



## Organizational skills of time management and managers self-respect

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**Abstract.** The research title is based on the consideration of the relation between organizational skills of time management with the manager's self-respect of Kerman public organizations and general offices. The aim of this research is to know the relation between organizational skills of time management, such as: aiming, priority of aims and acts, operational planning, vested powers, communication and meeting management with the manager's self-respect of Kerman organization. In order to measure this relation used 2questionnaires,The first one included 40 questions related to organizational skills of time managers and its hexastich compilers and the next of included 30 questions related to self-respect. The statistical community of this research consisted of all 168 managers and assistant directors of Kerman organization and general offices, 42 managers answered to self-respect questionnaires and 126 assistant directors answered to organizational skills questionnaires of time management. The data analyzed by using of coefficient correlation and kroschal valice test that obtained the following results.

**Keywords:** Organizational skills, time management, managers self-respect

### 1. INTRODUCTION

1. There is a relation between organizational skills of time management and the managers self-respect of Kerman organizations and general offices.
2. There is a relation between the managers aiming and self-respect.
3. There is a relation between the managers aims and acts priority and the manager's self-respect.
4. There is a relation between the managers operational planning and the manager's self-respect.
5. There is a relation between the manager's vested powers and the manager's self-respect.
6. There is a relation between the communications management and the manager's self-respect.
7. There is a relation between the meetings management and the manager's self-respect.

The research results show that whatever the managers have more self-respect, can better use organizational skills of time management, so do their duties best. Therefore recommended first, to select the managers pay attention to self-respect, and then use the compilers of organizational skill of time management in the managers training programs.

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### **1.1. Production**

The importance of the time and the best using of it recommended in all religions among them Islam in the past time. So it also important to pay attention to time management in order to discuss new management and to speed industrial movement. The time problem has been one of the biggest puzzles in men communities. Everyone has different comment about it, but the speed in using tools; technology and material sources became one of the important factors in progress and development .there for many discussions and comments proponed to improve the time quality and productivity by knowledge (rezaee moghadam,etl1996:9). Estank 1972 stated that if the persons self-respect decrease the person will feel weakness and debility and vice versa with increasing self-respect the person feels ability and volubility(biaban gar2001:78).

### **1.2. Problem statement**

The time management defined as self-managing and to control self-time and work. The time management shows that how the work performed useful and careful, not harder and longer Problem planning. Stated that time is the rarest source that the managers have, the success of every one in order to reach his aims depends more on the time. In the point of view of the knowledge experts, the time management can be divided in two general subjects as organizational skills of time management. The organizational skill of time management included hexastich dimensions such as: aiming, aims and acts priority, operational planning, vested powers, communication management and meeting management (karmi moghdam, 1998:25).

In the other hand, having a health self-respect is the main need that we always try to reach it. Therefore some people never reach thoughts to feel comfortable so they doubts in their life always have problems (shaihan, Persian translation, 1999:11). Since the role of time management can improve the manager's success and effectiveness. So the people who has high self-respect, can better use the time, pass the progressive steps, they are comopotators, so they want to be better than others (konfilid and edl,Persian translation,2000:129). As the above mentioned points the main question of the research can be stated as follow:

1-Is there a relation between organizational skills of time management and managers self-respect of Kerman general offices and organizations?

2-Is there a relation between the managers aiming and self-respect?

3-Is there a relation between the managers aim and acts priority and self-respects?

4-Is there a relation between the managers operational planning and self-respects?

5-Is there a relation between the managers vested power and self-respect?

6-Is there a relation between communication management and the managers self-respect?

7-Is there a relation between meeting management and the managers self-respect?

To answer to the above questions and having best results, needs to an investigative and scientific work.

## 2. THE RESEARCH OBJECTS

### *A) General object*

The general object of this research is the description of relation between organizational skills of time management and the manager's self-respects of Kerman general offices and organizations. Also some sub objects considered as follow.

