide for it	Controlling & quality departments		*	*		Preparing a draft of the guide and approving it
	Developing the external controlling and establishing a procedural guide for it	Controlling & quality departments		*	*		Issuing the guide
	Developing the media efforts of the GPC and developing the work of the public relation and media department	Public relation & policies departments		*	*		Organizing workshops with responsible sides
	Measuring the satisfaction of the GPC's clients twice each year	Public relation, quality & policies departments	*			*	Preparing a questionnaire, analyzing results and issuing a report
	Issuing monthly and annual reports of the GPC	Policies department	*	*	*	*	Issuing reports

Objective	Activity/ Program	Responsibility	Duration				Achievement indicators
			2014				
			Four Quarters				
1 st	2 nd	3 rd	4 th				
(3) Training and developing human sources at the civil service	Implementing 48 courses for the civil service's employees	Training department	*	*	*	*	Periodically reports of the achieved courses
	Analyzing performance results to determine training needs	Policies & training departments			*	*	Issuing the results and analyzing them
	Modifying the training courses' guide book	Training department		*	*		Joint memoranda with other governmental institutions
	Implementing 30 workshops for the civil service employees	All departments	*	*	*	*	Periodically reports of the implemented workshops
	Developing human cadre of the GPC	Training & quality departments	*	*	*	*	Studying the training needs of the GPC cadre
(4) Developing the evaluation and motivation systems	Continuing the second phase of developing the performance's evaluation system	Policies department		*	*		Putting notes on the current system
	Implementing the changes on the computerized evaluation system	Policies & IT departments				*	-----
	Reactivating Al-Yaseen prize for the optimal employee	Policies department		*	*		Selecting fund for the prize
	Issuing the results of the annual performance evaluation for 2014	Policies department				*	Sending results to ministries

Objective	Activity/ Program	Responsibility	Duration				Achievement indicators
			2014				
			Four Quarters				
1 st	2 nd	3 rd	4 th				
(5) Recruiting and selecting competencies	Continuing developing and preparing recruitment advertisements	Policies, quality, IT and Appointment department		*	*	*	Writing procedures and approving it
	Developing procedures of preparing exams and issuing a guide book	Policies, quality, IT and Appointment		*	*	*	Preparing the guide draft and approving it
	Developing procedures of preparing interviews	Policies, quality, IT and Appointment department		*	*	*	Writing procedures and approving it
	Recruiting competencies according to the approved job forms	Appointment and recruitment departments	*	*	*	*	Appointing according to job forms
	Providing 60 computers and furniture for implementing exams	Administration affairs			*	*	Providing what is needed
(6) Activating the role of public relations in promoting principles of fairness and transparency	Developing the GPC's website	IT department	*				Modifying the website
	Implementing questionnaires on the website	Policies and IT department	*				Preparing issues to be discussed
	Putting legislations and laws on the website	Public relations department	*	*	*	*	Putting legislations and regulations on the system
	Promoting relationship with other institutions	Public relations department	*	*	*	*	Periodically meetings and workshops

(Source: Administration affairs department at the GPC)

APPENDIX (B)
Questionnaire Arbitrators

No.	Name	University
1.	Dr. Mohammed Al-Madhoun	Academy of Management and Policy
2.	Dr. Mohammed Al-Jersi	Academy of Management and Policy
3.	Dr. Majed Al-Farra	Islamic University of Gaza
4.	Dr. Yousif Baher	Islamic University of Gaza
5.	Dr. Khaled Al-Dihleez	Islamic University of Gaza
6.	Dr. Akram Samour	Islamic University of Gaza
7.	Dr. Sami Abu Al-Rous	Islamic University of Gaza
8.	Dr. Samir Safi	Islamic University of Gaza
9.	Dr. Yousif Ashour	Islamic University of Gaza

APPENDIX (C)
English Questionnaire

Islamic University of Gaza
Deanship of Graduate Studies
Faculty of Commerce
Department of Business Administration



Dear Mrs./Mr.

Subject / Filling a questionnaire

This questionnaire aims to collect data for preparing a Master thesis entitled "The impact of implementing time management strategies on achieving the operational plans". The study focuses on the public sector employees in general and the General personnel council staff in particular.

Each section contains a set of paragraphs, I kindly ask you to fill out the present questionnaire neutrality and accuracy. Your cooperation will support the success of this study to develop mechanism of developing the governmental sector. It is important to notice that the information gathered in the questionnaire will be used for scientific research purposes only.

