

Time Management And Its Relationship To Organizational Effectiveness Among The Workers Of The National Company Of Electrical Household Appliances Industries, The Cooking Unit In Tizi Ouzou

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Abstract

This study has dealt with the issue of time management and its relationship to organizational effectiveness of the workers of the National Company of Electrical Household Appliances Industries, the Cooking Unit, and that by clarifying the concept of time management and effectiveness and know its importance. The study sample consisted of (70) workers who were chosen randomly, and we used the descriptive approach for its suitability for the purposes of the study. This study comes to answer the following main question: Is there a statistically significant relationship between time management and organizational effectiveness among the workers of the National Company of Electrical Household Appliances Industries, the Cooking Unit ?

In order to achieve the objectives of the study, we distributed the questionnaire, collected information and unloaded it using the spss statistical program. The following results were reached: there is a statistically significant relationship between time management and organizational effectiveness among the workers of the National Company of Electrical Household Appliances Industries, the Cooking Unit. In order to ensure the validity of the results. Each dimension of time management

dimensions has been linked to organizational effectiveness, and thus it was reached to:

- The value of the Pearson correlation coefficient for the first hypothesis that there is a relationship between time planning and organizational effectiveness refers to $r = 0.57^{**}$, which is a statistically significant value at the level of significance 0.01, and therefore we accept the hypothesis.

- The value of the Pearson correlation coefficient for the first hypothesis that there is a relationship between time planning and organizational effectiveness refers to $r = 0.77^{**}$, which is a statistically significant value at the level of significance 0.01, and therefore we accept the hypothesis.

Keywords: Time management, Organizational Effectiveness, Time Planning, Time, The Human Resource.

Introduction

Time is an important member of human personal and professional life, and time has a required value in this technical and digital time, and it is one of the aspects of modern life in which we live now, and it has gained great importance as an important resource that must be dealt with and invest it effectively, as it has become an important dimension that must be exploited in the present and planned to benefit it effectively in the future. because time is a critical element from management elements and a resource from the available resources that must be exploited sufficiently, there is no way for management to increase its use application, make good exploit of it, and take the necessary measures to prevent its waste or loss.

In terms of the importance of time in the life of institutions where everything is linked to the extent of their exploitation of it, as the extent of their development is measured by the extent of their time management, time management has become one of the important topics at the present time, which is difficult to talk about in a limited way, and it is considered one of the most difficult methods, as it requires a high level of planning, organizing, directing, and continuous evaluation of all the activities that the individual performs during working hours in the environment in which he works in a certain period of time. Therefore, companies

work to ensure that their human resources effectively manage that helps them reach their goals, achieve them, and carry out with its duty to the fullest.

The Company must also be concerned with organizational effectiveness, as it is still considered one of the ambiguous concepts in the field of management and organization. Controversy still exists over an accurate investigation of its content, and this is due to the multiplicity of effectiveness, which led to many differences over defining its concept. The latter has come to represent the main criterion that determines economic and social progress in general, and studies how the company is organized in order to identify, understand and improve the organizational action.

1-The Problematic

Today, the world is witnessing major developments and changes in the field of industry as it is the core and pivot and success of every society on the political, economic, and social levels. Therefore, attention has increased in the human resource, which is the starting point for management, organization, implementation of the organization's activities and elements of production, achieving its goals and increasing productivity, depending on the type and method and method of managing time that achieves the success of the organization and reaching its goals with the least possible time and effort and the highest effectiveness. As time management is among the concepts that companies seek to achieve as it is a key factor in achieving their desired goals, and it is difficult to develop an accurate and comprehensive definition of time management according to the studies of researchers and management scholars, and thus the definitions and concepts have varied and multiplied, and the concept of time management differs from one society to another and from one institution to another. .

Time management is the ability of a person to use time to complete tasks at the specified time, and it is a continuous process of planning, analysis and continuous evaluation of all activities that the individual performs during working hours in the company in which he works in a certain period of time with the aim of achieving high efficiency and effectiveness in benefiting In the time available to reach the desired goals. (Abu Al-Nasr 2012, p. 13).

Many researchers have been interested in conducting various studies on time management and its importance in the administrative process, as conducted by both Wu and Basserine,

aimed at investigating the individuals' view of time and the time management strategies used by specialists in an academic institution in the United States of America, in achieving their daily tasks. He chose a sample of (20) specialists. The study concluded that the use of good time management strategies affects the production determination in the company. (Muhammad Hussein Ahmed, 2008, p. 39).

The study of Al-Rousan (2010) also aimed at revealing the degree of effectiveness of time management among the principals of public secondary schools in Jordan. The study sample consisted of (500) male and female teachers and one of the most important results of this study was that the degree of effectiveness of time management among public secondary school principals in Jordan from the teachers' point of view was high. (Ahmed Ali Al-Seyouf, 2014, p. 962). The perception of the importance and appreciation of time management in institutions and social life differs according to individuals, their needs, and the nature of the jobs they assume. Time management is the contemporary standard by which we can judge the success or failure of management in its performance and achieving its desired goals, and this fact is embodied in providing practical solutions to the problems facing management, as It helps the director of the organization to find more time for himself and invest it in thinking and planning, avoiding tension, reducing work pressure, confronting and controlling the process of wasting time, and raising effectiveness in the institution.

