

# TIME MANAGEMENT AND ITS RELATIONSHIP TO THE STAFF PERFORMANCE IN THE FACULTIES OF PHYSICAL EDUCATION AND SPORTS SCIENCES AT UNIVERSITY OF BAGHDAD

Saba Qais Ghadban, Sondos Mousa Jawad, Intesar Kadhim Abdul Karim

University of Baghdad: College of Physical Education and Sports Sciences for Women.

Email Address:sabaa@uobaghdad.edu.iq

Email Address:Sondus@copew. uobaghdad.edu.iq

Email Address:intisar@copew. uobaghdad.edu.iq

**ABSTRACT:** *The study aimed to identify the importance of time in the Faculties of Physical Education and Sports Sciences at the University of Baghdad, as well as to identify the relationship between time management and the level of staff functional performance. The research population consisted of the staff members who work in the Faculties of Physical Education and Sports Sciences for Girls in Al-Jadriya for the academic year 2017-2018. A random sample of 50 staff members from each faculty were selected, that is the total number was (100) staff members. The researchers identified the concept of time management and functional performance, after that a questionnaire consisting of (39) statements and (6) parts presented to a specialized group of experts. The experts agreed on the parts and paragraphs of the questionnaire with an agreed percentage of (80%). The most important results reached in the research are: The interest of individuals of the research sample in time management techniques that contribute to increasing their Job performance and the obstacles of time management (personal, organizational, technical) affect the Job performance and reduce it. The most important recommendations are: The faculty should provide the financial and moral incentives as they are good and proper approach to the efficiency of Job performance and achievement of satisfactory results, and hold training courses for staff members to teach them in a practical way to manage their time through specialized programs and how to get rid of the waste of time in a scientific way*

## 1

### . DEFINITION OF THE RESEARCH

#### 1.1 INTRODUCTION AND IMPORTANCE OF THE RESEARCH

Institutions are considered a human gathering of a group of individuals who have formal and informal relationships to achieve the goals for which they were established. Therefore, improving the level of performance of their individuals is a challenge facing the institution by finding very accurate calculations of time. In view of the continuous changes that characterize the contemporary environment in economic conditions and technology, time is considered important in order to adapt and acclimate to these changes for the purpose of success.

Since the management in educational institutions as any type of other management are delimited by the functions of planning, organizing, directing, and controlling. in order to activate these functions well, there must be a precise calculation for the time so that we make it in the service of these functions. Paying the attention to time, not wasting it and investing it effectively leads to improve the institution's performance and raise the efficiency of staff through the application of time management policies. Whereas there is no additional time that to resort to or times can be stored. When the time passed it cannot be compensated. Hence, the importance of research lies in the importance of knowledge of time management, Job performance and variables related to the staff working in the Faculties of Physical Education and Sports Sciences at the University of Baghdad because of its importance in the success and development of the faculty.

#### 1.2 PROBLEM OF THE RESEARCH

Due to the importance of the educational institution, the importance of the position of its employees and the importance of time they have, where one of the most important factors of their success is the accomplishment of management of their time well because they have to perform

many of the professional duties that require completion quickly so as not to affect their performance. Therefore, they have to manage their time effectively and work in distributing their official working time in a balanced form. Thus, the problem of the research is determined in the following questions:

- 1 – How does the staff of the Faculties of Physical Education and Sports Sciences at the University of Baghdad manage their time?
- 2 - Is the time of staff in the Faculties of Physical Education and Sports Sciences at the University of Baghdad quite enough to achieve their work, without any obstacles that prevent the performance of their functions well.
3. Is the good management of time matched by a good functional performance?

#### 1.3 OBJECTIVES OF THE RESEARCH

This research seeks to identify the following:

- 1 – Identifying the degree of time management by the staff in the Faculties of Physical Education and Sports Sciences at the University of Baghdad.
- 2 - Recognizing the degree of the Job performance of the staff in the Faculty of Physical Education and Sports Science at the University of Baghdad.
- 3 – Identifying the relationship between the time management and level of the Job performance of staff in the Faculty of Physical Education and Sports Science at the University of Baghdad.

#### 1.4 AREAS OF THE RESEARCH

1.4.1 Human resources domain/ the staff who work in the Faculties of Physical Education and Sports Sciences at the University of Baghdad.

