Relationships between time management and job stress

Sahar Hosseini[1], Parivash Nourbakhsh[2] and Hossein Sepasi[2]

[1]*Department of Sport Management, Islamic Azad University, Karaj Branch, Karaj, Iran*
[2]*College of Physical Education, Islamic Azad University, Karaj Branch, Karaj, Iran*

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ABSTRACT

The purpose of this study was to determine the relationships between time management and job stress among employees in a sport organization. The statistical sample of this research was employees that are selected randomly (n=300). In this study, two Questionnaires were used to measure organizational skills for time management (Karami Moghaddam, 1998), and job stress (Hellriegel and Slocum, 2000). In order to determine the validity and reliability of questionnaires, factor analysis and internal consistency method are used, respectively. The research's findings showed that time management has a significant inverse relationship with job stress. In this study, original proposed model path analysis of relations between the research's variables is presented. It is recommended that the organizational managers should consider these psychological variables and provide their employees with opportunities to manage time management in reducing stress by using principle and modern management approaches.

Keywords: Time Management, Job Stress, Employees
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INTRODUCTION

Work meets some human needs like mental and physical exercise, social bonding, self-worth, self-esteem and sense of competence or qualification. However, it may also be a major source of stress. Stress is available in the lives of all those who work in the various careers and pushes them are in various forms. Organizational changes, such as job changes, salary changes, job promotions, increase or decrease manpower and social changes are issues that pressure on the person somehow and bring confusion, worry and anxiety for him. Today many people apply the term stress and even experience kinds of stress. But just a few know how deal with it [18]

Job stress is a concern about the performance and reduces the confidence and cause a poor performance for the program. Stress is any stimulus or changes in the internal and external environment which may disrupt the balance of life and may be pathogenic in certain circumstances. Generally stress is the person's need to adapt to the physical, mental, and emotional versus a change. Stress is often associated with constraints and demands. It stops the human's attention toward what is desirable for him and refers to lack of desired things. In today's organizations, mental and nervous pressure urea is a part of employees' daily lives [10]

According to Yerkes and Dodson's principal, time performance place at the highest level that includes Optimal Stress. When stress is low or too high, the performance is low. Only when stress is in average optimal level, individual performance is maximized. According to this matter that human spend a third of his time in the

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workplace, it may have a dramatic effect on his behavior. According to the done researches, work force, conflict and frustration are the most important causes of physical and mental exhaustion as well as premature aging and disease and their consequences. As long as the stress life is seen as an inevitable difficulty in life and at work, individuals daily observe the increase of problems and decrease of performance and productivity and finally they will pay a high price [19]

One component of management of organizational behavior is time management that is an effective way to reduce stress. Time management is the effective use of resources and a way to achieve personal goals. In addition, time management is efficient use of time to live more comfortably. Good time management skills can eliminate a lot of time resources stress and reduce its negative effects [2, 7]. Time management skill includes interpersonal skills in time management and organizational skills. Personal Skills in time management is personal affair and should be matched with the management style of the person and the situation. Organizational skills of time management is about people who work in an Organization or have managerial experience including six dimensions: goal setting, prioritizing goals and activities, operational planning, delegation, communication management and meeting management [15, 19].

Studies have examined the relationship between stress and time management in different organizations. The results of Zargar et al. (2012) showed that in sport organizations proper use of knowledge management process influence on planning and management of time. Results of the studies revealed that psychological well being improvement in every organization reduces stress and anxiety that in turn leads to job efficiency [1, 12] . Aminshayan et al. (2011) found the identification of main goals as the key of useful use from the time and believe that one must first determine his goals and then define affairs that lead to that goal [17]. Makenzi (1993) says that target means determination the specific and accurate goals in the main fields of the organization's work for achieving the focused results. Moreover, regarding prioritize goals and activities, he believes that the success key in time management is to address the most important works before any other works and the main focus should be on that to work and the rest should be out of mind [14]. Foundation of any organization is based on operational planning. One of the principal tasks of manager is planning and foresight. The importance of planning, especially when resources are limited and expectations are a lot, is more tangible. When delegation is implemented, you find more time for activities that you'll only be able to do them. Tasks will be done much smoother than before. Your colleagues have higher job satisfaction. Meeting management skills include skills such as planning meetings, preparing the agenda, attract the attention of all members in the meeting for participation, and set the beginning and end of the session and commitment to them, dividing the meeting time to address all the issues in the agenda of the meeting and participation in meetings. Managers' inability to communicate with others is one of the major pests in time management. The chief weakness in saying, writing, understanding and reading cause he cannot make others understand what he says or understand the others' matters [15].