It is noted that time management is one of the methods that contribute to the emergence of effectiveness in institutions, as it is one of the very ambiguous topics in the field of research, especially in the psychology of work and organization, as it is linked to many organizational variables, including time management, in which competition has become one of the most widespread phenomena, especially in countries the most advanced, and for this we find many researchers in different fields have tried to find a method adopted by the organization to obtain the appropriate and the suitability effectiveness, and for this we find a large difference in the definitions of researchers as well as in the methods of measuring it, and this is due to the difficulty of enumerating the phenomena associated with effectiveness, which makes the study of the latter Very difficult. (Muhammad Hussein Ahmed, 2008, p. 41).

In addition, organizational effectiveness can be viewed as "the health of organizing and its ability to interact with the factors and forces influencing in its environment and benefit from the energies of its members to achieve its ultimate goals represented in the

stability of its survival and development and the satisfaction of its environment with the goods and services it produces." (Muhammad Al-Taher Boyaya, 2004, p. 77).

Camron et whetten (1981) study reached 18 productive companies showing that the inclinations of individuals change through the stages of their life, in the first stage of its growth, individuals prefer criteria of effectiveness based on the level of individual performance, while in the later stage of the life of the company, more focus is placed on the institution, such as productivity, for example. (Al-Ayeb Rabeh, 2004, p. 132).

Evan (1977) also tried, through his theoretical model, to analyze the causal relationship between effectiveness and some of its factors, as he formulated his hypothesis that expects it to be positive between the two variables of the study, that is, the increase in factors of positive value such as the spirit of responsibility, commitment, and organizational loyalty that lead to increase effectiveness, and the results of his research confirmed his assumptions. (Evan, W.M. 1977, p81).

This is the main reason for the failure of many Algerian national institutions due to the scarcity of their effectiveness, as they do not pay attention to the motivating variables or contribute to the manifestation of this behavior (such as trust and a sense of responsibility, commitment to the institution, care and concern... etc.). Hence the importance of organizational effectiveness as it contributes to the development and growth of productive institutions and the national economy, but it should be noted that an effective institution is not limited to certain characteristics that we can generalize to the rest of the institutions. This depends on each institution separately, according to its objectives, the nature of its activity, the composition of its workforce, and the point of view of senior management.

The concepts of time management and organizational effectiveness are among the important topics in management, and through them, the increase in productivity and profit in general is achieved, and the human resource is retained in particular, and on this basis the problematic can be put forward as follows:

Is there a statistically significant relationship between time management and organizational effectiveness among the workers of the National Company of Electrical Household Appliances Industries, the Cooking Unit?

2- Formulating hypotheses

General hypothesis:

- There is a statistically significant relationship between time management and organizational effectiveness among the workers of the National Company of Electrical Household Appliances Industries ENIEM, the Cooking Unit
- Partial hypotheses:**
 - There is a statistically significant relationship between time planning and organizational effectiveness among the workers of the National Company of Electrical Household Appliances Industries ENIEM, the Cooking Unit.
 - There is a statistically significant relationship between time management and organizational effectiveness among the workers of the ENIEM National Institution, the Cooking Unit.

3-Reasons for choosing the subject:

It is possible for the researcher to identify the reasons for choosing the subject of the study, his contribution to a large extent implicitly in defining the problematic and determining the proper course of research, and among the most prominent subjective and objective reasons that made us choose the relationship between time management and organizational effectiveness as a subject of the study, we summarize them as follows:

3-1- Subjective reasons:

- 1- Personal tendency to study such subjects related to time management and organizational effectiveness.
- 2- Ambition to know how workers deal with time.
- 3- Our feeling of the value and importance of this subject at the present time.

3-2- Objective reasons:

- 1- The scientific weight of the subject as it studies one of the most important subjects in the era.
- 2- The current conditions of all Algerian economic institutions, especially as they are in dire need of time.
- 3- Trying to highlight the important aspects in time management topic.

4- The importance of the study:

This research is important from two sides, the first is scientific and the second is practical, as follows:

4-1- Scientific (theoretical) importance:

- It is one of the few studies in the administrative field that studies the relationship between time management and organizational effectiveness.
- Trace the importance of this research to identify the important role of each of the time management and organizational effectiveness on the grounds that these two variables are among the most prominent challenges facing economic institutions.

4-2- Practical importance:

- The possibility of this study being a new addition to previous studies and research.
- The novelty of the topic, as it links two important variables for the enterprise, namely time management and organizational effectiveness.
- What increases the importance of this study is to study the case of an Algerian economic institution to demonstrate the role of time management in improving organizational effectiveness.

5- Objectives of the study:

- The main objective of this study it is an attempt to reveal the relationship of time management in improving organizational effectiveness within the institution.
- Revealing the reality of time management in the economic institution.
- Developing an integrated theoretical framework that covers all the literature on time management and organizational effectiveness and related concepts and related topics and mutual influence reaching results that help to put recommendations

Reaching results that help to put recommendations that may improve time management in economic enterprises, which have a direct impact on organizational effectiveness.