1.4.2 Time domain / the period from 15/10/2017 to 20/10/2017.

1.4.3 Spatial domain / the Faculties of Physical Education and Sports Sciences at the University of Baghdad.

## 1. 5 DEFINITION OF TERMS

**Time Management:** A management technique is used by managers and employees at various administrative levels to invest the time available to them in the organization in accomplishing the tasks entrusted to them. This management technique is represented in planning and organizing the time in order to identify ways to eliminate the factors, circumstances and situations that cause waste of time or reduce them as much as possible [1]

**Functional performance:** It is the net effect of the individual's efforts that begin with the abilities and the perception of the role and tasks, which thus indicates the degree to which functions of an individual are accomplished [2]

## 2. THEORETICAL AND SIMILAR STUDIES

### 2.1 THEORETICAL STUDIES

#### 2.1.1 Time management concept:

The interest in time and care not to waste it and to employ and invest it efficiently and effectively indicates that life has meaning and value. If we want to make our lives meaningful, we must make our time meaningful. "The time management differs from the management of living resources. One of the management scholars summarized this difference by saying that time [19].

means self-management because a person who cannot manage himself, he definitely cannot manage the time of others. Self-management requires, like management of anything else, planning, organizing, implementation and control skills. It is a continuous process requires the availability of desire for development It also requires analysis and follow-up and re-analysis. The time is the real capital and it is an important resource of management resources. So, time management is considered as a science, art and experience of using the time effectively and it is an important element of effective management elements." [3]

"Time management is also known as the direction of personal abilities of individuals and reformulating them to achieve the required work on the light of rules and systems in force and according to with the specified time. It is the art of rationalizing the use of the manager's time through setting goals, identifying time wastes, setting priorities and using management techniques to achieve goals efficiently and effectively. It is the application of the management principles of planning, organizing and control on the time by administrators to achieve the best investment of time and attain the required results" [4]

Time management is one of the basics that staff must take care of in order to know how well they are doing their work by drawing up a plan for all works and how quickly and high quality they are accomplished. Time management is a tool that helps staff to find out the extent of time utilization in an optimal way because it keeps them away from turmoil and chaos, increases their responsibility, reflects on the present and looks ahead in order to prepare for the future. As the time is considered a crucial factor for the staff and decision makers in the top and middle management and executive managers, so they should develop and design a programmed system for their time that suits their needs to help them achieve goals and commensurate with their personality.

## TIME MANAGEMENT AREAS

Salah Wahab Shakir 2013[5]: 230-292 discussed a number of the time management areas. These are as follows:

1. **Setting goals and priorities:** - The goals must be formulated by the individual himself and measurable and linked to a specific time. Therefore, they must be written and reviewed constantly. The setting of priorities in achieving the goals lies at the heart of time management [20].

2. **Time management techniques and use:** - Time management means self-management and the goal means that time is used to achieve goals and work smarter with less effort.

3. **Planning as an effective tool:** Planning works to bridge the gap between what exists now and what we aim to achieve. It is a way of connecting the future with the present. Planning requires thinking about the future in a structured way and predicting the expected events.

4. **Waste of time:** - The reason for all the waste of time is you, others or both, time is not lost on its own, but it needs those who waste it.

5. **Procrastination or postponement of work:** - Do not postpone today's work to tomorrow and there are three reasons that will help to delay the work, these are: not doing unpleasant things, not doing difficult things and not doing things that require harsh decisions.

6. **A delegation of authority:** - It means giving the decision-making power to the lowest management level in the organization and transferring the right to act and make decisions to the subordinates.

#### Means of time management

Salman Zaidan pointed out a number of means that help to manage time, these are as follows: [6]

1. **Technological means:** - such as computers, telephone devices, photocopiers, documents, fax and scanner devices, Internet and email. Each of these devices makes distances closer, reduce the time and thus their good use activates time management process.

2. **Non-technological personal means:** - Like relying on the secretary in the implementation of some tasks, the application of the authorization, use of a diary, where the superior assigns some of his/her functions derived from the law to one of his/her subordinates as the process of authority delegation increases the effectiveness of work and gives the manager time to focus on major tasks and achieve speed, flexibility and save time [22].