### *B) Sub objects*

- 1) The description of aiming situation and its relation with the manager's self-respects.
- 2) The description of aims, and acts situation and their relation with the manager's self-respects.
- 3) The description of operational planning situation and its relation with the manager's self-respects.
- 4) The description of vested power situation and its relation with the manager's self-respects.
- 5) The description of communication management situation and its relation with the manager's self-respect.
- 6) The description of meetings management situation and its relation with the manager's self-respect.

## 3. RESEARCH TERRITORY

### *A) The time territory of two research*

This research performed from 2010 to 2011.

### *B) Place territory of the research*

This research performed between Kerman public organizations and general offices.

### *C) Subjective territory of the research*

Just the manager's organizational skills of time management along with the manager's self-respect selected among other skills of time management.

## 4. OPERATIONAL AND THEORETICAL DEFINITION OF THE WORDS:

### *A) Theoretical definition*

**Time:** Time is a current investment that to be saved from the present trap of the time in the field of positive direction and climbs the men to the peak of perfection (Mackenzie 1997:13). Time is a unique source that all of us have the same cut. The time cannot be saved and maintained as the other sources. Also it cannot be turned off or turned on or even replaced, but used by unstop speed (60 per minutes) (Haynes 1997:28).

#### **4.1. Time management**

The maximum use of time is to handle the maximum output in the present time that can be done in different ways such as: determination of special daily objects, self-motivation, determination of deal line for ending the work, using telephone is stated of face to face meeting, planning and noting (Merdeit et al, 1992).

*B) operational definitions*

#### **4.2. The operational definitions of organizational skills of time management**

The organizational skills of time management included 6 compliers such as, (aiming, acts and aims priority, operational planning, vested power, communication management meeting management).that measured organizational marks by a questionnaire with 40 questions.

#### **4.3. The operational definition of self- respect**

The self-respect measured by using an izing questionnaire with 30 questions.

#### **4.4. Alternatives**

1-predict alternative:

Organizational skills of time management mentioned.

2-aim alternative: Self-respect mentioned.

#### **4.5. Review of the performed researches**

There are many researches performed about organizational skill of time management such as: Frideh kermi's research (1998) the consideration of individual skill relation of time management with organizational skill of high schools principals in shiraz, Abdol hossin zarhi(2000) the relation of organizational skill of time management with organizational effectiveness schools principals Firooz abad fars, Ahmad poor mansoor (2005),the relation of organizational skills of time management with top stress between managers and assistants of kerman education department, Sograh hashem poor(2005)the relation of individual skill of time management with organizational skill of school principals in Baft .also some researches performed a above self-respects such as :Samereh mosavi :the women staff's stresses in Kerman public organizations ,mohamad reza askari poor(1998) the relation of self-respect with job satisfaction between the public and organizational experts in kerman departments.Abass babai nejad(2002) the relation between organizational cultures and self-respect in Rafsanjan public organizations. There for each compilers of organizational skills of time management and also the performed researches about self-respect stated briefly as follow.

#### **4.6. Aiming**

The studies show that delay to work stops the managers to follow their organizational aims so needs more times to solve it(Kermi,1998:20).

The studies show that aiming for %30 of the people isn't important they don't have any aims in their life, they do something when somebody else tell them to do this or that about%50 of the people react to their jobs more than %10 of the people live in dreaming, their aims aren't clear just%10 of the people with stand and avail them solves of opportunity (Luis, 2004:181).

The aiming of time management between universities ph -d shows that aiming is the prediction of satisfaction on ph d personal life (chung, 1993:53).

#### **4.7. Aims and acts priority**

The research that performed between 1300 managers indicated that most of them are weak in priority, because just half of their job time spent on operational management and the next half spend on administrating affair (Luis, 2004:209).

Segro(1998) stated that the managers use more time on administrating affairs but less time on base a fairs of leadership see. There is meaningful different between their time use age (Rahimi, 2000:15).

#### **4.8. Operational planning**

As zali stated, some people can't prepare their planning work on time. If they could do this, they could complete their daily work .vice versa if somebody has regular planning , can do his work on time, there his output is two times of who hasn't regular planning(zali,1996:15).