6- Define Terminology of study:

- 1- Time management:

Idiomatically: It is the process of planning, organizing, directing, and controlling time in a way that enables us to choose the right thing to do, and to do a lot of works in a short time. (Muhammad Al-Sarfi, 2008, p. 23)

Procedurally: It is a set of degrees obtained by ENIEM workers as a result of their response to the items that measure time management, which is about the optimal use and planning of time and its effective use in the institution.

2- Organizational Effectiveness:

Idiomatically: it is determined by the extent of its ability to achieve its goals. (Maher Ahmed, 2008, p. 14).

Procedurally: It is a set of scores obtained by ENIEM workers as a result of their response to the items that measure organizational effectiveness, which is the level of the organization's achievement of its pre-planned goals according to the organization's resources, and this is what guarantees the organization's survival and continuity.

7- Previous studies:

1- Time management studies:

A- Local studies:

- A study by Lounis Ali (2008): entitled "Time Management and Creative Leadership for High School Principals in the State of Setif."

The study aimed to find out the relationship between time management and creative leadership among high school principals in the state of Setif, and the descriptive correlational approach was used, and a scale that measures the level of time management and a measure of the degree of leadership creativity were used as study tools. The study population consists of 54 managers at the level of the state of Setif, and the study sample was selected through a comprehensive survey, which consisted of 45 managers.

The study concluded that High school principals have a good level of time management and that there are no statistically significant differences in the level of time management High school principals due to the variables (age, gender, educational level, experience) (Berbach Rabeh, 2008, p. 80).

A study by Ayadi Essam (2014): entitled "Some time management methods and their relationship to the performance of managers of sports complex in the neighborhood".

This study aimed to identify some of the methods of time management by the performance of managers in the sports facility and to highlight the importance of the methods and their reality in the management of Sports complex in the Neighborhood in the Wilaya of M'sila, Bordj Bou Arreridj, Setif, and their number is 39 managers.

Among them, the intentional sample was chosen using the comprehensive survey method, and the researcher adopted on questionnaire form in his study.

Among the most important results is that:

- Sports complex in the neighborhood managers do not depend on management by delegation to a large extent, but rather rely on the method of management by objectives to a large and high degree. The most prominent time management method for Sports complex managers is it the management style by objectives.

One of the most important recommendations he made is to increase more attention to the element of time through the establishment of training courses supervised by experts on the domain and to put the domain more to the door of delegation, which allows to gain time and discovering the capabilities of delegated individuals. (Barbach Rabeh, 2018, p. 59).

B- Arabic Studies:

Al-Sharari's study (2004): entitled Time management among school principals in the Qurayyat governorate in the Kingdom of Saudi Arabia, and knowing the impact of each of the academic qualification, obtaining his role, the size of the school, and the educational stage, on the principal's style in time management.

It aimed to know the obstacles of time management in terms of the degree of their impact on the manager's time from his point of view, and also aimed to know the proposals and opinions presented by the manager in order to manage time well. The study sample consisted of (67) managers, who constitute (90.5%) of the study population, which is 74 managers. They are all principals of primary, middle and secondary schools for boys in Qurayyat Governorate. The most important results of the study were as follows:

- Principals spent 70% of their official school time doing the tasks they were asked about, of which 42.4% were technical work and 27.5% were administrative work.

- And that the most time-consuming tasks for the manager are: in Teachers carry out their duties and solve the problems facing them by 7.46%, making phone calls by 4.7%, attending the morning queue by 3.6%, supervising the performance of the noon prayer by 3.69%, and contributing to solving students' problems by 3.3%, follow-up notebooks preparation of teachers by 2.9%. (Salem Al-Rahimi, Tawfiq Al-Mardivi, 2014, p. 231).

C- Foreign Studies:

- A study (Green and Skinner, 2005) entitled "Is time management training useful?"

This study aimed to clarify the possibility of training workers in different business structures to manage their time.

In the study sample, which consisted of (167) male and female employees distributed over 3 different commercial sectors in the United Kingdom, the results of the study confirmed that it is possible to train employees to manage their time properly and effectively, which works to raise their efficiency and effectiveness in performance, this is from the point of view of the workers themselves and from The point of view of their managers, who confirmed that the performance of employees has improved after receiving training courses in time management skills. (Abeer Fawzi Al-Khatib, 2009, p. 50). Wider. (Rawiya Tayseer Ghazzawi, 2012, p. 57).

- A study (Johnson-Blake, 2010) entitled: "Attitudes of leaders in non-profit organizations towards exploiting of time and the use of strategies in time management."

The study sample included (20) leaders in non-profit organizations in the USA state of Georgia, and showed that there is a statistical relationship between time and demographic characteristics, and the study showed that the leaders' attitudes towards the use of time affect the effectiveness and success of institutions. (Muhammad Khair Salim Abu Zaid, Rebhi Mustafa Elyan, 2014, p. 195).

2- Studies on Organizational Effectiveness:

A- Local studies:

- A study by Bukhamkham Abdel-Fattah (2002): entitled "Effectiveness by evaluating the performance of executives middle and lower category in textile facilities in eastern Algeria."

