



Time Management Strategy and its Impact on T. Distinguished Institutional Performance: An Exploratory Study on a Number of Employees of the University of Baghdad

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The necessity of determining the mechanisms of intellectual knowledge integration through attention to the social factors that help in establishing this integration. Attention to people with open minds (of employees) who prepare the university's time management strategy is important to enhance the relationship between workers intellectually and socially to support the excellence of institutional performance in the researched organization. Supporting the organization's time management strategy to be removed through banners and advertisements, and showing its effective role in enhancing organizational performance excellence. The necessity of developing the level of excellence in institutional performance at the University of Baghdad, especially with regard to service excellence, as it has not gained importance and that through the establishment of training courses for workers in order to enhance and improve the performance of work efficiently and effectively.

Keywords: *Time Management, Strategy, Institution, Performance, University, Baghdad*

Introduction

Today's progress is no longer related to the ability to produce, develop equipment and resource investments as it relates to the speed and skill in doing so, and therefore time, investment and management have become one of the basic elements that govern quality in all areas. (Tarawneh, 2002) The two do not differ in the importance of determining his needs and what he seeks to reach his success in the work, and this can only be done by using time as required. I saw

from the reality of life that most of us do not improve the effective use of time. (Nor Lela, 2012) Unfortunately, there are people who think that organizing time means complete harmony and no time for rest or entertainment, and some think that time management is a trivial thing that has no weight because they do not value the importance of time by weight, and these concepts spread in our Arab world in general. These concepts make our work low-productivity, (Odeh, 2000) so whatever we have worked and worked hard for several hours, we will not produce nor be productive unless we organize our times and get rid of everything that is lost in our times. This research guides you on the methods that make you more productive, and I hope that these easy methods will be applied and you will find immediate results in your work and if you apply it in your life, you will find the big difference and positive results. You will not lose if you apply these methods for a week and then judge whether they are effective or not (Shady, 2010) .

Literature Review

1. The Concept of Time Management Strategy

A number of researchers have agreed that there is some difficulty in defining the concept of time strategy .In view of the nature of time and how a person looks at him through the ages, in addition to the nature of thought and culture to which the individual and society belong. . Where Einstein said that he presented a concept of time where he said to each reference body related to its own time, time (Al-Rubaie, 2007) and without knowing the reference system of the body, and defining the reference framework for this time, it would be illogical to mention the time of a specific event of the indicated body "hence the link between man and machine And time (Al-Khudari, 2000) another definition of time management strategy mentioned as "the science and art of rational use of time , is the science of investing time effectively , and it is a process based on planning, organization ,follow-up, coordination and motivation." communication and is the management component is available for the project, if we do not improve his administration we thus Management will not improve anything (Al- Qossa, 2003) " Therefore, there are two differences in the importance of time management strategy in our scientific and practical life .Time is exploitable and investment, he says, was the reason he acquired skills in a way without limits or restrictions, and as a precious asset. In the progress of others managing this time and not wasting it ,there are several definitions of the time management strategy , the most comprehensive of which is (Al- Qaid , 1422 AH) which he defined as "the process of making use of available time and personal talents available to us to achieve the important goals that we seek in our life, with maintain a balance between the requirements of work and private life, and between the needs of the body and the soul and mind " and the P and benefits management time strategy : to achieve better results at work .Improving the quality of work .Increase the speed of work . Reducing work pressure - .

Reducing the number of mistakes that can be committed and increasing the salary - Enhance work comfort. (Nusur, 2010)

2. Kinds of Time

The first type: a time that is difficult to organize, manage, or benefit from other than what was allocated for it. It is the time we spend in our basic need, such as kind, food, comfort, and you and your family, and your important family. It is a time we cannot take advantage of. The second type: a time that can be organized and managed, which is the time we devote to work, and to our private lives, and in this particular type of time the great challenge facing us can be faced. (Al- Qossa, 2003). Can we take advantage of this time? Can we exploit optimal exploitation, the second type: the time that can be organized (peak time, idle time): (explains the s p hand that the time can be organized also consists of two types: the first type: the time and we are in full our business presence and mental) peak time, (and the second type: the time and we are in less cases our focus and presence of mental (idle time, (and if we are to organize our time we must look for the time that can be organized and then identify the part in which we are in full our activity (peak time) and Nstglh as Production time, tender and hard work for us. (Al- Qaid, 1422 AH)