Job stress in today society is one of the matters that no one can escape it and different types of society are involved with it somehow. In this trend, employees have more stress because of presence at work environment with completely different specifications from home environment. For progress and development of the country in all fields, first, a healthy, thoughtful and creative workforce should be used. Since use of physical and mental health workforce in different institutes and organizations effect on the highest productivity level [10] in other side, time is the most valuable source in our access [15].

A lot of studies have been done in the relation between time management and job stress. Anittila and et al (2012) survey the developing process and concept of stress and tension in Industrial and Organizational Psychology and Occupational Health Sciences and state that job stress becomes an important affair from twentieth century and has attracted much attention of scientific communities. They argue that job stress is one of the concepts associated with life in occupational mental health sciences [4]. Regarding time management relation and stress, Shugars and Dimatteo(2011), introduces time management as one of control ways of stress [13]. Yalmaz (2010), in his research entitled surveying the time management behaviors on mental health improvement of students and teachers finds that there is a positive significant relation between time management behaviors and mental health improvement of students and teachers [2]. Hofstetter and Jaffe (2005), surveys time management of managers. In this research, time management is surveyed as one skill for managers. According to the done studied, it is found that one of the main problems of managers is lack of enough time for doing affairs [11].

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Therefore, in this research, according to reviewing the research's background about time management in organizations and models [3] job stress is surveyed as the casual variable related to time management.

MATERIALS AND METHODS

The method of this research is descriptive and correlational type. In order to Investigate the relations between variables, path analysis and structural equation modeling (SEM) were used. Analysis of Moment Structure-16 (AMOS -16) software for data analysis was used. Statistical population of this research includes 670 employees that 300 of them are selected with random method as sample.

Predictor variable of this research is time management and criterion variable is job stress. Questionnaires of organizational skills for time management (Karami Moghaddam, 1998) and job stress (Hellriegel and Slocum, 2000) are used for measurement the research's variables. Questionnaire of organizational skills of time management has three dimensions (goal setting, prioritizing goals and activities, operational planning, delegation, communication management and meeting management) and 39 statements that are measured according to five-point Likert scale value. Job stress questionnaire includes 5 questions. To review the validity and reliability of questionnaires, factor analysis and internal consistency were used, respectively. Reliability coefficients of organizational skills questionnaire are determined with Cronbach's alpha and split- half that are 0.82 and 0.81, respectively; and they are significant for job stress that are 0.79 and 0.81, respectively.

RESULTS

A hypothetical model was developed to evaluate the direct and indirect effects of variable subscales of organizational skill in time management with job stress (Figure 1).
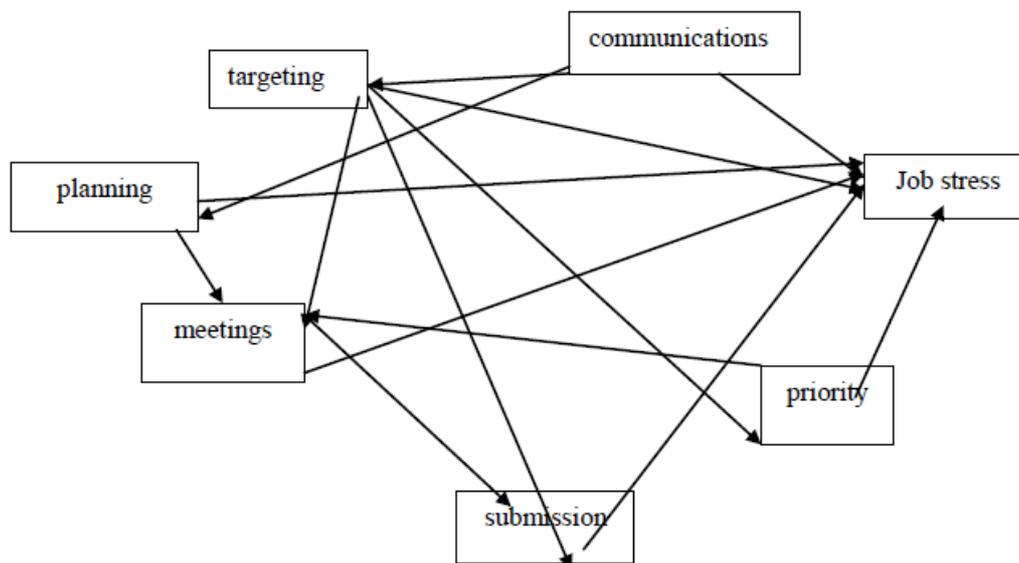