This is what we observe in developed societies which depend on technology, machinery and equipment the unit of time is the second or part of a second. The people of these societies consider time as a precious and rare resource. On the other hand, the people in developing societies tend to waste their time in activities that consume a large part of their time. So, the circumstances surrounding society and factors affecting the environment have a direct effect on time management technique [23].

#### 2.1.2 Job performance:

The concept of performance is related to both behaviors of the individual and the institution. It occupies a special position within an institution as the final outcome of all

activities at the level of individual, institution and state. Performance is the implementation of the duties and responsibilities assigned to the employee by the institution or department in which his/her function is linked [7]

Also, the degree of completion of tasks of a function reflects how the individual fulfills the requirements of that function and often occurs a confusion or an overlap between performance and effort. The effort refers to the energy exerted, while performance is measured on the basis of results [8]

Therefore, Job performance is an exercise of roles and functions related to jobs that are assigned to an individual for the purpose of achieving predetermined goals. It is the end result of these jobs through the exploitation of an employee's skills and abilities well and suitable for each job. Performance has great importance in different institutions, and each seeks to achieve the best performance for their continuity and survival to achieve a competitive advantage as well as adapt to the environment [25].

This is confirmed by Mohammed Said Anwar by saying performance is the net effect of the individual's efforts that begin with the abilities and role perception and tasks, which thus indicates the degree of achieving and completing of his/her job [9]

Consequently, we conclude that performance as a concept is related to the behavior of the individual and the institution and it reflects how the individual fulfills or meets the requirements of his/her job [21].

### 2.1.3 Job performance elements

Majida Al-Atia 2003[10]: 95 examined the Job performance elements. These are as follows:

1- Knowledge of job requirements: It includes general knowledge, level of education, professional culture, general background on the job and related fields, and the individual's needs and motivations.

2 - The quality of work: It is the extent of what the individual is aware of what he does and what a desire, skills and an ability he possesses to organize and implement the work without making mistakes.

3- The amount of work done: It indicates the amount of work that the employee can accomplish in the normal circumstances of work and the amount of speed of this achievement.

4- Perseverance: It includes seriousness in the work and dedication and the ability of the employee to assume responsibility for work and completion of works in the specified times and the extent to which the employee needs guidance by supervisors.

Accordingly, we conclude that in order to raise the efficiency of employees' job performance, a manager should divide the work among his/her subordinates according to their skills and specialization and he has to explain and analyze the administrative problems and provide them with indicators and facts [24].

### 2.1.4 Job performance determinants

Job performance is the production of a particular attitude that can be seen as the product of the interrelationship between effort and abilities and the realization of the important role of an individual. The determinants of performance are explained in [11]

- The effort exerted by an individual and the effort refers to the individual's physical and mental energy exerted to perform his/her job in order to reach the highest rates of giving in the field of work.

- The abilities that the individual has to perform the job. It refers to the personal characteristics of the individual user to perform his/her job or tasks.

- The extent to which the individual understands the requirements of his/her job, that is the direction in which the individual believes it is necessary to guide his/her efforts in the work through it and the consciousness of the importance of his/her performance.

### 2.1.5 Evaluation of job performance

The evaluation of job performance represents the regulated description of the strengths and weaknesses associated with the job, whether individually or collectively, in order to serve two main purposes in the institution. These are improving the performance of employees in addition to providing managers and employees with the necessary information to complete the decisions. Thus, we find that performance evaluation process indicates the continuous and basic function of the human resources management functions that seek to know the strengths and weaknesses of the collective or individual performance during a certain period of time and judge the performance to show the extent of progress in work for the purpose of providing the objective basis for making decisions related to many of the fundamental of human resources in the institution [12]

## 2.2 PREVIOUS STUDIES:

### 2.2.1 Jihad Bin Mohammed Al-Rasheed's Study (2003):

The study was titled "Time management and its relationship with work pressures: An exploratory study for the administration managers and head of departments in the Border Guards in Al-Riyadh and Al-Dammam Cities". The study aimed to identify the degree of relationship between time management and work pressures of the administration managers and head of departments in the border schools as one of the sectors of the Ministry of Interior. The researcher used the analytical descriptive approach and the research population included (230) administration managers and head of departments of officers in the border guards in Al-Riyadh and Al-Dammam Cities.