3. Steps and Principles for Successful Time Management

- **Keep a time plan or work program**. The second step in managing your time well is to do a timetable (a diary) to achieve your goals on the short level (for example, a year) in which you clarify the tasks, tasks and responsibilities that you will accomplish, the dates of the beginning and end of their completion, and personal appointments. (Nor Lela, 2012)
- **Plugs escape ports** These are the outlets through which you evade your responsibilities that you plan to accomplish (especially difficult and heavy), so you disassociate from them (such as: laziness, hesitation, delay, procrastination, and excessive self-esteem ... etc, (.and you must always remember that success is related first to trust in God Almighty and then By attacking heavy and difficult responsibilities on you, and that failure is related to procrastination, hesitation and flight; you must also if you mix with priorities and find yourself evading some of your responsibilities and wasting your time (Mousawi 2006)
- **Take advantage of marginal times**. What is meant is the lost time between obligations and work (such as: using the car, waiting for the doctor, traveling, waiting for meals, expecting visitors), and it increases the less a person organizes his time and life. You should consider how you always spend your time, analyze it, determine the locations of marginal times, and devise a practical plan to benefit from it as much as possible (such as: mentioning God Almighty,

listening to helpful tapes, relaxation, light sleep, meditation, reading, and thinking. Reviewing memorizing the Qur'an .. etc.) (Al- Maghazi, 2010).

- **Do not succumb to urgent unnecessary matters** because they make a person a tool in the programs and priorities of others (what they see as important and necessary), and rob him of his effectiveness and time (one of the biggest wastes of time), and this is done (human surrender to urgent unnecessary matters) when he weakens in determining his goals and priorities, and decreases Self-organization and self-management .In order not to become a victim of this, you must - after defining your goals and priorities - apply the criteria (necessity, appropriateness, and effectiveness) set forth in the upcoming exercises on the tasks, tasks, and activities that you perform in your life (Al-Qusay, 2003)

4. Keep Away Time Management

- **You and your errands** Are you permanently busy and experiencing "time poverty ?"Does the problem really lie in lack of time and do you need more time in all your work? time (Al-Rubaie, 2007) The whole matter, my dear, relates to priorities, and setting priorities is the most important, as most of us strive to accomplish the largest amount of work with the least possible time, and the result is often more pressure and tension, and the secret lies in the strategy of time management and organization, so recent studies have proven the importance of time management and its positive impact. (Nor Lela, 2012) On the practical and personal life, you only need to follow the following five commandments, which are recommended by American production expert Jeff Dubic and they are practical tips for managing time, thoughtfully: - Time management - giving your first time - protecting time is the most valuable currency - weigh your time between work and life. Success may come as a result of working hard for long periods - .Enjoy your time and don't wait until you finish planning your time (Salama, 2016).
- **You and others who** are distinguished in the service who have the ability to control the time and manage it and not be immersed in personal matters have personal characteristics that enable them to make good use of their times such as perseverance and flexibility in dealing with others and stressful situations , equilibrium but emotional and patience and exerting effort without emotional depletion or My body, ability to set realistic goals, and confidence i.e. learn to say the word "no" to activities that may hinder efficient time management strategy (Al-Adl, 2006).

Time Produces Performance

When the worker exploits time and gives him an appropriate reward, this will work to create and perform institutionally, and this view is consistent with theory. Potter Lawler And theory room to expect, and that the most productive factor is satisfied with his job (Mousawi 2006) studies in the 1980s demonstrated that the relationship between time and performance is governed by intermediate factors including individual, functional, and environmental factors,

and the variables include the complexity of the job, job characteristics, duration of service, the ability of cognitive, pressure to perform, and the pressures of time, and that time causing performance if mediating between them the effort required time results from performance if mediated between them rewards, the results of the studies that have reached to that there is a relationship between the time and performance depend on them because of the small sample researched the size of that time is linked to many time (**Al-Rubaie, 2007**) For institutional performance agencies, why does it specifically affect performance and what is expected to perform without time, and they have justified this by the fact that high-performing workers work is higher and time is less than those with low performance that is less labor turnover and time is higher in the case of giving them rewards and encouragement (**Robbins, 2003**).