Where the field of the study extended to include 4 institutions, and the study sample consisted of 240 executives distributed among the two categories lower and upper, and appropriately among the four textile establishments, the researcher used self-measures represented in a measurement form according to the gradual scale (likert), the questionnaire contained (54) expressions, and after analyzing the data, the following results were reached:

- There is no difference between the middle and lower frameworks in considering that the applied material rewards are not effective in arousing their motivation to work and do not achieve sufficient satisfaction for them.
- There is an agreement between the two groups about the system of stimulating and effective social relations.
- There is also a consensus among the categories middle and lower executives about the method of ineffective supervision because it is authoritarian and relies heavily on descending communication and giving orders, and his lack of human offender in the practice of work.

It also does not provide opportunities for promotion and advancement in the job, and it is frustrates for ambitions of both categories the middle and the lower of executives. (Noureddine Tauririt, 2006, p. 17)

.- Study by Muhammad Al-Taher Wayaya (2004): entitled "Studying effectiveness through some organizational cultural indicators."

This study was conducted in the city of Annaba, and it is a situation study aimed at answering a set of questions, namely:

- Will "Ispat" Annaba succeed field of the study in achieving organizational effectiveness?
- Will there be a relationship between difference cultural factors and the effectiveness of the organization?

The researcher selected a sample of executives in a stratified random manner, which number of its members was (48) executives distributed into two categories:

- The first category: (20) executives of the upper middle category.
- The second category: (28) executives of the lower middle category.

The most important results were concluded which:

Emphasizing that the problems of the Algerian institution in particular and the national economy in general are not associated to the technical and material aspect as much as they are associated to the human dimension.

True effectiveness is strongly linked to respect for the culture of the region as one of the critical factors in business success. (Belgasem Slatineh et al., 2013, pp. 111-112).

B- Arabic Studies:

Girls' Study (2002): Entitled "Organizational Effectiveness of Palestinian Universities: The Islamic University of Gaza, a Case Study."

This study aimed to identify the level of organizational effectiveness of the Islamic University in Gaza by revealing the extent to which the university's organizational effectiveness was achieved on the total measure of organizational effectiveness, and on each of its dimensions. The researcher followed the analytical descriptive approach in the study.

The study was conducted on a stratified random sample consisting of (223) members of the academic and administrative staff at the Islamic University of Gaza, and that sample represented 40% of the original community of the study, and the results showed an increase in the level of organizational effectiveness of the Islamic University on the overall scale. In addition to the presence of statistically significant differences at the level of significance (0.05) among the estimates of members of the total sample of the level of organizational effectiveness is attributed for job variable (administrative academics) in favor of administrators.

And the study led the Islamic University to maintain its high level of effectiveness and work to improve it by paying more attention to enhancing the professional growth of faculty members, enhancing employee satisfaction about work, enhancing students' personal growth and improving administrative practices and administrative processes. (Al-Ayeb Rabeh, 2004, p. 108).

- Al-Jaria Study (2011): Entitled "The Impact of Administrative Operations Reengineering on the Organizational Effectiveness of Private Hospitals in the City of Amman."

Which aimed to identify the impact of re-engineering administrative processes on the organizational effectiveness of private hospitals in the city of Amman. The study sample consisted

of (86) individuals. After conducting the analysis of the study data and hypotheses, the study reached several results, most notably:

- There is a significant effect of rebuilding the organizational structures on the organizational effectiveness of private hospitals in the city of Amman, and the presence of a significant effect of high technological capabilities on the organizational effectiveness of private hospitals in the city of Amman.
- There is a significant effect of increasing the effectiveness of the operations performed on the organizational effectiveness of private hospitals in the city of Amman, and the existence of a significant effect of improving the overall quality standards on the organizational effectiveness of private hospitals in the city of Amman.

C- Foreign Studies:

A study by Daniel R Denison and others, 2003, entitled "Corporate Culture and Organizational Effectiveness."

It aimed to identify the most challenges in the field of global management, which is the application of theories and the development of models in a part in section of the world, and we note that all the theories that appeared faced this challenge, and most of the other challenges faced by the developers of the theories to develop a useful administrative general framework as a reference for defining a theory despite the difference of cultures (difference in behaving and behaviour, and values at work and civilizations) and the biggest challenge is the lack of comparative data for administrative cultures, and this study approached these risks and challenges by examining the link between organizational culture and effectiveness as follows:

- The first test) through information from 230 organizations from European, South of America, and Asia. The result was surprising that there is a high level of similarity in the results across the continents difference and administrative cultures.
- (The second test) : information was used from (218) regions within seven countries: (Canada, Brazil, Australia, America, Japan, Jamaica, South America), this organization was working in the same field, and the results showed a high level of similarity In (5) of these countries, the difference occurred between Japan and Jamaica.

Thus, the result of the research, after analyzing the two studies, is to form a picture of the possibility of linking the effectiveness of the organization and its culture.

- This unit also showed the four cultures related to the effectiveness of the organization, namely:

(The connection of individuals with their organizations, steadfastness in one effort, goal and flexibility). (Rawiya Hassan Ibrahim, Abu Al-Khair, 2016, p. 115)

- De Stefano's study (De Stefano, 2003): entitled "Determining the behavior of the school principal that contributes to the achievement of school effectiveness."

This study aimed to determine the behavior of the school principal that contributes to the achievement of school effectiveness in public secondary schools in the state of Santa Fe Province in Argentina, and the researcher used the method of observation and personal interview for (45) participants in the school.