The most important conclusions reached by the researcher that there is ambiguity in the role of the individuals included in the sample and there is an interest in the staff and others and an interest in the functional tasks. Also, there is a negative correlation between the time management variable and the work pressures. The researcher recommended not to waste time in completing complicated transactions and focusing solely on them. Also, organizing and distributing the internal tasks and activities of the administration among employees according to their specialties in order to ensure speed of accomplishment efficiently and mastery [29].

### 2.2.2 Zaki Abdul Mua'ati Abu Zyad's study (2012):

The study was titled "Time management and Total quality and their effect on job performance: A field study in a sample of Palestinian commercial banks". The aim of the study was to identify the nature of the relationship between time management and job performance in the Palestinian banks. The research sample included (114) managers.

The researcher reached that the Palestinian commercial banks were concerned with the total quality dimensions and trends towards the level of effectiveness of time management and Job performance. Also, there is a relationship of significant effect between the total quality dimensions and both the effectiveness of time management and Job performance. The most important recommendations were the need to give greater attention to the application of all dimensions of total quality and focusing on the most important dimensions which have an effect on the effectiveness of time and job performance [26].

**2.2.3 Mohammed Salman Al-Balawi' study (2008):**

The study was titled "Administrative Empowerment and its Relationship to Job Performance from the point of view of teachers in Public Schools in Al-Wajh Governorate, Kingdom of Saudi Arabia". The aim of the study was to identify administrative empowerment and its relationship to job performance among teachers in public schools in the Kingdom of Saudi Arabia.

The researcher relied on the descriptive analytical approach, that implicates the empirical technique in data collection by means of a questionnaire consisting of (53) statements. The study population was composed of all teachers (males and females) in the public schools in Al-Wajh governorate. The selected sample of the study amounted to (372) teachers. The results of the study showed that there is a statistically significant relationship between the administrative empowerment and its job performance. The study recommended the need for further studies to investigate the impact of administrative empowerment on job performance [27].

**3. RESEARCH METHODOLOGY:**

The researcher adopted a descriptive approach by using the survey technique.

**3.1 Research population and sample:**

The research population consists of employees (staff) in Faculties of Physical Education and Sports Sciences at the University of Baghdad for the academic year 2017-2018 amounting to (139) in the Faculty of Physical Education and Sports Science, Al-Jadriya. A random sample of (50) employees was selected. The selected sample constituted a percentage of (97.3%) of the total number of employees in the faculty. While the total number of employees in the Faculty of Physical Education and Sports Science for Girls was (97). A random sample of (50) employees was selected. This sample constituted a percentage of 51.45% of the total number of employees in the faculty [28].

**3.2 Research tools used:** The tools used by the researchers in the current research are Arab and foreign sources, the Internet, the questionnaire (\*) and field visits to collect information.

**3.3 Steps to implement the research:**

**3.4 QUESTIONNAIRE OF THE STUDY:** After the researchers identified the concept of time management and Job performance and after reviewing the literature and previous studies, references and scientific sources related to the concept of time management and job performance, the researchers prepared a questionnaire that contains (39) paragraphs and (6) sections depending on the studies of Muhammad Salman, 2008 and Jihad bin Mohammed Al-

Rasheed, 2003. The questionnaire was presented to a number of experts (\*\*\*) to know their opinions on the validity of the sections and identify the paragraphs of the questionnaire. An agreement proportion of (80%) was reached on the sections and paragraphs of the questionnaire [30].

**3.4.1 Calculating the weights of alternatives:** The researchers used Likert's five-dimensional scale because of it commensurate with the research procedures and the questionnaire prepared for them. The calculation of the weights was done with a positive trend from 1 to 5 according to the alternatives as shown in Table (1).

**Table (1): Scale Alternatives and their Weights**

Strongly don't Agree	Don't Agree	Sometimes	Agree	Strongly Agree	Alternatives
1	2	3	4	5	weight

**3.5 EXPLORATORY STUDY:** The researchers conducted a pilot study on 1/10/2017 on a sample of (15) employees outside the research sample to identify the extent of clarity of the fields and statements for the sample and the extent of responses to the questionnaire in its final form.

**3.6 SCIENTIFIC TRANSACTIONS OF THE QUESTIONNAIRE:**

**3.6.1 Validity of the questionnaire:** The questionnaire was presented to a number of experts who confirmed the face validity of all its paragraphs.