6. The Concept of Institutional Performance

Armstrong defined institutional performance as "a process or a group of processes to help systems achieve their goals, and it is concerned with the existence of a common understanding between managers and their team about what needs to be achieved, and then managing and developing employees in a way that increases the likelihood of their completion in the short and long term, (**Mousawi 2006**) as performance is defined Institutional as: "The individual undertakes the various activities and tasks that make up his work, and we can distinguish between three partial dimensions against which the individual's performance can be measured".¹ These dimensions are the amount of effort spent, type of effort and pattern of performance" (**Ashour,2005**) and also the administrative glossary defined performance as: the degree to which the development activity or development partner reaches work according to criteria, specifications, principles, specific or in achieving results according to goals The declared plans, the definition of institutional performance, institutional performance is an element of productivity, which is related to the human side, and productivity is determined according to several overlapping dimensions: (**Nor Lela, 2012**) 1- The work performed by the worker, his understanding of his role and his extent of following the instructions that reach him from management through the supervisor to him. 2- The achievement achieved by the worker and his compatibility with the standards and quality levels. (**Al-Maghazi, 2010**) 3- The behavior of the worker in his job in terms of his interest in work and work tools, his sense of belonging to the workplace, his professional development and mastery. 4- The behavior of the worker with his colleagues and subordinates, and the extent of his cooperation with the team spirit. (**Odeh, 2000**) 5 - The psychological state in which the worker is found in terms of the desire to work, masters his work, and strives to develop him. The relationship between time and institutional performance began in the eighties of the last century, he promised that the distribution time is related to institutional performance and that the time taken is not statistically significant with institutional performance (**Francis 2002**). We conclude from the above that distributional times

affect institutional performance more than total times, even though they reduce employee dissatisfaction (**Katrinli, 2010**). Regarding the nature of the relationship between time and institutional performance Contrary to belief prevalent, there is little studies that T .enabled provable ,to try to enhance the level of time when working to increase or raise the level of his performance, and consistent this opinion with the theory Hansberk and endorsed by Horton and that factor Radi studies It is more productive for not wasting time (**Al-Rubaie, 2007**)and recently it was found that circumstantial variables such as financial and administrative support, time and quality of operations have a significant impact on employee performance. (**Mousawi 2006**)

8. Institutional Excellence

Institutional Discrimination: It means innovation, that is, bringing what is different from others, and a competitive advantage has been achieved for the institution in the sense that it is better than competitors or more than others. Exclusivity and excellence in providing outputs (goods and services) efficiently and effectively in order to meet and exceed the needs and expectations of the dealers and the concerned parties, through the applied methodologies and mechanisms of work applied to ensure continuous improvement in all aspects of performance ,excellence management: (**Robbins, 2003**) this concept is based on an intellectual framework that relies on integration and interdependence and is bound by logic Systemic thinking that the organization sees as an integrated service whose components interact and its mechanisms are intertwined and then its outputs are a result of its societal capabilities , and the researcher sees discrimination management is the organization's ability to manage the discrimination standards that it adopts in an integrated and coherent manner based on this theme and principles of distinction to achieve distinct results continuously and evolve to all stakeholders (**Al Mazrou, 2010**).