If organize our time better we can better reach our aims planning means to be ready fulfillment the aims planning means being saved and rescued (G C vert,1999,21).

#### **4.9. Vested power**

Parkinson (1990) stated that%97 manager's time can be vested power to the subordinate. They themselves do main and base affairs and not wasting their times, as rahimi said, 2000:21).

Never do the job that other can do it. Vested power, can free the pressures on management and give necessary time to consider his important affairs vested power can promote the staff abilities innovation confidence and competence (G c vert, 1999:52).

#### **4.10. Communication management**

As Islami stated 1994:74 usually the percent of communication between people is via; A%45 listening , B%30 speaking,C%16 reading ,D%9 writing ,so the most time wasted from listening and the less time wasted from writing.

If communication in organizational not to be organized, make wasted the time of managers and staff. To develop the skills of speaking and writing along with listening and sending message can improve the using of time the improvement of listening and writing skills as the same to present messages that cause to use the present time (Rehim,2000:88).

#### **4.11. Meeting management**

According to the performed researches %30 junior managers and %50 senior managers spent their times on meetings and %7 to %15 personal budget of one organizations spent on meetings (Islami, 1994:87).

As dahl & leweis stated %68.6 of universities principals spend their times on meetings that more of these meetings carrying on with 5 people. in another research these managers used just 47% of their time for meetings (zaraee, 2000:7).

#### **4.12. Self- respect**

Most of the researchers believe that success dependent on behave thinking and senses (j.c.vert, 2000:37).

### **5. RESEARCH HYPOTHESIS**

#### *A) Main hypothesis*

1- There is a relation between organizational skills of time management and self-respect of general managers of Kerman organizations.

#### *B) Sub main hypothesis*

- 2- There is a relation between the managers aiming and self-respect.
- 3- There is a relation between manager's acts aims priority and self-respect.
- 4- There is a relation between the managers operational planning and self-respect.
- 5- There is a relation between the manager's vested powers and self-respect.
- 6- There is a relation between communication management and the manager's self-respect.
- 7- There is a relation between the managers' meetings and self-respect.

#### **5.1. Method research**

This research performed from descriptive method and its object is usage research which belongs to intermediate research.

#### **5.2. Statistical community**

The statistical community includes: A) All 50 the general managers and the managers of Kerman organization that 8 of them didn't participate in this research so just 42 went under

measurement of self-respect alternative. B) 126 assistant managers of general offices participated and their organizational alternative skills of the time management also measured.

### 5.3. Tools of data gathering

In this research used two questionnaires for estimating alternatives .one of them included 40 questions used for estimating the alternatives of organizational skills of time management and the other included 30 questions for estimating the alternatives of the manager's self-respect.

### 5.4. Admissibility and validity of questionnaire

The admissibility of questionnaires' measured via contents validity as %93 for organizational skills of time management included %90 for the manager's self-respect. The validity of questionnaire measured via renewed test in clouded %94 for organizational skills and %70 for self-respect.

### 5.5. The analyzed method of data

At the present research used some kind of table and charts to describe the data.

1-Stimated the relation between the main alternatives such as (organizational skills of time management and the manager's self-respect) by Kondal and spierman correlation coefficient.

2-The consideration of relation between organizational skills of time management and the manager self-respect performed by spireman and kondal correlation coefficient.

The statistical analyzed performed by spss software. The meaningful level of the test  $\alpha=5\%$ .

### 5.6. The consideration of the hypothesis or questions research

**Main hypothesis:** There is a relation between organizational skills of time management and the manager's self-respect Kerman organizations and offices.

### 5.7. Correlation text

There isn't a relation between organizational skills of time management and the manager's self-respect.  $H_0: p = 0$

There is a relation between organizational skills of time management and managers self-respect.  $H_1: P \neq 0$

As kondal and spiremans correlation coefficient between two above alternatives equal to 0/522 and 0/666 and the both meaning equal to 0/000 computed ,there for on means lack of relation between to above alternatives,0/05 is not accept on the meaningful level.

