

The Reality of the Effectiveness of Time Management from the Perspective of the Employees of the Beauty Clinic of Dentistry

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Abstract: The aim of the study was to identify the reality of the effectiveness of time management from the perspective of the employees of the Beauty Clinic of Dentistry. The researchers used the questionnaire method to collect data. The researchers used the random stratified sample method, and 30 questionnaires were distributed to the sample of the study. The comprehensive Census Method was used because of the small size of the study population. The recovery rate was (100%). The results of the study showed that the effectiveness of time management from the point of view of the employees of the clinic of the beauty of dentistry came large, with an average of (3.912) and a relative weight of (78.235). The time-axis was ranked first with a relative weight of 80.80. It was followed by the (time control) axis with a relative weight of (78.00). The axis of (organization of time) came in the last place with a relative weight (76.50) which is large.

The researchers suggest further studies on time management, and similar studies on other sectors and their comparisons in this study.

Keywords: Time Management, Dental Clinic, Gaza, Palestine

1. INTRODUCTION

Time represent the human age in general, a critical resource in management science, the ability to manage time and organize it is the key to success for any business. Time management depends on the ability of a person to analyze his time and knowledge of where and how he spends and the leader who cannot manage his time cannot manage anything else (Canaan, 2009). Time is a treasure, and we lose so much when we waste our resources but the loss is even worse when we waste our lives in our hands. This is what happens when we waste time. The concept of time management varies according to individuals, their motivations, needs and the nature of their jobs. Time management is one of the criteria to be considered for success in order to optimize the time available by arranging tasks according to the appropriate priorities for future effective use. Many researchers have identified time as a resource of rare and valuable resources and one of the most important elements of competition in our time. Therefore, we must strive to use it wisely to achieve what they have sought (Alwan and Ehmead, 2009).

2. THE GENERAL FRAMEWORK OF THE STUDY

2.1 Research Problem

During the interview conducted by the staff at the Beauty Clinic, it was found that there were several problems facing the administration when receiving patients. These problems were limited to the following points:

- Attendance without appointment, and non-compliance.
- Lack of patient knowledge of the patient's history.
- Conflicts of dates.

The employee reported that there was an increase in the number of patients, but by an unspecified rate. Where the problem can be expressed by the main question of the study, which is the reality of the effectiveness of time management from the point of view of the employees of the clinic of Beauty Dental?

The following sub-questions arise:

What is the level of effectiveness of time management (time planning, time management, time management, time control) from the point of view of the staff at the Beauty Clinic?

Second: Are there statistical differences between the average views of the sample of the study on the variables of the study attributed (age, sex, years of service, qualification).

2.2 Research Objectives

The aim of this study was to identify the effectiveness of time management from the point of view of the staff of the Beauty Clinic, and this is achieved through the following sub-goals:

- Detect the effectiveness level of time management (time planning, time regulation, time routing, time control) from the perspective of the staff at the Beauty Clinic.
- Determine the relationship and impact to increase the effectiveness of time management from the point of view of clinic staff.
- To arrive at a test of the validity of the main study hypothesis and the secondary hypotheses.
- Detection of statistical differences between the average views of the study sample on the variables of the study.
- Outcomes and recommendations contribute to enhancing the utilization of more effective time management.

2.3 Research Importance

The importance of this study stems from the importance of this study in the attempt to enrich the studies and research conducted in the field of time management, which are few, to a certain extent, especially in the Arab societies, because of their sophistication and diversity, and stems from the importance of this study. It is also possible to say that this study is one of the few if not the first study conducted on the medical centers in the Gaza Strip, and it is possible to identify aspects of the importance of the study from contributing and adding expected as follows:

2.3.1 The theoretical importance:

- To enrich the Arab academic arena with new research studies and partnerships in the fields of administrative development.
- E-work is currently one of the objectives pursued by all institutions as it reduces the time and effort and is in line with the requirements of the times.
- This study derives its importance from the novelty of its theme: designing a time management website and increasing effectiveness at the Beauty Clinic.
- Identify the services provided by websites and their contribution to more effective time management.
- This study is one of the first studies to be applied to the private health sector, especially in the Gaza Strip.