Thank you for your response and cooperation

Researcher

Ahmed Walid Amer

Section I: General Information:

1- Gender:

- Male Female

2- Age:

- Less than 30 years 30 - less than 40 40 years and over

3- Practical Qualification:

- Diploma or less Bachelor Graduate studies

4- years of service:

- Less than 5 years 5 to 10 years more than 10 years

5- Job Title:

- Director General / Deputy
- Director of the department / unit
- Head of a Sub department
- Head of a Division
- Specialized job (engineer, programmer, Legal Researcher, project coordinator, manager, accountant, Administrative assistant, secretary,..)

Section II: Time Management Strategies

Responses from (10) to (1) , where (10) indicates the highest extent of accuracy while (1) the lowest one .

No.	Paragraph	Response (1-10)
First: Training on time management		
1.	The GPC adopts a clear plan for training on time management	
2.	The GPC provides employees with training courses to develop their skills in time management	
3.	The GPC encourages employees to exchange experiences among themselves in time management	
4.	The GPC encourages employees to learn and reading in order to develop their time management	
5.	The GPC provides the latest books and researches related to time management	
6.	Employees are allowed learning opportunities of new things in the field of time management	
7.	Employees receive training courses in time management annually.	
8.	Management diversified training methods for employees.	
Second: Senior management view towards time		
9.	Senior management consider that time is an important resource in achieving goals	
10.	Senior management makes effective effort to prevent protesters and common occurrence during working time	
11.	Employees keen to invest time in work	
12.	The desire of saving time is the secret of time management success	
13.	The employee considers the working hours sufficient to accomplish what is expected to do	
14.	Senior management keen to complete work within the specified time	
15.	senior management considers time-saving as an important priority	
Third: The level of work stress		
16.	Working time increases more than the determined time	
17.	Workloads becomes more complex by time	
18.	The required work responsibilities are clear	
19.	Employees get vacations easily	
20.	Work becomes accumulate when workers have vacations	
21.	Size of work increases more than the number of employees	

22.	Employees note duplication in work when implementing the required work.	
Fourth: self-management		
23.	Lack of self-discipline of the employee leads to wasting his time.	
24.	The employee regulates his own priorities depending on his ability to achieve.	
25.	Employees look for opportunities and invest it.	
26.	Employee seeks to overcome the phenomenon of procrastination in doing works.	
27.	Employees prefer implementing work by their own without sharing it with others.	
28.	Employees have self-motivation in dealing with time.	
29.	Employees deduct a part of time every day to plan their job.	
30.	Employees make daily self-assessment of the actions they did.	
Fifth: Technological development		
31.	Employees consider electronic alternatives and television for meetings need to be developed.	
32.	Employees use computers to accomplish tasks.	
33.	Employee believes that communication and information systems are adequate.	
34.	The administration keen to follow up and use modern technological techniques at work.	
35.	The administration keen to replace and update old machines with modern to speed up work.	
36.	Employees consider that saving and storing materials and equipment is suitable.	
37.	Employees used the electronic notepad in scheduling appointments.	
38.	The internal network of modern mobile net effects work.	
Sixth: Organizational Obstacles		
39.	The absence of personal organization wastes employee's time.	
40.	The employee believes that repeated work and efforts wastes his time.	
41.	The presence of multi-presidents leads to time wasting.	
42.	The routine of dealing with paper documents and reading them wastes employee's time.	
43.	Shoddy equipment and material means at office wastes employee's time.	
44.	Employees have the agenda or dates notebook to organize daily appointments.	
45.	Employee uses the closed door policy for investing time as much as possible.	
46.	Employees believe that there is a need for coordination between departments.	

Section III: the ability to achieve operational plans

No.	Paragraph	Response (1-10)
47.	Operational Plan is the basis that sets the directions of the senior management role.	
48.	Senior management keen to coordinate and manage the work in order to ensure achieving the operational plans on time.	
49.	Operational Plan plays an important role in determining training needs.	
50.	Training courses contribute in achieving and completing the operational plan.	
51.	Operational Plan contributes in clarifying responsibilities and in decreasing work pressure.	
52.	Increasing workload leads to limited achievement of operational plans.	
53.	Operational Plan plays a role in increasing self-discipline and prioritization of employees.	
54.	Self-management by employees affects the achievement of operational plans	
55.	Operational Plan is the basis in determining the required technological alternatives.	
56.	Technological development affects the ability of employees to accomplish operational plans.	
57.	Operational Plans play an important role in reducing organizational obstacles faced by employees.	
58.	Regulatory obstacles affect the implementation of operational plans.	
59.	The organization verifies a high degree in completing operational plans.	