**3.6.2 Reliability of the questionnaire:** The Split-half reliability method of the questionnaire sections was used and then the formula of Spearman-Brown coefficient was extracted, as shown in the table (2).

The tabulated R-value is below the significance level (05. 0) and the degree of freedom of 28 is (0.306)

**3.7 THE MAIN STUDY:** The researchers carried out the distribution of the questionnaire on the individuals of the research sample in the Faculties of Physical Education and Sports Sciences at the University of Baghdad during the period between 6/10/2017 until 15/10/2017. When the research steps were completed, the researchers collected the data of the questionnaires distributed to (100) individuals of the research sample, (50) questionnaires from employees of the Faculty of Physical Education and Sports Sciences and form (50) questionnaires from employees of the Faculty of Physical Education and Sports Science for girls. The collected data was arranged in tables for statistical treatments [31].

**Table (2): The value of split-half reliability of Spearman-Brown coefficient**

Sections	Reliability coefficient of split-half test	Reliability coefficient after the correction by Spearman-Brown equation
Time management techniques	0 .852	0 .920
Time management obstacles (Personal)	0 .874	0 .932
Time management obstacles (Organizational)	0 .863	0 .926

Time management obstacles (Technical)	0.855	0.921
Job performance (Abilities)	0.841	0.913
Job performance (motivation)	0.892	0.942

**3.8 STATISTICAL MEANS:** The statistical data was processed using the Statistical Package for Social Science (SPSS) to obtain the research results.

**4. PRESENTATION, ANALYSIS AND DISCUSSION OF THE RESULTS:**

**4.1 THE STATISTICAL MEASURES OF THE RESULTS** of the questionnaire of the faculty of physical education and sports sciences as show in table (3).

**Table (3): The statistical measures of each of the time management and job performance variables of the Faculty of Physical Education and Sports Sciences**

Sections of the questionnaire	Hypothetical mean	Arithmetic Mean	Standard Deviation
Time management techniques	30	35.78	6.218
Time management obstacles (Personal)	21	20.600	5.739
Time management obstacles (Organizational)	21	23.520	5.814
Time management obstacles (Technical)	15	16.580	4.620
Total score	87	89.32	6.44
Job performance (Abilities)	15	18.140	3.943
Job performance (Motivation)	15	18.240	4.033
Total score	30	43.21	3.12

It is clear from Table (3) that the hypothetical mean of the time management techniques, the arithmetic mean and the standard deviation amounted to (30), (35.78) and (6.218) respectively. The hypothetical means of the time management obstacles (Personal), the arithmetic mean and the standard deviation amounted to (21), (20.600) and (5.739) respectively. The hypothetical means of the time management obstacles (organizational), the arithmetic mean and the standard deviation amounted to (21), (23.520) and (5.814) respectively. 5). While, the hypothetical mean of the time management obstacles (technical), the arithmetic mean and the standard deviation amounted to (15), (16.580) and (4.620) respectively. The hypothetical mean of the time management measure, the arithmetic mean and the standard deviation was (87), (89.32) (6.44) respectively. Whereas, the hypothetical mean of the job performance (Abilities), the arithmetic mean and the standard deviation amounted to (15), (18.140) and (3.943) respectively. The hypothetical mean of the job performance (Motivation), the arithmetic mean and the standard deviation amounted to (15), (18.240) and (4.033) respectively. Finally, the hypothetical mean of the job

performance, the arithmetic mean and the standard deviation amounted to (30), (43.21) and (3.12) respectively.

By comparing the values of arithmetic means with the values of hypothetical means of both time management job performance measures, we find that the calculated values are greater than the value of the hypothetical mean. This result confirms that the sample members have a good degree of time management as well as Job performance. It is also clear from the same table that when comparing the arithmetic means of both measures with the values of the arithmetic means, appeared that the calculated means were larger than the hypothesis means in all sections.

This result confirms that the sections of both measures are oriented in a way that serves to distinguish the sample members in a good ability in time management and Job performance. This confirms that the study's variables achieved a level above the hypothetical mean. This reflects positive indicators because the faculty was interested in time management for the purpose of achieving its goals. It also seeks to establish specific and measurable goals and "it is the responsibility of its employees to perform within a specified period of time in order to evaluate their performance based on the results they achieved to increase their efficiency" [13]

**4.2 THE ARITHMETIC MEANS,** standard deviations and the hypothetical mean of the questionnaire sections of the faculty of physical education and sports science for girls, as shown in the table (4).