Figure 1: **The main proposed model for path analysis for casual relationship of variable subscales of organizational skill in time management with job stress**

Model evaluation indices are reported in table 1.

As it is shown in table 1, in the proposed model, index (2) is equal to 9.15 with freedom degree of 7 and significant level of 0.2. Therefore, (2) is not significant and shows model fitness. Two indices of NFI with 0.97 and CFI with 0.99 are calculated that are more than 0.95 and show excellent fitness of the model. RMSEA amount is equal to 0.04 that is excellent and is gained in confirmation of the result of PCLOSE that is equal to 0.5 that is more than 0.05. Therefore, model fitness is suitable. In this model, AIC is equal to 65.15. Figure 1 shows the path

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coefficients in the proposed model. In this model, direct path for priority of meetings as well as meetings to submission are not significant. Therefore, these two paths are deleted for improvement of model fitness. Results of evaluation criteria in the modified model are reported in table 2.

Table 1: Goodness of fit indices for the initial model

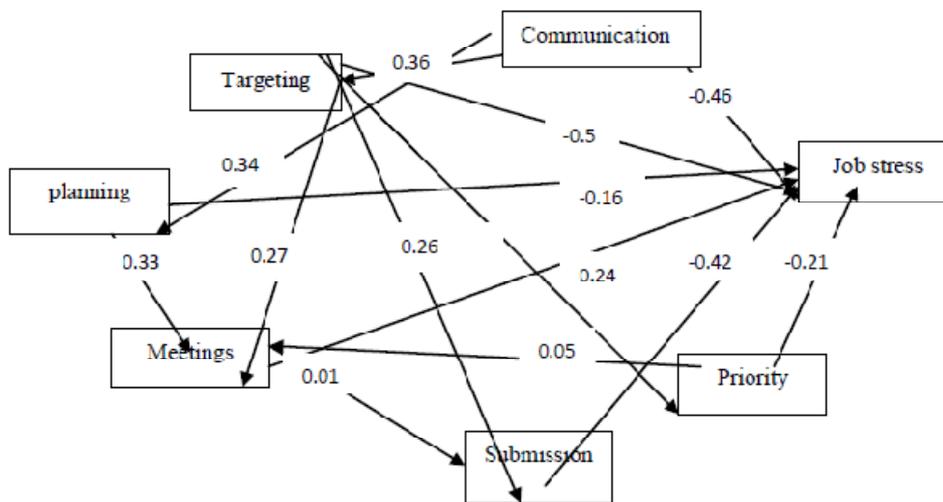| Characteristic	Estimate
Chi-square goodness of fit test (2)	9.15
Freedom degree (df)	7
Value P	0.2
Standardized indices of fit (NFI)	0.97
Comparative fit index (CFI)	0.99
Root mean square error of approximation (RMSEA)	0.04
Possibility of Close fit (PCLOSE)	0.5
Akaike Information Criterion (AIC)	65.15

Figure 2: Path Coefficients in the main proposed model of organizational skill variables