The results of the study showed that:

- The school principal's leadership style is the key to the effectiveness of the school, as well as the discipline behavior shown by the school principal in addition to building good relations with the local community. (Ghalia Akhwa Rashida, 2002, p. 128).

8 -Commenting on the studies:

By reviewing the previous studies, we find that they are numerous in terms of similarities and differences in the study variables, and this depends on the objective of the study and the different topics it covers, as well as the different environment in which it was conducted.

The tools used in previous studies also varied, for example there were those who used the questionnaire as a study of: (Layady Essam, 2014), (Souna Boujemaa, 2014), (Tabeel, 2013), (Abu Ziyad, 2012), (Johnson-blake, 2010). (Wilson, 2009), and also (Milat Sabrina, 2007), (al-hadr, 2006), (Al-Sharari, 2004), and (Al-Tahar Bouyaya , 2004), (Al-Naas, 2003).

While there are other studies that relied on the scale, including a study: (Lounis Ali, 2008), (Najat Qureshi, 2007), and (Bukhamkham Abdel-Fattah, 2002).

In some other studies, they relied on the interview tool only, including a study: (De Sengano, 2003), and a study (Brown, 2000).

There are also clear differences in terms of sample size, domain and temporal place.

From what is clear to us through our study of studies that dealt with time management, we find some of them that tried to know the impact and methods of time management on the performance of workers and administrators, and also in organizational and educational institutions, we find from them: (Saudi Hanan, 2016), (Layadi Essam, 2014) (Souya Boujemaa, 2014), (Abu Ziyad, 2011), (Al-Tharari, 2003).

And another one tried to find out the pressures resulting from time management, a study: (Al-Na'as, 2003).

Also, through our analysis of studies that also dealt with organizational effectiveness, we find that most of the studies tried to find out the extent to which organizational effectiveness is achieved in organizational and educational institutions, in terms of organizational values and cultures, from them a study : (Najat Qureshi, 2007), (Milat Sabrina, 2007), (Taher Bou Yaya, 2004).

This means that these studies varied among themselves in take up with a topic of time management and organizational effectiveness, but most of the studies focused on the impact of time management and knowledge on the extent to which effectiveness is achieved in the organization, and the results were disparited between the various studies.

In addition, there is a lack of previous studies that dealt with the two variables at the same time, and this what prompted us to choose this topic and delve deeper into it more.

9- Study approach:

In our study, we will rely on the "descriptive approach", which reveals and describes the phenomenon as it is in reality, and the descriptive approach, like other approaches, depends on steps as the researcher in the descriptive study does not provide mere data, answers, and correct and sound information to some extent from the sample members who are considered the main and direct source, and the descriptive approach is applied according to the variables, a procedural tuning that can be controlled and described statistically, building statistical tables according to the research variables.

This scientific method (descriptive), which includes observation, investigation, analysis and explication, helps to gather as much information as possible about the studied phenomenon by

applying the various tools indispensable to collect the necessary data to discover and know the reasons related to the subject of the study.

10- Exploratory study:

The exploratory study is the first step that the researcher takes on the applied side, as it is an important step in scientific research, as it is a thumbnail of the research.

The exploratory study is considered an important stage in scientific research due to its field connection. It is an exploratory study allow the researcher to obtain preliminary information about the subject of his research. It also allows him to identify the conditions and capabilities available in the field and methodological means validity used in order tuning the research variables. (Abdul Rahman Al-Issawy, 1998, p. 51).

Where the researcher resorts to it to get to know the field of research and its achievability, and its aim is to collect information about the research community and get closer to the workers to facilitate the classification of the questionnaire in the next stage of the field study. The exploratory study was conducted at the National Company of Electrical Household Appliances Industries (ENIEM), the Cooking Unit in Tizi Ouzou.

Our study lasted one day so that in this study we selected a simple random sample for a group of work estimated at (30) workers in the cooking unit from the original community estimated at (285) workers, we distributed to them an initial questionnaire that includes a set of items to be answered, each according to his opinion, and after a period of time we retrieved that questionnaire, which helped us design the final questionnaire for the study.

1- Field of conducting the study:

Our research was done at the National Company of Electrical Household Appliances Industries (ENIEM) in the Wilaya of Tizi Ouzou, Oued Aissi area of the municipality of Tizi Rached, and that inside the factory with a group of workers.

The National Company of Electrical Household Appliances Industries (ENIEM) is an Algerian public economic corporation, which extends over an area of 5.5 hectares.

It was established on January 23, 1983, but it has existed since 1974 naming of (Sonelec), and then it expanded in the framework of the economic reforms decided by the government. It became independent starting from October 1989 and takes the name ENIEM.SPA.EPE, which means:

ENIEM: National Company of Electrical Household Appliances Industries.

SPA: a corporation with shares.

EPE: Public Economic Corporation

However, it was restructured for the second time and divided into several independent production units, as follows:

Refrigeration unit

Cooking unit

Air conditioning unit

Technical Services Unit

Commercial or marketing unit

All these units belong to the General Directorate.

Time limits of search:

The field study was conducted after obtaining approval from the management of the national institution, ENIEM, for the cooking unit, and ensuring that all exceptional circumstances (Covid 19) were taken into account, starting from 3 to 19 November 2020.