Table (4) shows that the hypothetical mean, the arithmetic mean (240.36) and the standard deviation of the time management techniques section amounted to (30), (**36.240**) and (7.187) respectively. The hypothetical mean, the arithmetic mean (680.22) and the standard deviation of time management obstacles (personal) amounted to (21), (**22.680**) and (5.478) respectively. The hypothetical mean, the arithmetic mean (700.23) and a standard deviation of the time management obstacles (organizational) amounted to (21), (**23.700**) and (5.257) respectively. The hypothetical means of time management obstacles (technical), and the arithmetic mean and the standard deviation amounted to (15), (16.880) and (3.868) respectively. Whereas, the hypothetical means of Job performance (Abilities)

R tabulated value with a significant level of (0.05) and a degree of freedom = (0.306)

**Table (4): The arithmetic means, standard deviations and the hypothetical mean of the questionnaire sections of the Faculty of Physical Education and Sports Science for Girls**

Questionnaire sections	Hypothetical mean	Arithmetic mean	Standard deviation
Time management Techniques	30	36.240	7.187
Time management obstacles (Personal)	21	22.680	5.478
Time management obstacles (Organizational)	21	23.700	5.257

Time management obstacles (Technical)	15	16.880	3.868
Total score	87	88.98	6.22
Job performance (Abilities)	15	17.680	3.896
Job performance (Motivation)	15	17.040	3.936
Total score	30	34.42	3.48

Table (5) shows the calculated and tabulated correlation coefficient values for the time management and job performance measures. The comparison shows that both the calculated (r) value and the tabulated value were at a significant level 0.5 and a degree of freedom 98 and there is a significant correlation between time management techniques and job performance (capacity and motivation). This result indicates that the better the time management is, the greater the job performance of the staff

The results shown in Table (4) indicate that the study variables achieved a level that exceeded the hypothetical mean. This reflects a positive indicator as the faculty seeks to plan well to invest its resources and improve time management in order to achieve the effectiveness of job performance. This was confirmed by Salah Wahab Shakir who said that "planning is

the arithmetic mean and the standard deviation amounted to (15), (17.680) and (3.896) respectively. While, the hypothetical mean of job performance (motivation), the arithmetic mean (040.17) and the standard deviation amounted to (15), (17.040) and (3.936) respectively.

considered an effective tool within time management as it bridges the gap between what it is now existing and what we aim to achieve"[32].

**4.3 RESULTS OF THE CALCULATED** and tabulated correlation coefficients values of the questionnaire sections: management obstacles (personal, organizational and technical) as well as between performance as time management obstacles affect job performance and impede its effectiveness, irregularity leads to loss of time because a person performs a lot of things at the same time and this leads to undesirable results as well as employee's frustration and retreat of their efforts [15]

within the college will be. The same table also shows that there is a significant negative correlation between job performance (abilities) and time [33], This opposite relationship was confirmed by Hassan, 2018: 198 that "the struggle of the requirements on the time of an individual, inadequacy of the work facilities, specific policies, equipment and lighting all work to impair job performance" [16]

#### 4.4 RESULTS:

The significance differences between the sections of the questionnaire between the faculty of physical education and sports science for girls and al-jadriya Table (6) shows that the value of tabulated (t) of the section of time management

techniques are 0.342 at a significance level of 0.05 and a degree of freedom 98, which is less than the tabulated value of (1.671). This result indicates that there are no statistically significant differences.

The calculated (t) value of the time management obstacles (personal) also amounted to 1.854, which was larger than the tabulated (t) value of 1.671. This result indicates that there are statistically significant differences.

While, the calculated (t) values of the section of time management obstacles (organizational) amounted to 0.162, which was less than the tabulated (t) value of 1.671. This result indicates that there are no statistically significant differences.

The calculated (t) values of the section of time management obstacles (technical) also amounted to 0.257, which was less than the tabulated (t) value of 1.671. This result indicates no statistically significant differences.

Whereas, the tabulate (t) value of job performance (Abilities) amounted to 0.558, which was less than the tabulated value of 1.671. This result indicates no statistically significant differences. Moreover, the calculated (t) value of job performance (Motivation) amounted to 1.309, which was greater than the tabulated (t) value of 1.671. This result indicates no statistically significant differences [34].