9. Distinguished Enterprise Characteristics

Customer Satisfaction: It always provides added value to customers through understanding ,anticipating and meeting their needs ,sustainable development: It has a positive impact on the environment around it by enhancing and distinguishing its performance in a way that helps in achieving sustainable development ,developing the ability of the organization: which works to enhance its capabilities From an effective management of change inside and outside the organization ,encouraging and adopting creativity and innovation: (**Robbins, 2003**) it generates more values and levels of performance through distinct improvement and encourages innovation ,vision , mission and commitment: and it enjoys the presence of leaders with a vision for the future they achieve by committing to a specific message towards Their environment and their customers , success by unleashing talent ,excellence in service : which is based on blowing the energies of employees and their talents through creating an enabling environment and a culture of empowerment ,maintaining excellence and adhering to it: it meets the needs

of stakeholders in the long and short term within the framework of the environment in which it operates (Al- Maghazi, 2010)

10. Dimensions of Institutional Excellence

Leadership excellence: the higher leadership has an impact on excellence, by developing the capabilities of excellence in service and encouraging them to go towards creativity and distinction, through its distinguished leadership skills and effective work relationships and the ability to renew and reflection from tradition, as well as its interest in encouraging competition between service excellence to reach New ideas as well as the senior leadership, (Odeh, 2000) if it adopts the open door strategy and supports direct communication between it and service excellence , then this allows exchange between the quality of operations related to the effectiveness of the organization and the ability to discuss them and reach suggestions. (Nor Lela, 2012) There are a set of activities that leaders must undertake to encourage the emergence of excellence in the organization. The system of decentralization in work within the organization facilitates the flow of quality processes and innovative ideas between workers and the top leadership directly without bureaucratic barriers. Also, the innovative capacity of service excellence is affected by the leadership style. (Robbins, 2003).

Excellence in providing service :Excellence in customer service means providing different services individually and out of the ordinary, and in a way that meets the expectations and satisfaction of customers, which is what must be provided in many institutions that deal directly or indirectly with customers and clients, and in this article we will talk about The concept of excellence in customer service. (Odeh, 2000)

Principles of Excellence in Customer Service Type of Service Provided :Officials in the organization should be accused of providing the service in a good way, especially if this service is very important in the lives of customers or clients .The nature of the applicant: The cultural and social variables, in addition to the educational level of the applicants, determine the main features of the way these clients interact with service providers .The nature of the service provider: (Nor Lela, 2012) This nature determines the educational and cultural level as well as the training and ability to provide the required service to the clients with the required efficiency, and the ability of these employees to gain customer satisfaction and the ability to dialogue and understand them, companies must observe such criteria when choosing people who will directly supervise the provision of Services for clients and clients (Tarawneh, 2002).

Table (1)

Rank	standard deviation	Arithmetic mean	Time management strategy
The third	0.76	4.38	You and your mission
the second	0.64	4.42	You and yourself
The first	0.52	4.64	You and the others
	0.57	4.54	Overall average

Description and diagnosis of research variables for time management strategy Table (1) shows the mean and standard deviation of sample responses for time management

12. Description and Diagnosis of Search Variables

It is noted from the data of Table (1) that this variable has obtained a general arithmetic mean of (4.54) Standard deviation (0.57) And you and others were the most contributing to the formation of this variable, as it obtained an arithmetic mean of (4.64) Standard deviation (0.52) Follow it in terms of deportation in second place, you and yourself, with an arithmetic mean of (4.42) Standard deviation (0.64) Follow it in the third place in terms of deportation, you and your mission with a standard mean of (4.38) Standard deviation (0.76) The above results indicate the high level of the time management strategy of the researched organization and this indicates that there are availability of the elements of time management strategy in the researched organization, especially after you and others, which were characterized by a high level in order for its employees to be able to realize the importance of their roles and locations in achieving the goals as well as enjoying vigilance around The importance of working with new methods for the purpose of improvement and performance development.

Table (2)

Rank	standard deviation	Arithmetic mean	Excellence in institutional performance
the second	0.74	4.39	Leadership Excellence
The first	0.66	4.44	Quality of operations
The third	0.80	4.20	Excellence in service
	0.58	4.39	Overall average

It is noted from the data of Table (2) that this variable has obtained a general arithmetic mean of (4.39) Standard deviation (0.58) And after the quality of operations, it contributed the most to the formation of this variable, as it obtained an arithmetic mean of (4.44) Standard deviation (0.66) Followed by exclusion in second place ,leadership excellence with an arithmetic mean of (4.39) Standard deviation (0.74) Followed third in service excellence by an arithmetic mean of (4.20) Standard deviation (0.80) This indicates the high level of excellence in the organization of institutional performance under study and this goes back to the surveyed organization is working to provide indicators of excellence and institutional performance, especially the quality of operations, which is characterized by a high level through knowledge of the distribution of the most modern areas and the provision of linguistic rules and laws of procedure and phrases make it easier to use.