- The study sample:

Due to the nature of the subject of the research that we have done, which is the study of time management and its relationship to organizational effectiveness of workers of the National Company of Electrical Household Appliances Industries (ENIEM), the cooking unit, we conducted our study on a sample of (70) workers estimated at (24.56%), after deleting the sample of the exploratory study with number of (30) workers, estimated at (10.56%), from an original community consisting of (285) workers. The sample means a group of individuals derived from the original community, and the study sample was chosen by the simple random method, through which "the researcher gives an equal opportunity for each member of the community to be within the chosen sample, and this type of sampling is useful and influential when there is homogeneity and characteristics Common among all members of the original community which is concerned with the study, in terms of characteristics, required to be studied in the research. (Amer Qand Legi, 1999, p. 144)

The sample size was chosen as follows:

$$24.56\% = \frac{100 \times 70}{285}$$

Data collection tools:

To carry out any study, the researcher focuses on techniques for collecting data related to the phenomenon to be studied, and choosing the technic and the method relied upon depends mainly on the nature of the subject of the study and the goal to be reached, since we are in the process of knowing the relationship between time management and organizational effectiveness among the workers of the National Company of Electrical Household Appliances Industries (ENIEM) in line with the nature of subject we have relied on the questionnaire, as we consider the latter one of the most appropriate and most common means used in obtaining data that serve as an essential logic for research in order to answer and analyze the questions that he stated at the beginning of the study.

And based on the problem of our study, the questionnaire was designed, and we relied in its design on the students' memoir that dealt with the variables, including a note by a student (Fawzia bint Khalfan bin Humaid Al-Ghafri) under the title (The effectiveness of a group counseling program in improving the skill of time management) and also the memoir of the student (Sumaya Ajami) Under the title (the role of time management in improving organizational effectiveness), the questionnaire was divided into two axes, in addition to containing special information, including: age, gender, seniority, educational and occupational level, and civil status.

The first part contains (35) items related to time management, and it is divided into 3 axes, as follows:

- The first dimension includes the planning of time and contains (10) items.
- The second dimension includes time organizing and contains (12) items.
- The third dimension includes time routing and contains (13) items.

The second part of the questionnaire contains (31) items related to organizational effectiveness.

- We also distributed the questionnaire scores according to the "triple likert scale" according to the following table:

Table No. (01): representing the scale of the response to the questionnaire items

category	yes	no	sometimes
scores	2	1	3

11-Psychometric characteristics of the study tool:**1- The veracity of the arbitrators:**

To verify the genuineness of the questionnaire displayed in its initial form to (04) arbitrators, who are professors at the Department of Psychology at the University of Tizi Ouzou, In order to inform us of some observations about its validity and efficiency in measuring the variables of the study, and in light of the observations presented within the framework of apparent honesty, the essential and needful adjustments were made.

2- Psychometric properties of the related questionnaire of the time management

To investigate the validity of the internal questionnaire of the time management questionnaire, the correlation coefficient was calculated between each statement and the total score of the dimension to which the phrase belongs, Below is a display of the results:

Table No. (02): represents the genuineness of the internal consistency of time management items

The dimension	Phrase number	Correlation coefficient	Value
Time Planning	1	0,81	0,00
	2	0,84	0,00
	3	0,79	0,00
	4	0,84	0,00
	5	0,48	0,00
	6	0,67	0,01
	7	0,55	0,00
	8	0,59	0,00
	9	0,65	0,00
	10	0,84	0,00
	11	0,82	0,00
	12	0,61	0,00

Time organizing	13	0,52	0,00
	14	0,82	0,00
	15	0,53	0,00
	16	0,67	0,00
	17	0,64	0,00
	18	0,67	0,00
	19	0,56	0,00
	20	0,80	0,00
	21	0,55	0,00
	22	0,59	0,00
Time routing	23	0,81	0,00
	24	0,84	0,00
	25	0,54	0,00
	26	0,52	0,00
	27	0,80	0,00
	28	0,66	0,00
	29	0,49	0,00
	30	0,49	0,00
	31	0,60	0,00
	32	0,79	0,00
	33	0,59	0,00
	34	0,82	0,00
	35	0,48	0,00

Through the results of Table No. (03), which shows the results of the correlation coefficients between each phrase of the phrases of the time management axis, which includes 3 dimensions (time planning, time organizing, time routing) and the total score of the same axis, we note that the correlation coefficients of the phrases of this axis are all high, statistically significant at the significance level of 0.01 and 0.05, and therefore it has a high degree of validity.

3- Characteristics of the psychometry of internal consistency related to organizational effectiveness:

To investigate the validity of the internal consistency of the phrases of the second axis of organizational effectiveness, correlation coefficients were calculated for each phrase and the total score of the axis to which the phrase belongs, and the following is the presentation of the results:

Table No. (04): It represents the genuineness of the internal consistency of the items of organizational effectiveness

Phrase number	Correlation coefficient	Value
1	0,73	0,00
2	0,78	0,00
3	0,76	0,00
4	0,70	0,00
5	0,71	0,00
6	0,75	0,00
7	0,76	0,00
8	0,70	0,00
9	0,70	0,00
10	0,71	0,00
11	0,43	0,01
12	0,81	0,00
13	0,76	0,00
14	0,83	0,00

15	0,47	0,00
16	0,39	0,03
17	0,38	0,03
18	0,84	0,00
19	0,76	0,00
20	0,79	0,00
21	0,87	0,00
22	0,80	0,00
23	0,75	0,00
24	0,84	0,00
25	0,79	0,00
26	0,82	0,00
27	0,81	0,00
28	0,62	0,00
29	0,78	0,00
30	0,84	0,00
31	0,61	0,00

Through the results of Table No. (04), which shows the results of the correlation coefficients between each phrase of the phrases of the axis of organizational effectiveness and the total score itself, We note that, the phrases correlation coefficients of this dimension are all high , and It has statistical significance at the significance level (0.01) and (0.05), and therefore it has a very high degree of veracity.