The researchers attribute these differences to the following:

- The employees in the faculty have personal interests and they seek to achieve their own objectives. This result is in agreement with the result of the study of Jihad bin Mohammed Al-Rasheed, 2003 at the expense of the objectives of the work. So, this will lead to the interruption of work and loss of time and this is what the researchers discovered through the questionnaire paragraphs relied on.
- Lack of the financial and moral incentives of the employees in the faculty, as they affect their job performance. This is what Maslow's theory of human needs was based on "as the human

needs are considered objectives that an individual seeks to achieve and obtain a favorable opportunity to satisfy these needs, and then the motivation of behavior originates towards the job performance.

## 5. CONCLUSIONS AND RECOMMENDATIONS:

**5.1 CONCLUSIONS:** The study showed that

1. There is an interest in the research sample in time management that contributes to increasing their performance.
2. There are obstacles to time management (personal, organizational and technical). These obstacles affect job performance and reduce it.
3. There is a weakness in the motivation of employees in the faculty. The weakness affects their job performance.
4. The employees in the faculty have professional and cognitive abilities and skills.
5. There are no significant differences between the two faculties of the sections of time management techniques, time management obstacles (organizational and technical), and job performance (Abilities).

**Table (5): The calculated and tabulated correlation coefficient values of the questionnaire sections**

Sections	R calculated value of job performance (Abilities)	Statistical significance	T calculated value of job performance (Motivation)	Statistical significance
Time management Techniques	0 .628	Significantly positive	0 .584	Significantly positive
Time management obstacles (Personal)	-0 .592	Significantly negative	-0 .576	Significantly negative
Time management obstacles Organizational	-0 .634	Significantly negative	-0 .436	Significantly negative
Time management obstacles (Technical)	-0 .638	Significantly negative	-0 .493	Significantly negative

**Table (6): The arithmetic means, standard deviations and calculated (t) value between the Faculties of Physical Education and Sports Sciences at the University of Baghdad**

Sections	Faculty of Physical Education for Girls		Faculty of Physical Education at Al-Jadiriya		Calculated (t)	Statistical significance
	SD*	AM*	SD*	AM*		
Time management Techniques	36 .240	7 .187	35 .78	6 .218	0 .342	Not significant
Time Management (Personal)	22 .680	5 .478	20 .600	5 .739	1 .854	Significant
Time Management Obstacles (Organizational)	23 .700	5 .257	23 .520	5 .814	0 .162	Not significant
Time Management Obstacles (Technical)	16 .880	3 .868	16 .580	4 .620	0 .257	Not significant
Job performance (Abilities)	17 .680	3 .896	18 .140	3 .943	0 .558	Not significant
Job performance (motivation)	17 .040	3 .936	18 .240	4 .033	1 .309	Significant

**5.2 RECOMMENDATIONS:** The research suggested the following recommendations

- 1- The faculty administration should study the obstacles of the negative time management and rely on their results in preparing the appropriate solutions, whose application leads to the investigation of these obstacles.
- 2- The faculty should provide physical and moral incentives because they are the good and proper approach to the efficiency of the job performance and achievement of satisfactory results.

- 3 - Organizing training courses for employees to practically teaching them to manage their time through specialized programs and how to get rid of the waste of time.
- 4 - The faculty should organize work among its employees so that each individual knows his/her task accurately.
- 5 - The faculty should put the right person in the right place and who is reviewing his/her work more than once to make sure that there are no mistakes made and sufficient authority is delegated to him/her.
- 6 - The faculty should encourage its employees to set a time plan to achieve their objectives.

**APPENDIX (1)**

Final Questionnaire of the research ministry of Higher Education and Scientific Research, University of Baghdad, Faculty, Physical Education and Sports Science for Girls, Postgraduate Studies/ Doctorate of Philosophy (PhD), Peace, mercy and blessings of God:

I am pleased to put in your generous hands the questionnaire prepared for the research titled " Time management and its relationship to the staff performance in the Faculties of Physical Education and Sports Sciences at the University of Baghdad". The success of this research depends on the degree of your response, which represents the answers of accuracy and objectivity in the hope that it will produce results that

serve the scientific research process, as a result of providing your answers. In order to complete the picture please note the following:

1-The answers will be used only for purely scientific purposes, so there is no need to mention the name or signature on the form.