13. Hypotheses Test

First major hypothesis test: the table shows the results of correlation coefficients between the dimensions of the time management strategy (you and your mission, you and yourself, you and others) and the dimensions of organizational performance excellence (leadership excellence, process quality, service excellence).

Table (3) shows the correlation between time management strategy and institutional performance excellence

Overall indicator for achieving organizational performance excellence	Excellence in service	Quality of operations	Leadership Excellence	Supported variables in Excellence institutional performance Independent variables Time management strategy
0.595 *	0.582 *	0.632 *	0.565 *	You and your mission
0.785 *	0.773 *	0.777 *	0.789 *	You and yourself
0.722 *	0.720 *	0.642 *	0.744 *	You and the others
0.689 *	0.685 *	0.678 *	0.722 *	The overall indicator of time management strategy
Support the hypothesis	Support the	Support the	Support the	Prove the hypothesis



	hypothesis	hypothesis	hypothesis	
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At a significant level(0.05) and (0.01)

Which indicates that all correlations are positive and significantly significant, both at the dimensional level and at the macro level .As for the relationship between the total time management strategy and the organizational performance excellence of the researched organization, it is also a moral relationship, "which achieves the validity of the first hypothesis and its sub-hypotheses. Which indicates a significant correlation relationship between time management strategy and institutional performance excellence as the availability of time management strategy in The researched organization increases the development and enhancement of the level of excellence of the institutional performance of the researched organization.

Examination of the second main hypothesis:

The results of the test laboratories of the effect of time management strategy on the excellence of institutional performance shown in Table (4) indicate that F Calculated has reached (32.46) It is greater than its extreme tabular value (7.31) At a significant level (0.01) This suggests that for strategy time management impact on performance excellence and institutional at the University of Baghdad and the degree of confidence (99%) It is a high percentage that indicates the strength of the degree of time management strategy in distinguishing institutional performance .It was valued (R^2) (0.39)This means that the time management strategy explains its ratio(39%)Among the changes that occur in the excellence of institutional performance at the University of Baghdad and the rest (61%) It is due to other variables that cannot be controlled or that are not originally included in the regression model and have reached a parameter value (B) (0.61)That is, an increase in the time management strategy variable and one unit of standard deviations will lead to an increase in the distinction of institutional performance by a percentage (61%) From one standard deviation unit, the second major hypothesis that stipulated time management strategy has achieved the effect of excellence in institutional performance at the University of Baghdad.

Table (4) shows the results of the impact of time management strategy on organizational performance excellence

Excellence in institutional performance			Supported variables Independent variables
B	R ²	F	
0.61	0.39	32.46	Time management strategy

To test the effect of removing the time management strategy on the excellence of institutional performance at the University of Baghdad, table (6) has been prepared which shows- :

1- Test the impact of you and your mission on excellence in organizational performance: Results after you and your mission in distinguishing institutional performance indicate that the value (F) Calculated (16.32) It is greater than value (F) The above tables are at a significant significance level (0.01) The value (R²) (0.22) That is, after you and your mission explains what percentage (22%) Of the changes in Excellence in institutional performance and the rest (78%) Attributed to the contribution of other variables, and the value of a coefficient (B) (0.49) That is after you and your task affects the excellence of institutional performance by (49%) From one standard deviation unit and the results of the schedule also indicate that after you and your mission affect the dimensions of excellence of institutional performance as well, because all (F) Calculated for these dimensions is higher than the value (F) The tables above and these results verify the validity of the first sub-hypothesis that derives from the second main hypothesis, which stipulates that the distance between you and your mission affects the excellence of the institutional performance of the respondent organization.