Table 2: Goodness of fit indices for the amended model

Characteristic	Estimate
Chi-square goodness of fit test (2)	9.6
Freedom degree (df)	9
Value P	0.3
Standardized indices of fit (NFI)	0.97
Comparative fit index (CFI)	0.99
Root mean square error of approximation (RMSEA)	0.01
Possibility of Close fit (PCLOSE)	0.7
Akaike Information Criterion (AIC)	61.6

As it is shown in table 2, in the amended model, index(2) is equal to 9.6 with freedom degree of 9 and significant level of 0.3. Therefore, (2) is not significant and shows model fitness. Two indices of NFI with 0.97 and CFI with 0.99 are calculated that are more than 0.95 and show excellent fitness of the model. RMSEA amount is equal to 0.01 that is excellent and is gained in confirmation of the result of PCLOSE that is equal to 0.7 that is more than 0.05. Therefore, model fitness is suitable. In this model, AIC is equal to 61.6 that its amount is decreased comparing to the initial model. Therefore, the amended model is better. Figure 3 shows the path coefficients in the amended model.
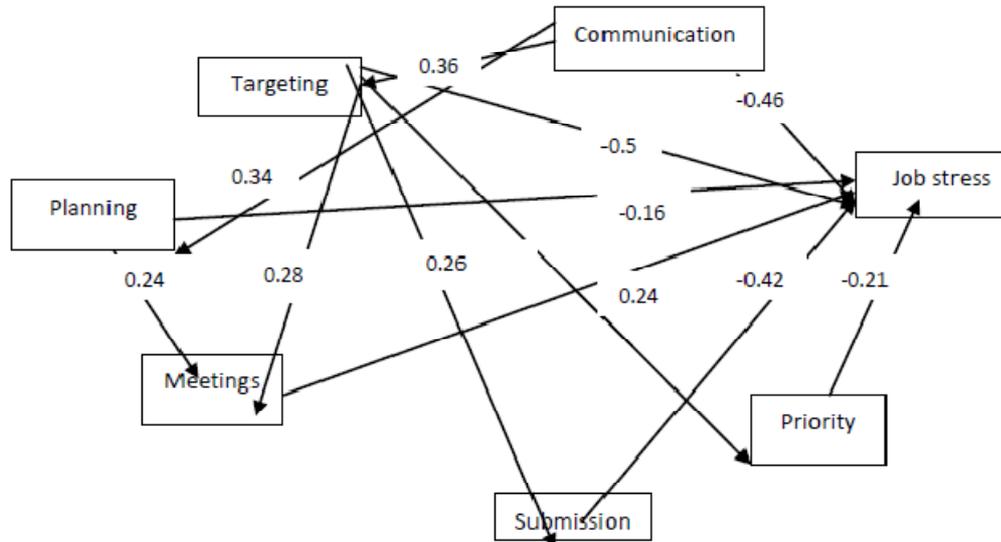
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Figure 3: The amended model for path analysis of organizational skill variables

Table 3 shows the related coefficients to paths between the researches variables in the amended model that all are significant in level lower than 0.01. Surveying direct and indirect path coefficients of the amended model show that the only direct targeting relation with meetings is increased from 24.0 to 28.0 and the other coefficients are unchanged.

Table3. Evaluating the related coefficients to paths between the research variables in the amended model

Estimate / Variables	B parameter estimate	β standard parameter estimate	Standard error of estimate	Significant level
communications→ targeting	0.33	0.36	0.05	0.000
communications→ priority	0.24	0.41	0.04	0.000
planning→ communications	0.34	0.44	0.04	0.000
meetings→ targeting	0.31	0.28	0.08	0.000
meetings→ planning	0.33	0.25	0.07	0.000
Submission → targeting	0.22	0.26	0.06	0.000
job stress → communications	-1.09	-0.46	0.11	0.000
job stress → priority	-0.92	-0.21	0.2	0.000
job stress → planning	-0.5	-0.16	0.1	0.000
job stress → targeting	-0.4	-0.15	0.11	0.003
job stress → meetings	-1.4	-0.61	0.1	0.000
job stress→ Submission	-1.3	-0.42	0.1	0.000

DISCUSSION AND CONCLUSION

In this study the relation between variable subscales of organizational skill in time management with job stress was investigated (figure 2).