2-The answers should be based on actual reality and not on what basis you deem appropriate.

3- Please put the answer of each statement in the place assigned to it. Thank you in advance for your blessed efforts and good cooperation with us, and it is God's success. The Researchers.

**Time Management Techniques**

No.	Paragraphs	Strongly Agree	Agree	Sometimes	Don't Agree	Strongly don't Agree
1	The goals to be achieved are precisely and clearly defined.					
2	Providing encouragement and psychological support to subordinates					
3	Discussing work matters and respect the views of others					
4	Minimizing unintended mistakes of subordinates and work to address them					
5	Forming committees with technical expertise and high efficiency to study a particular problem					
6	Delegating less important works to subordinates					
7	Use a management style that corresponds to the nature of the event					
8	Working to cope with poor performance and search as a group for its treatment					
9	Knowledge of mistakes in the work to be addressed in the future					
10	Management provides incentives to time-bound employees					

**Time Management (Personal) Obstacles**

No.	Paragraphs	Strongly Agree	Agree	Sometimes	Don't Agree	Strongly don't Agree
1	I am late to start work continuously					
2	The faculty administration sets controls for using the Internet					
3	I enjoy many holidays					
4	I want to do the work on my own					
5	I do not make personal phone calls during the work					
6	Talking to colleagues about things that do not concern work					
7	Leaving work early					

**Time Management (Organizational) Obstacles**

No.	Paragraphs	Strongly Agree	Agree	Sometimes	Don't Agree	Strongly don't Agree
1	Doing things outside of specialization					
2	Environment in the faculty is unsuitable, lighting, ventilation and buildings					
3	Electronic means of communication are used					



4	Ambiguity of delegated authorities in the faculty					
5	Hesitation in decision making					
6	Weak coordination among departments and units within the faculty					
7	Weak control standards					

**Time Management (Technical) Obstacles**

No.	Paragraphs	Strongly Agree	Agree	Sometimes	Don't Agree	Strongly don't Agree
1	We use the computer in all the work inside the faculty					
2	Within the faculty there are extensive information systems and data					
3	There are not sophisticated equipment inside the faculty to photocopy the administrative transactions					
4	Keeping transactions within the faculty is unsound					
5	The office furniture inside the faculty is suitable for completing job tasks					

**Job Performance (Abilities)**

No.	Paragraphs	Strongly Agree	Agree	Sometimes	Don't Agree	Strongly don't Agree
1	Employees within the Faculty have professional, cognitive and technical skills and thus have a good ability to accomplishment					
2	The level of scientific qualification of the employees is commensurate with the duties assigned to them					
3	I request training courses to develop my functional possibilities					
4	I exchange experiences with staff inside and outside the faculty					
5	The policies and procedures used in the faculty contribute to the accomplishment of works efficiently and effectively					

**Job Performance (Motivation)**

No.	Paragraphs	Strongly Agree	Agree	Sometimes	Don't Agree	Strongly don't Agree
1	I would like to participate in various committees and activities that provide service to employees					
2	Work is distributed among employees fairly within the faculty					
3	I work hard to progress in my work					
4	There are incentives within the faculty, such as financial or moral					
5	Employees within the faculty have the desire and readiness to work outside official working hours					

**APPENDIX (2)**

**The names of the arbitrators to whom the questionnaire was presented**

No.	Name	The scientific title	Specialization	Address
1	Dr. Ismail Mohamed Redha	professor	Curricula	Faculty of Physical Education and Sports Sciences / Jadriya - University of Baghdad
2	Dr. Salah Wahab Shaker	Assistant Professor	Sports Administration	Faculty of Physical Education and Sports Sciences / Jadriya - University of Baghdad
3	Dr. MuntahaMutsher Abdul Saheb	Assistant Professor	Educational and Psychological Sciences	Faculty of Education for Pure Sciences, Ibn Al-Haytham, University of Baghdad
4	Dr. Jabbar Wadi Bahedh	Assistant Professor	Educational and Psychological Sciences	Faculty of Education for Pure Sciences, Ibn Al-Haytham, Baghdad University
5	Dr. Bassim Mohamed Jassim	Assistant Professor	educational administration	Faculty of Education for Pure Sciences, Ibn Al-Haytham, Baghdad University

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