- The stability of the questionnaire: in order to verify the stability of the study tool, we calculated the Cronbach' alpha coefficient for the axes of the questionnaire, as shown in the following table:

Table No. (05): shows Cronbach's alpha values for the scale

Statement		number of paragraphs	Cronbach's alpha coefficient
Dimensions of the first axis	Time Planning	10	0,89
	Time organizing	12	0,85
	Time routing	13	0,75
The first axis (time management)		35	0,89
The second axis (organizational effectiveness)		31	0.93

Through this table No. (05), Cronbach's alpha coefficient was calculated for the field of study represented in time management, where the stability coefficient in this field is estimated at 0.89, and Cronbach's alpha was also calculated for the field of study represented in organizational effectiveness, where the stability coefficient was estimated at 0.93, and from it we conclude that the study tool is fixed and applicable to the study sample.

12- The statistical methods used in the study:

To achieve the objectives of the study and analyze the collected data, many appropriate statistical methods have been used, represented in statistical packages, which is symbolized by abbreviating with symbol "SPSS".

1-Presentation and analysis of hypothesis results:

1-1- Presenting the results of the first partials hypothesis:

The first partial hypothesis states that there is a statistically significant relationship between time planning and organizational effectiveness among ENIEM workers in the cooking unit. To validate this hypothesis, we used the Pearson correlation coefficient through the SPSS program as follows:

Table No. (06): it clarifying the results of the first partial' hypothesis.

sample	hypothesis variables	arithmetic average	standard deviation	Pearson correlation coefficient	Statistical significance	level of significance	decision
70	Time planning	22.41	4.12	0.57**	0.00	0.01	Function
	Organizational effectiveness	67.68	6.16				

Through this table, we notice the results of the first partials hypothesis, by calculating the Pearson correlation coefficient to find out the extent of the relationship between the two variables (time planning and organizational effectiveness), so that the arithmetic mean of the organizational effectiveness variable, which is estimated at (67.68) with a standard deviation equal to (6.16). Greater than the arithmetic mean for the time planning variable of (22.41) with a standard deviation equal to (4.12).

So that the value of the Pearson correlation coefficient was estimated at (0.57), which is a statistically function value at the

level of significance (0.01), because the value of statistical significance (0.00) is smaller than the level of significance (0.01).

So, the first partial hypothesis that there is a statistically significant relationship between time planning and organizational effectiveness of ENIEM workers in the cooking unit has been achieved, and this is due to good and successful planning of time, and this leads to raise the rate of organizational effectiveness.

1-2- Presenting the results of the second partials hypothesis:

The second partial hypothesis states that there is a statistically significant relationship between regulation of time and organizational effectiveness of workers of the National Enterprise ENIEM in the cooking unit. To validate this hypothesis, we used the Pearson correlation coefficient through the SPSS program as follows:

Table No. (07): shows the results of the second partials hypothesis

sample	hypothesis variables	arithmetic average	standard deviation	Pearson correlation coefficient	Statistical significance	level of significance	decision
70	Time organizing	27.55	3.96	0.77**	0.00	0.01	Function
	Organization effectiveness	67.68	6.16				

We notice in Table No. (07) the results of the second partial hypothesis, by calculating the Pearson correlation coefficient to find out the extent of a relationship between the two variables (time organizing and organizational effectiveness), so that the arithmetic mean of the organizational effectiveness variable estimated at (67.68) with a standard deviation equals (6,16) is greater than the arithmetic average of the time organizing variable estimated at (27.55) with a standard deviation equal to (3.96).

So that the value of the Pearson correlation coefficient was estimated at (0.77), which is a statistically function value at the significance level (0.01), because the statistical significance value (0.00) is smaller than the significance level (0.01). So, the second partial hypothesis that there is a statistically significant relationship between the time organizing and the organizational effectiveness of workers of the National Enterprise ENIEM in the cooking unit has been achieved. This is due to the organization of their times well and this is closely related to effectiveness.

2- Interpretation and discussion of the results of the study hypotheses:

1- Discussing the results in the light of the first partial hypothesis:

Through the results that we reached from Table No. (06), we found that there is a statistically significant relationship between time planning and organizational effectiveness of workers of the National Enterprise ENIEM in the cooking unit, as the Pearson correlation coefficient reached (0.72), This shows that workers in the cooking unit their organizational effectiveness is enhanced to the institution in which they work by planning and daily programming of their tasks, and this appeared evident in the responses to the phrase "I have a daily list , to tasks that I do." Thus, individuals who are good at planning are characterized by organizational effectiveness, so the more planning in the institution or organization, the greater the percentage of organizational effectiveness.