Ended,,

APPENDIX (D)
Arabic Questionnaire



الجامعة الإسلامية - غزة

عمادة الدراسات العليا

كلية التجارة

قسم إدارة الأعمال

بسم الله الرحمن الرحيم

الأخ/ت حفظه/الله

السلام عليكم ورحمة الله وبركاته،،،

الموضوع/ طلب تعبئة استبيان

تهدف هذه الاستبانة لجمع البيانات لغرض إعداد رسالة ماجستير بعنوان "أثر تطبيق استراتيجيات إدارة الوقت على تنفيذ الخطط التشغيلية"، وتستهدف الدراسة العاملين في القطاع الحكومي بشكل عام والعاملين في ديوان الموظفين بشكل خاص.

فأرجوا منكم التكرم بتعبئة هذه الاستبانة آملا توخي الدقة والموضوعية، حيث أن تعاونك سيكون سبباً في نجاح هذا البحث وتطوير واقع العمل الحكومي، علماً بأن المعلومات الواردة في هذه الاستبانة ستستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن استجابتكم وتعاونكم معنا

الباحث

أحمد وليد عامر

القسم الأول: بيانات عامة:

1- الجنس:

ذكر أنثى

2- العمر:

أقل من 30 سنة 30 – أقل من 40 40 سنة فأكثر

3- المؤهل العملي:

دبلوم فأقل بكالوريوس دراسات عليا

4- سنوات الخدمة:

أقل من 5 سنوات 5- أقل من 10 10 سنوات فأكثر

5- المسمى الوظيفي:

مدير عام/ نائب (أو مكلف)

مدير دائرة/ وحدة (أو مكلف)

رئيس قسم (أو مكلف)

رئيس شعبة (أو مكلف)

وظيفة تخصصية (مهندس، مبرمج، باحث قانوني، منسق مشروع، إداري، محاسب،

مساعد إداري، سكرتير،....)

القسم الثاني: استراتيجيات إدارة الوقت

الدرجة من (10) وحتى (1)، حيث أن الدرجة (10) تمثل الموافقة الكبيرة جدا، والدرجة (1) تمثل الموافقة الصغيرة جدا.

الرقم	الفقرة	التقييم
		(10-1)
أولاً: التدريب على إدارة الوقت		
1.	يتبنى الديوان خطة واضحة للتدريب على ادارة الوقت	
2.	يوفر الديوان للموظف دورات تدريبية لتطوير مهاراته في ادارة وقت العمل	
3.	يشجع الديوان الموظفين على تبادل الخبرات فيما بينهم في مجال ادارة اوقاتهم	
4.	يشجع الديوان الموظفين على التعلم والقراءة المستمرة بما يخدم إدارة وقت العمل	
5.	يوفر الديوان للعاملين أحدث الكتب والأبحاث ذات العلاقة بإدارة الوقت	
6.	يتاح للموظفين فرص التعلم واكتساب أشياء جديدة في مجال ادارة الوقت	
7.	يتلقى الموظف دورات تدريبية بشكل سنوي على الأقل في ادارة اوقاتهم	
8.	تقوم الادارة بتنوع أساليب التدريب للموظفين	
ثانياً: نظرة الإدارة العليا تجاه الوقت		
9.	تعتبر الادارة العليا أن الوقت مورد مهم في تحقيق الأهداف	
10.	تقوم الادارة العليا بجهد فعال لمنع حدوث المعترضات والمقاطعات الشائعة أثناء وقت العمل	
11.	يحرص الموظف على استغلال الوقت لمصلحة العمل	
12.	الرغبة في توفير الوقت هي سر نجاح إدارة الوقت	
13.	يعتبر الموظف ساعات العمل الرسمي كافية لإنجاز كل ما يتوقع منه إنجازه	

