

## Investigating time management in organizations

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### Abstract

Time is the main human capital that needs to be managed and administered, so that it can be used in order to achieve individual and organizational goals. The necessity and importance of time is one of the important structures of any organization. Time management is one of the effective methods for Improving efficiency means that this type of management avoids unnecessary work, organizes, delegates authority and ultimately increases efficiency. Time management helps a person or an organization to prioritize tasks and more important tasks to do better and reach his goals faster. By planning in every organization in search of efficiency and effectiveness, it becomes possible to achieve the goals of the organization faster. Therefore, by succeeding in doing anything, a person or an organization trusts himself and attracts the trust of others. Time management reduces stress and job pressure on employees. In this article, time management theories, time management process and time management principles have been examined.

**Key words:** time management, effectiveness, efficiency

## ۱- Introduction:

Time is the most valuable resource available to humans and the importance of this resource can be seen in two dimensions. First, time is the only resource that is equally distributed among people, and second, the use of other resources depends on having time. Based on this, it can be said that time is the main human capital that needs to be managed and administered, so that it can be used in order to achieve individual and organizational goals (Karami and Guderzi, ۲۰۱۵). Time management with emphasis on individual and group discipline and optimal productivity of time allows us to use our creativity to be a successful manager while saving from the daily boring stress. In the past, time was not so important. But today, every moment of conception is a time of great events and developments. Therefore, in order to be in sync with the developments, we must achieve our goals at the moment of management, do more important things, know values, maintain balance, reduce stress, instead of working more, work more precisely. Let's take the time under control ourselves and act with higher efficiency (Mohammadyoun, ۱۳۸۴).

Time management is one of the effective ways to improve efficiency, recently most of the books on management and organizational behavior have a lot of emphasis on the category of time. This type of management avoids unnecessary work, organizes, delegates authority and ultimately increases efficiency. Time management is not something separate and distinct from the term management in the general sense, and the goal is to prevent time wastage and organize working time. In fact, wasting time is one of the main reasons for reducing the efficiency of employees and especially managers in their work environment, which should be analyzed in the field of time management. When we talk about wasting time, it often comes to mind the time that is spent on rest or entertainment, but in fact, these times are not wasted at all, but opportunities for relaxation and rejuvenation. They mean preparation for work and activity. Time wasting is the time that passes aimlessly during working hours and while the manager is apparently busy (Bagheri and Yousefinejad Attari, ۱۳۹۱).

## ۲- Time management theories

Alec McKenzie (۱۹۹۳) says this about time: Time is the only resource that should be consumed as soon as it is available, and its consumption rate is also fixed, sixty seconds per minute and sixty minutes per hour. In this way, we cannot manage time, but we can only manage ourselves in relation to time.

We also have no choice about whether the principle of time is consumed, but only how it is consumed. The time we have wasted is no longer lost and cannot be replaced (Quaid Mohammadi and Nazim, ۲۰۱۹).

Robbins ۱ is one of the management experts who believes in two types of time: one is uncontrollable time and the other is controllable time. He says, many managers cannot control all their time, they continuously and daily react to sudden crises, They show. The majority of managers' time is spent responding to requests and demands, as well as paying attention to issues and problems created by others. This type of time cannot be controlled and managed.

On the other hand, a part of human time is controllable. Many suggestions for time management are related to the use of controllable time. Because the controllable part of human time can be managed (Robbins, ۲۰۱۳).

Lotharsi ۲ Wert says: time management shows us new ways to:

۱. Get a better view of interdependent tasks and priorities;
۲. Create more opportunities to be creative to be innovative instead of being passive;
۳. deal with mental pressure and stress, reduce it and avoid it;
۴. Get more free time, in other words, have more time for family and...

We achieve our goals with a steady step and regularly, and as a result, our life becomes meaningful and has direction and direction (Lotar, ۲۰۱۸).

### ۳- Time management process

Time management is a process that includes four completely separate, but related steps as follows:

#### A) Obligation

The commitment stage in time management is individual and personal. People should become aware of the importance of time and the consequences of wasting time.

Robbins says that the efficient use of time depends on the personality and temperament of the manager, and the personality of the manager or any other person is his tendency to use time and time, create commitment and adherence to change in past habits and methods.

#### b) Analysis

The analysis stage in time management consists of two parts (۱) analysis of the current situation and (۲) drawing of the desired situation, both parts of

which are examined in two dimensions, individual and organizational. In this stage, how to use time in individual and organizational activities is analyzed. Major time wasters are identified and the ways to reduce or eliminate them are analyzed, the context for the third stage of time management i.e. planning is identified.

c) Planning

The third step in time management is planning to reach the desired situation. Planning a better use of time in time management requires 9 steps as follows:

1. Compilation of the goal;
2. Determining basic tasks to achieve the goal;
3. Determining measurable results for tasks;
4. Retesting goals with measurable tasks and results;
5. Determining the order or sequence of tasks;
6. Determining the desired resources;
7. Determining estimated dates to achieve goals;
8. execution;
9. Evaluation and feedback

d) Follow-up and re-analysis

The fourth stage is time management, follow-up and re-analysis. This stage includes types of diagnostic, formative and final evaluations, which are re-used in the commitment stage. This stage of time management aims to determine the degree of achievement of goals and pursue ways to improve activities in order to more effectively achieve goals (Javaherizadeh, ۲۰۱۴).

#### ۴- Principles of time management

Time management in a way that can organize the valuable moments of a person's life in a favorable way is a process that takes place through various permanent methods or temporary techniques. Some of the most important and original methods in It is stated below; In addition to that, it is natural that the loss and deviation of any of these matters is a damage that affects the use of time; Therefore, they are referred to as necessary and relevant.

#### ۵- Determining goals and desires

The starting point of time management for you is to create absolute clarity about your goals and objectives. The most common waster of time and the biggest obstacle to achieving success in life is forgetting or not paying attention to the things you are trying to do. Ambres Beerus, a short story writer, journalist and satirist, writes in the Devil's Dictionary book: When the goal is forgotten, bigotry and short-sightedness will double your efforts. Many people work hard every day. But an accurate perception of the goals And they don't have their own goals. A goal is an end that every wise person tries to achieve through his efforts. Whatever type of goal you choose, make sure it aligns with these five components.

These goals must be specific, measurable, accessible, realistic, and time-bound.

#### ۶- Order and planning

Planning means identifying plans and maps for future movements. It is a category that humans are inevitable in the field of life and dealing with issues and problems. It is obvious to examine aspects of the issue and plan for it before From doing the work, it makes the goals clearer, prevents wasting time and regrets; In addition, it increases productivity and accelerates and facilitates affairs.

#### ۷- Patience and endurance

Due to the important role that patience plays in the spiritual and social evolution of mankind, God has spoken about it in many verses of the Holy Quran in more than seventy verses and has called mankind to have patience in various personal and social situations. Philosophy Patience is the achievement of high goals and human evolution. In the shade of patience, the effort of a person to show his interest and talent increases. One of the important factors in time management is making the right decision (Taherlu et al., )<sup>۳۹۷</sup>

## ۸- Conclusion

Time management with emphasis on individual and group discipline and optimal productivity of time allows us to use our creativity to be a successful manager while saving from the daily boring stress. In the past, time was not so important. But today, every moment of conception is a time of great events and developments. Time management is a process that includes four completely separate, but interrelated stages (commitment, analysis, planning, follow-up and re-analysis). Time management in a way that can organize the valuable moments of a person's life in a favorable way.

It is a process that takes place under the shadow of various permanent methods or temporary techniques. Some of the most important and main existing methods include (determining goals and desires, order and planning, patience and perseverance).

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