Our study agreed with the study of Abeer Fawzi Al-Khatib (2009), which aimed to identify the relationship of time management to executive effectiveness, where it revealed a set of results that are summarized in that there is a high impact of the elements of time management (planning, routing and organizing) to raise the level of organizational effectiveness, as the results of the study also showed that allocating a specific time to make time planning It is one of the most important factors in good time management, and with regard to the level of effectiveness, the results showed that the level of effectiveness is directly affected by good and successful planning of time. (Nawal Buwaydia, 2017, p. 12).

Our study also agreed with the study of Salem Al-Rahimi and Toufqr Al-Mardini (2014), whose results showed that the field of time planning has a significant impact on raising the level of organizational effectiveness. (Nawal Buwaydia, 2017, p. 12).

2-2- Discussing the results in the light of the second partial hypothesis:

Through the results that we reached from Table No. (07) show us that there is a statistically significant relationship between time organizing and organizational effectiveness of workers of the National Enterprise ENIEM in the cooking unit, as the Pearson correlation coefficient was (0.75), this shows that workers in the cooking unit they adhere to the time organizing methods established in the institution, which reduces their turnover at work and frequent absences, as well as contributing to the success and continuity of the organization. Thus, the response of the individuals of sample confirms the two phrases "I do my work on

time for its“ and “I respect the daily working hours.” They are also keen perseverance in work and adhere to working and rest times. The worker also adopts behavior in which he respects the administrative ladder in the institution, as workers who have high degrees of time organizing are characterized by distinguished organizational effectiveness, that is, an increase in time organizing increases organizational effectiveness.

The results of our study are consistent with the Barling and others study titled Time Management and the seek to achieve interaction and predicting the level of performance of workers in car sales in Canada. This study aimed to measure the relationship between time organizing and organizational effectiveness by predicting the performance of workers in selling cars in Canada. The results of this study confirmed that time management is closely linked to organizational effectiveness, but based on a prerequisite that the study clarified is the presence of a motivation factor in the workers where the study showed that the low level of motivation among workers reduces their desire to organize their time successfully, which is reflected negatively on the percentage of their effectiveness.

Conversely, workers who have the motivating at work showed a better tendency to organize their times, which in turn reflected positively on their effectiveness rate. (Abeer Fawzi Al-Khatib, 2009, p. 14).

General conclusion:

In the light of what has been previously studied, we conclude that the issue of time management is one of the prominent topics in recent times because it is one of the methods of modern management used by the administration, as the effective management of time constitutes high associating with administrative work through the existence of a continuous process of planning, organizing, routing for all activities that it is carried out by the worker during his daily working hours in order to achieve the best results.

Also, following time organizing procedures helps to gain a high rate of organizational effectiveness, in order to determine the method of performing and completing the correct work for the first time, and in general, time management has great importance in all institutions, and the worker can be completely successful if he relies on the idea of estimating time and taking care of it.

We linked our study to the workers of the National Company of Electrical Household Appliances Industries (ENIEM) the cooking

unit to find out the relationship of applying time management to organizational effectiveness and after collecting data and processing it statistically through the statistical program (spss), and after presenting it, analyzing it and discussing it, the following was reached:

The value of the Pearson correlation coefficient for the first hypothesis that there is a relationship between time planning and organizational effectiveness refers to $r = 0.57^{**}$, which is a statistically function value on the level of significant 0.01, and therefore we accept the hypothesis

- The value of the Pearson correlation coefficient for the second hypothesis that there is a relationship between time organizing and organizational effectiveness refers to $r = 0.77^{**}$, which is a statistically function value on the level of significant 0.01, and therefore we accept the hypothesis. Through what has been reached from the realization of the two partial hypotheses, we conclude that the general hypothesis that “there is a statistically significant relationship between time management and organizational effectiveness of institution ENIEM workers the cooking unit” has been fully achieved.

Through this study, we came to the fact that there is existence effective time management, because the importance of time to them is very important, because every working individual makes his maximum effort for use time available for him to achieve goals. For the Institution, time is capital, and it is an important resource from management resources.

Time management is a science and experience to use time effectively.

The suggestions: After the field study that we carried out at the National Company of Electrical Household Appliances Industries ENIEM And after all the information we obtained from the workers through the distribution of the questionnaire, we can suggest some procedures that can benefit the workers in particular and the institution in general:

- Preparedness or preparation to adopt time management, through sensitizing subordinates of its importance and the importance of the results that result from it.
- Holding courses through which the employee is scientifically trained to manage his time by developing specialized programs for this purpose.
- The necessity for workers to use time management tools on using a daily record to monitor their behaviors and analyze these

behaviors to determine strengths and weaknesses, and to set fixed dates for visits and specific times for meetings.

- Developing the various electronic devices used in management because they greatly affect the management of time in the institution.
- It is necessary to pay attention to planning, organizing and dividing tasks because this helps to utilize time and raises organizational effectiveness.
- Creating a functional climate that helps workers to accomplish their tasks without time constraints that lead to psychological pressures.
- Emphasis on material incentives, including moral ones, because they have a major role in influencing the behavior of the worker.
- The officials make field expenses for the workshops.
- The officials make field expenses for the workshops.
- Providing workers transportation because it affects the management of time in the institution.

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