In the proposed model shows that there is a significant and negative direct relation between communications with job stress. This result is agree with Yalmaz (2010), Kolans (2007), Nanis et al. (1998) and Leary's (1986) studies [2, 6, 16, 6]. The meaning of communication management is management skill and time management in relation with each kind of communication (written, verbal, listening and calling, etc.) with others including employees, clients, principals and more. Reading and writing reports, notes, letters, and so on need a lot of time for employees and especially managers in one working day. If no works are done for controlling them, they waste a lot of time. Learning the communication skills, individuals can use their time better and persons face lower with the problem of lack of time.

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According to the research results, there is a significant negative relation between job stresses with targeting. This result is agree with Yalmaz (2010), Boyas and Wind (2010), Kolans (2007), Nanis et al. (1998) and Leary's (1986) studies [2, 7, 6, 16, 3]. Having aim is essential for time management from the view of Mackenzie[14]. If people do not have aim, they do not have the time problem, too; because they have no intention of moving toward any direction. If people do not have a clear purpose they waste their time. Set clear, measurable, achievable goals with time limitation are an effective step in time management that can decrease the employees' stress.

According to standardized regression weight between variables of planning and job stress, there is a direct negative relation between the mentioned variables. This result is agree with Yalmaz (2010), Boyas and Wind (2010), Kolans (2007), Nanis et al. (1998) and Leary's (1986) studies [2, 7, 3, 16, 6]. Writing daily program is an effective step in time management. Planning can also help prevent the overlapping of activities. If all activities are conducted in accordance with a predetermined schedule, all things are done correctly and on time.

There is a direct negative relation between meetings and job stress. This result is in the line with Yalmaz (2010), Booyans and Vind (2010), Kolans (2007), Nanis et al. (1998) and Leary's (1986) studies [2, 7, 3, 16, 6]. Meetings are one of the most important factors for waste of time in the organization. Learning required skills in this field, we can get the better results for holding meetings.

There is a direct negative relation between mandate and job stress. This result is in the line with Yalmaz (2010), Boyas and Wind (2010), Kolans (2007), Nanis et al. (1998) and Cooper (1998) studies [2, 7, 3, 16, 9 , 6]. This skill is more about the managers and employees who are at the helm of affairs. Mandate makes managers assign things that other employees can do to them and they do to more important affairs, themselves.

The relation of activity prioritizing with job stress is surveyed, too. According to the standard regression weight between variables, there is a significant negative relation between priorities with job stress. This result is in the line with Yalmaz (2010), Boyas and Wind (2010), Kolans (2007), Nanis et al. (1998) and Leary (1986) studies [2, 3, 16, 6]. Regarding priority, people should select priorities. But they should not drop it away. They should know what element limit them in this work and how they can use time to improve themselves and their work. If employees prioritize their goals, they do what are important first and this can decrease their stress.

According to the research results, communication has direct relation with targeting and planning. It means that increase of people's communication skills increase targeting and planning skills. To communicate effectively with others, should have clear aims and how to communicate needs to have true planning.

Targeting has direct significant relation with meetings. Predetermined goals meetings lead meetings to manage according to the determined goals and decision making are done faster. Therefore, increase targeting skill lead more effective meeting control. According to results, targeting has direct relation with delegation. Once goals are set, managers can assign aims to employees that they can do them; therefore, they can do more important aims and affair that others cannot do them. In other side, there is a direct relation between targeting with priority. When employees determine their goals, priorities can be determined easily. Programming has a direct significant relation with sessions. Justifying this relation, we can say that the necessity of meetings are programming. If meetings are scheduled prior, they start and finish on time. And the best results are obtained from the meetings. Finally, we can conclude according to the reports of Shugars (2011), Murphy (2011), Yalmaz (2010), Boyas and Wind (2010), Kolans (2007), Nanis et al. (1998) that success in time management need targeting, priority, operational planning, delegation and meetings. According to the reverse relation between organizational skills of time management and stress, justification of the relation between six dimensions and job stress is not out of reach [16, 3, 7, 2, 8, 13]. Totally, time management skills cause employees have the best benefit from their time and do not face lack of time that is the main element for creating stress.

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