**Table 1.** Computation of correlation level and its meaning fully.

		Organizational skills of time management				
The manager self-respect	Kondal correlation			Spirman correlation		
	Correlation coefficient	Meaning fully	Numerous	Correlation coefficient	Meaningfully	Numerous
	0.552	0.000	42	0.666	0.000	42

First Sub hypothesis: There is a relation between the managers aiming and self-respect.

*Correlation text:*

There isn't a relation between acts and aims priority and the manager's self-respect.  $H_0:P=0$

There is a relation between acts and aims priority and the manager's self-respect.  $H_1:p\neq 0$

As kondal and spirmans correlation coefficient between above alternatives equal to 0/501 and 0/645 and the both meaning equal to 0/000 computed ,there for on means lack of relation between to above alternatives,0/05 is not accept on the meaningful level.

**Table 2.** Computation of correlation level and its meaning fully.

		Aiming				
The manager self-respect	Kondal correlation			Spirman correlation		
	Correlation coefficient	Meaning fully	Numerous	Correlation coefficient	Meaningfully	Numerous
	0.501	0.000	42	0.645	0.000	42

Second sub hypothesis: There is a relation between acts and aims priority and the manager's self-respect.

*Correlation text:*

There isn't a relation between acts and aims priority and the manager's self-respect.  $H_0:P=0$

There is a relation between acts and aims priority and the manager's self-respect.  $H_1:p\neq 0$

As kondal and spiremans correlation coefficient between above alternatives equal to 0/345 and 0/440 and the both meaning equal to 0/002 and 0/004 .computed ,there for on means lack of relation between to above alternatives,0/05 is not accept on the meaningful level.

**Table 3.** Computation of correlation level and its meaning fully.

		Aims and acts priority				
The manager self-respect	Kondal correlation			Spirman correlation		
	Correlation coefficient	Meaning fully	Numerous	Correlation coefficient	Meaningfully	Numerous
	0.345	0.002	42	0.440	0.004	42

The third sub hypothesis: there is a relation between the managers operational planning and self-respect.

*Correlation text:*

There isn't relation between operational planning and the manager's self-respect.  $H_0:p=0$



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There is relation between operational planning and the manager's self-respect.  $H_1: p \neq 0$

As kondal and spiremans correlation coefficient between two above alternatives equal to 0/671 and 0/533 and the both meaning equal to 0/000 computed, there for on means lack of relation between to above alternatives, 0/05 is not accept on the meaningful level.

**Table 4.** Computation of correlation level and its meaning fully.

	Operational planning					
The manager self-respect	Kondal correlation			Spirman correlation		
	Correlation coefficient	Meaning fully	Numerous	Correlation coefficient	Meaningfully	Numerous
	0/533	0/000	42	0/671	0/000	42

Forth sub hypothesis: there is a relation between the managers vested power and self-respect.

*Correlation text:*

There isn't a relation between the managers vested power and self-respect.  $H_0: p = 0$

There is a relation between the managers vested power and self-respect.  $H_1: p \neq 0$

As kondal and jpirmans corralion coefficient between two above alternatives equal to 0/479 and 0/362 and the both meaning equal to 0/000 computed, there for on means lack of relation between to above alternatives, 0/05 is not accept on the meaningful level.

**Table 5.** Computation of correlation level and its meaning fully.

	Vested power					
The manager self-respect	Kondal correlation			Spirman correlation		
	Correlation coefficient	Meaning fully	Numerous	Correlation coefficient	Meaningfully	Numerous
	0/362	0/001	42	0/479	0/001	42

Fifth sub hypothesis: there is a relation between the manager's communication and self-respect.

*Correlation text:*

There isn't a relation between communication management and the manager's self-respect.  $H_0: P = 0$

There is a relation between communication management and the manager's self-respect.  $H_1: P \neq 0$

As konda and Spiermans correlation coefficient between two above alternatives equal to 0/347 and 0/243 and the both meaning equal to 0/024 and 0/033 computed, there for on means lack of relation between to above alternatives, 0/05 isn't accept on the meaningful level.