2- Test the effect of you and yourself on time management: The results of an effect after you and yourself on the excellence of institutional performance demonstrate that value (F) Calculated (37.54) It is greater than value (F) The above tables are at a significant significance level (0.01) And that value (R²) (0.41) That is, after you and yourself explain what percentage (41%) Of the changes that occur in the excellence of institutional performance and the rest (59%), the rest is due to other variables. And that the value of a coefficient (B) (0.62) That is, after you and yourself affects the performance distinction rate (62%) From one standard deviation unit.

The results of the table also show that after you and yourself affects all dimensions of organizational performance distinction, because all do(F) Calculated for these dimensions is

higher than the value (F) The above tables. These results confirm the validity of the second sub-hypothesis that derives from the second main hypothesis, which indicates that you and yourself are distinguished in the organizational performance of the researched organization.

3- Test the effect of you and others on the excellence of institutional performance : The results of the impact of you and others on the excellence of institutional performance show that the value (F) Calculated (28.87) It is greater than value (F) The above tables are at the significance level (0.01) And that value (R^2) (0.33) That is, after you and others explain what it is (33%) Among the variables that affect the excellence of institutional performance and the rest (67%) other variables . And that the value of a coefficient (B) (0.57) That is after you and others affect the excellence of institutional performance by (57%) From one standard deviation unit.

The results of the above table indicate that after you and the others affects all dimensions of organizational performance distinction , because all do (F) Calculated for these dimensions is higher than the value (F) The above tabular .These results confirm the validity of the third sub-hypothesis stemming from the second main hypothesis, which indicates the distance between you and others that affects the performance of institutional performance at the University of Baghdad.

The validity of the second hypothesis and its sub-hypotheses indicate that the time management strategy in the researched organization greatly affects the excellence of institutional performance, and therefore we see the need to pay attention to the dimensions of the time management strategy as it enhances the excellence of institutional performance.

Table (5) shows the results of the effect of capital on the excellence of institutional performance

Excellence in institutional performance												Variables Approved
Overall index			Excellence in service			Quality of operations			Leadership Excellence			Independent variables
B	R^2	F	B	R^2	F	B	R^2	F	B	R^2	F	Time management strategy
0.49	0.22	16.32	0.43	0.18	10.62	0.36	0.13	8.77	0.47	0.22	12.87	You and your mission
0.62	0.41	37.54	0.52	0.34	23.44	0.50	0.25	18.34	0.59	0.35	22.63	You and yourself
0.57	0.33	28.87	0.63	0.34	18.42	0.44	0.19	11.33	0.56	0.32	23.64	You and the others

Results

- 1- Excellence in organizational performance is considered one of the main factors in increasing the efficiency and ability of the organization to work and achieve success for organizations.
- 2-Show the high level of time management strategy at the University of Baghdad ,but this rise varies from one variable to another, as you and others have achieved the highest level among the variables, and this is due to the ability of employees at the University of Baghdad to manage the importance of their roles and locations in achieving the goals.
- 3- The results showed a high level of excellence in institutional performance at the University of Baghdad ,where the quality of operations index showed the highest level of interest as it provides knowledge in more modern areas.
- 4- The results showed that there is a significant relationship between the elimination of the time management strategy and the distinction of institutional performance, and this indicates that improving the distinction of institutional performance in the University of Baghdad depends on what the workers possess from excluding the time management strategy.
- 5-The results included the existence of a significant effect of the time management strategy by distinguishing institutional performance at the level of exclusion as well, "as the impact relationships were all strong and significant. This explains the importance of time management strategy in enhancing the excellence of institutional performance.

Conclusions

- 1- The necessity of determining the mechanisms of intellectual knowledge integration through attention to the social factors that help in establishing this integration.
- 2- Attention to people with open minds (of employees) who prepare the university's time management strategy is important to enhance the relationship between workers intellectually and socially to support the excellence of institutional performance in the researched organization.
- 3- Supporting the organization's time management strategy to be removed through banners and advertisements, and showing its effective role in enhancing organizational performance excellence .
- 4- The necessity of developing the level of excellence in institutional performance at the University of Baghdad, especially with regard to service excellence, as it has not gained importance and that through the establishment of training courses for workers in order to enhance and improve the performance of work efficiently and effectively.

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