	14. تحرص الادارة العليا على انجاز العمل ضمن الوقت المحدد
	15. تعتبر الادارة العليا أن توفير الوقت أولوية هامة
ثالثاً: مستوى ضغوط العمل	
	16. يزيد وقت العمل عن الوقت المخصص له
	17. تزداد أعباء العمل تعقيداً مع مرور الوقت
	18. وضوح المسؤوليات الخاصة بالأعمال المطلوبة
	19. يسهل حصول العاملين على إجازات
	20. تتراكم الأعمال عندما يتمتع العاملون بإجازاتهم
	21. يزيد حجم العمل عن عدد العاملين
	22. يلاحظ الموظف ازدواجية في العمل عند أدائه للأعمال المطلوبة
رابعاً: إدارة الذات	
	23. يؤدي نقص الانضباط الذاتي للموظف إلى تضييع وقته
	24. ينظم الموظف أولوياته الخاصة حسب قدرته على إنجازها
	25. يبحث الموظف عن الفرص المتاحة ويبادر باغتنامها
	26. يسعى الموظف إلى التغلب على ظاهرة التسويف في إنجاز الأعمال
	27. يرغب الموظف في تنفيذ العمل بمفرده دون مشاركته مع الآخرين
	28. يتمتع الموظف بدافعية ذاتية للتعامل مع الوقت
	29. يستقطع الموظف كل يوم جزء من الوقت للتخطيط لوظيفته
	30. يقوم الموظف بعمل تقييم ذاتي يومي للأعمال التي قام بإنجازها
خامساً: التطور التكنولوجي	
	31. يعتبر الموظف أن البدائل الالكترونية والتلفزيونية لعقد الاجتماعات بحاجة إلى تطوير

	32. يستخدم الموظف الحاسب الالى لإنجاز مهامه
	33. يعتقد الموظف أن انظمة الاتصالات والمعلومات كافية
	34. تحرص الادارة على متابعة واستخدام آخر التقنيات التكنولوجية الحديثة للاستفادة منها في العمل
	35. تحرص الادارة على استبدال وتحديث الآلات القديمة بأخرى حديثة لتسريع انجاز العمل
	36. يعتبر الموظف أن حفظ وتخزين المواد والاجهزة سليم
	37. يستخدم الموظف بشكل محدود المفكرة الالكترونية لتنظيم المواعيد
	38. يؤثر وجود شبكة داخلية للهواتف الحديثة على سير العمل
سادساً: المعوقات التنظيمية	
	39. يتسبب غياب التنظيم الشخصي في تضييع وقت الموظف
	40. يرى الموظف أن الجهود المتكررة والقيام بالعمل أكثر من مرة يعمل على تضييع وقته
	41. يؤدي تعدد الرؤساء ووجود أكثر من رئيس للموظفين إلى تضييع وقت الموظف
	42. يؤدي روتين التعامل مع الأوراق الورقية وقراءتها إلى تضييع وقت الموظف
	43. تعمل الوسائل المادية والمعدات الرديئة في المكتب على تضييع وقت الموظف
	44. يحتفظ الموظف بأجندة مكتب أو دفتر مواعيد لتنظيم المواعيد اليومية
	45. يستخدم الموظف سياسة الباب المغلق لاستغلال الوقت بأقصى قدر ممكن
	46. يعتقد الموظف أن هناك حاجة للتنسيق بين الاقسام والوحدات

القسم الثالث: القدرة على إنجاز الخطط التشغيلية

الرقم	الفقرة	التقييم
		(10 - 1)
1.	تعتبر الخطة التشغيلية أساساً يحدد توجهات دور الإدارة العليا	
2.	تحرص الإدارة العليا على تنسيق وإدارة العمل بما يضمن إنجاز الخطط التشغيلية في الوقت المحدد	
3.	تلعب الخطة التشغيلية دوراً مهماً في تقييم الاحتياجات التدريبية للموظفين	
4.	تساهم الدورات التدريبية في تحقيق وإنجاز الخطة التشغيلية	
5.	تساهم الخطة التشغيلية في وضوح المسؤوليات والتخفيف من أعباء العمل	
6.	تؤدي زيادة أعباء العمل إلى قلة إنجاز الخطط التشغيلية بشكلها المحدد	
7.	تلعب الخطة التشغيلية دوراً في زيادة الانضباط الذاتي وترتيب الأولويات لدى الموظفين	
8.	تؤثر إدارة الذات لدى الموظفين على مدى إنجاز الخطط التشغيلية	
9.	تعتبر الخطة التشغيلية أساساً في تحديد البدائل التكنولوجية المطلوبة	
10.	يؤثر التطور التكنولوجي على قدرة العاملين على إنجاز الخطط التشغيلية الموكلة إليهم	
11.	تلعب الخطة التشغيلية دوراً مهماً في تقليل المعوقات التنظيمية التي تواجه الموظفين	
12.	تؤثر المعوقات التنظيمية على تنفيذ الخطط التشغيلية	
13.	تحقق المؤسسة درجة عالية في إنجاز الخطط التشغيلية	

انتهى بفضل الله،،،