**Table 6.** Computation of correlation level and its meaning fully.

	Communication management					
The manager self-respect	Kondal correlation			Spirman correlation		
	Correlation coefficient	Meaning fully	Numerous	Correlation coefficient	Meaningfully	Numerous
	0/243	0/033	42	0/347	0/024	42

Sixth sub hypothesis: there is a relation between the managers self-respect and meetings management.

*Correlation text:*

There isn't a relation between meeting management and the manager's self-respect.  $H_0: P=0$

There is a relation between meeting management and the manager s self-respect.  $H_1:P\neq 0$

As konda and jpirmans correlation coefficient between two above alternatives equal to 0/364 and 0/260 and the both meaning equal to 0/018 and 0/019 computed, there for on means lack of relation between to above alternatives, 0/05 is n't accept on the meaningful level.

**Table 7.** Computation of correlation level and its meaning fully.

The manager self-respect	Meeting management					
	Kondal correlation			Spierman correlation		
	Correlation coefficient	Meaning fully	Numerous	Correlation coefficient	Meaningfully	Numerous
	0/260	0/019	42	0/364	0/018	42

## 6. DISCUSSION AND CONSIDERATION

The results of this research show that there is a relation between organizational skills of time management and the manager's self-respect.

Etenk (1972) confined that the relation between self-respect and correct using of time can improve the managers to reach their aims and objects.

Konfiled (2000:129) believe that the competition of the managers along with well using of time is due to high self-respect of the managers.

The results of the present research also show that there is a positive relationship between the managers aiming and self-respect. luis (2000:32) stated. Having the best aims can improve the manager's self-respect.

The result of present research show that there is a positive relation between the manager's acts and aims priority and self-respect.

G-C-vert (2000-16) confirmed that acts and aims priority cause to prevent the managers from losing to understand and being disillusioned and also cause to speed the manager's action and motivation and to reach his aim.

The result of the present research show that there is a positive relation between operational management and the managers self-respect .the managers who make operational planning before starting their work can reach their aim better and never be upset about their acts but always feel happy(islami 1994:153).

The results of this research show there is a positive relation between the managers self-respect and vested power, these managers that have high self-respect usually laid on their subordinates many managers have difficulty with giving work to the others it depends on mans essence as anxiety of mistake, lack of confidence(maknezi,1997:115). There is a relation

between communication management and the managers self-respect .so they have high self-confidence. One of the main problems of time is usability to make effective communication with others. This inability make the manager not to work well, so make a lot of problem to the organization, islami(1994:53). Not to have self-confidence and power make problems to the organizations (branden, 2001:16).

The result show that there is a revelation between meeting management and the managers self-respect .the managers make decision and dissolve the problems , this is performed in general and private organization ,the meager decide to hold a meeting for group cooperation(kazemi 1994:38).

The manager with high self-respect have self-confidence and interested to dissolve the problems they accept criticism and they are patient with defeat .they don't use negative words, they are so kind with themselves and others. They feel responsible to their job (brix 1993:130).

Finally the obtained results show that there is positive a relationship between organizational skills of time management and hexastich compilers such as (aiming, acts and aims priority, operational planning vested power, communication management) with the managers self-respect. Because these manager are success in using time and correct managing and also their self-essence.

## 7. SUGGESTIONS

1-According to the obtained results of statistical accounts that there is a positive relation between organizational skills of time management and the managers self-respect suggest that the related managers do to understand each dimensions of organizational skills of time management and make clear the way to rise the managers self-respect.

2-The relation between organizational skills of time management shows that the managers with higher education can have more organizational skills, so to improve the manager's education level is necessary.

3-The obtained results of this research show that if the managers located in a critical place, may be can't manage the crises and solve the problems so suggest that a completed planning can increase the managers self-respect.

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