2.3.2 Practical importance:

- The importance of the study stems from the importance of the sector to which it will be applied.
- The design of a clinic web site contributes to providing more accurate and effective services.
- Providing scientific and practical recommendations and suggestions for the Beauty Clinic to help achieve effective time management.
- The research derives its importance from the expected results, which can contribute to the development of a practical model for the clinic for effective time management.

2.4 Research Hypotheses

In order to provide an appropriate answer to the questions posed, and the study seeks to test the validity of the following assumptions:

H1: there are no statistically significant differences between the responses of the sample members at the level of ($\alpha \leq 0.05$) on the reality of the effectiveness of time management from the point of view of the workers attributed to the following variables (age, gender, years of service, qualification).

The following sub-assumptions emerge:

H1-1: There were no statistically significant differences between the responses of the sample members at the level of significance ($\alpha \leq 0.05$) on the reality of the effectiveness of time management from the point of view of the workers attributed to the variable (age).

H1-2: There were no statistically significant differences between the responses of the sample members at the level of significance ($\alpha \leq 0.05$) on the reality of the effectiveness of time management from the point of view of the employees attributed to the variable (gender).

H1-3: There are no statistically significant differences between the responses of the sample members at the level of significance ($\alpha \leq 0.05$) on the reality of the effectiveness of time management from the point of view of workers attributed to the variable (years of service).

H1-4: There are no statistically significant differences between the responses of the sample members at the level of significance ($\alpha \leq 0.05$) on the reality of the effectiveness of time management from the point of view of workers attributed to the variable (scientific qualification).

2.5 Research Limits and Scope

- **Subject (Academic) limitations:** The objective of the study was to study the effectiveness of time management from the point of view of the staff at the Beauty Clinic.
- **Human Limitations:** The study was conducted on the doctors, administrators and workers in the clinic under study (30).

- **Institutional Limitation:** The study was conducted on a health center in the Gaza Strip.
- **Place Limitations:** A study was conducted in the State of Palestine and was limited to the Beauty Clinic of Dentistry.
- **Time Limitations:** the study was conducted, preliminary data was collected, and statistical analysis was performed during the year (2017).

2.6 Terminology of Study

- **Effectiveness:** The ability to produce the largest quantity using the least resources, or the extent to which a company's goals can be achieved (Ribhi, 2016).
- **Time Management:** One of the branches of management science that is interested in investing time and making use of it as efficiently and efficiently as possible, reducing the chances of wasting it and wasting it in vain, and exploiting it by increasing the productivity of workers at a specific time (Alhiyari, 2015).
- **Beauty Clinic:** A dental center specializing in all areas of dentistry. The clinic includes a specialized medical staff capable of dealing with the most difficult dental problems and providing the appropriate solutions. The clinic has the latest dental technology in the world to provide a high level of service that the patient needs.

2.7 Previous Studies

The previous studies related to the subject of the study and its variables have been used and we will review a number of these studies from one of the oldest to the oldest:

- (Al-Harhasha, 2016), which aims to identify the prevailing administrative pattern and its relation to the effectiveness of time management among the principals of the schools in Mafraq Governorate in Jordan. The correlation between the pattern and the effectiveness of time management, and the absence of a correlation between the autocratic pattern and the effectiveness of time management was a positive correlation between the democratic pattern and the effectiveness of time management.
- (Al-Mubarak and Al-Rashidi, 2016), which aimed at taking care of time and benefiting from it in the preparation of plans and programs in a timely manner and thus achieving the objectives of the company. The results of the study showed that there is a statistically significant effect of the time management indicators in KAC on the level of employee performance and the degree of impact on the impact of planning on performance (3.935). This means that increasing one degree in planning leads to an increase of (3.935)
- A study (Omar, 2016) aimed at recognizing the impact of time management on increasing the efficiency of employees. And to see how effective time management when using modern technology, highlight. Efficiency measures and the role of time management in achieving that efficiency. The results of the study showed that there is a strong relationship between time management and job performance. The neglect of time affects the completion of the job. Failure to publish the time values leads to non-compliance with the official working hours.
- (Al-Ghamdi, 2015), which aims at identifying the level of application of the accreditation elements of the principals of public schools in Al-Jerashi Governorate. To identify the level of application of time management skill, and to identify the relationship between the delegation and time management of the principals of public schools in the province of Jerashi. The results of the study showed that there is a direct relationship between the authorization component and the skill of time management among the heads of public schools in the governorate of Jerashi. And that there were no statistically significant differences for the views of the principals on the study axes due to their personal variables (scientific qualification, number of years of experience, number of training courses) at level ($\alpha \leq 0.05$), but there were statistically significant differences between time management axis and variable age. (30 to 40 years), while there were no statistically significant differences between the views of the female directors between the axes of the mandate.
- (Al-Rahimi and Al-Mardini, 2014) aimed at identifying the impact of the personal characteristics of Irbid University students in terms of gender and age variables, level of study, place of residence and the nature of the college in time management and its impact on academic achievement. And to identify the students' point of view on how to manage time in terms of: planning, organization, direction, supervision, and the impact on their academic achievement. The study found that the field of guidance was more effective in the management of time followed by the field of organization and then planning, while the field of control was less effective. The study also showed a statistically significant relationship between time management and its constraints on the one hand and the academic achievement of the students on the other hand, as well as the absence of any effect on the variables of gender, age, academic level, place of residence and the nature of the college in both time management and constraints at Irbid National University.
- (Al-Bahout 2013) study aimed at identifying the obstacles that reduce the development of time management skills from the perspective of the employees of the Ministry of Finance for budgetary and regulatory affairs in Riyadh and indicating

ways of eliminating them. The results of the study showed that the level of time management skill in the Ministry of Finance for budgetary and regulatory affairs in Riyadh is high, with an average of 3.57.

- A study (Zampetakisa, Bourantab & Moustakisa, 2010) aimed at identifying the relationship between behavior and attitudes of time management and creativity standards. One of the findings of the study was a positive relationship between creativity and daily planning behaviors, confidence in long-term planning, time-sensitive control and cohesion, while its relationship is negative with preference for anarchism.
- (Al-Aqili 2009), which aims to identify the scientific methods, used in time management in the German companies Rama and GHT. The study found that there is great interest in the application of the scientific methods of time management in both companies, and that personal obstacles do not constitute any negative obstacle affects the scientific methods of time management produced by Swiss watchmakers.
- (Karaođlan & Yaman 2009), which aims at clarifying the relationship between success and time management among the managers of Turkish companies through a digital analysis of this relationship. The results of the study showed that the best corporate managers were not successful in resisting the conflict and the impact of time.
- (Al-Khatib 2009), which aims to demonstrate the impact of time management on employee performance and the extent to which the organization's management is directed towards time-saving methods. The results of the study showed that there is a high impact of time management elements (time planning, time management, time management, time control) on raising the level of employee performance. And the allocation of a specific time for the work of time planning of the most important factors of good time management. Reducing paperwork also helps to guide time towards the right goals. Effective oversight improves staff performance, and employee performance is directly influenced by the successful management of time.
- (Al-Fadelah, 2008), which aims to identify the effectiveness of different aspects of organizational development and the effectiveness of time investment. The results of the study showed that there is a direct correlation between the variable OD and the total time management variable.
- A study (Cemaloglu, Filiz, 2008) aimed at identifying the relationship between time management skills and academic achievement of students. The results of the study showed that the behavior of the student in the field of time planning was at a high level, and in the field of waste time was at its lowest, and the success of students was above.
- (AL-Selmi, 2008), which aims to identify the degree to which the principals of the secondary schools in the holy capital of the holy capital to manage the time in their tasks. And to determine the degree of relationship between the practice of time management and the development of managerial creativity skills among the principals of secondary schools in the holy capital. The study found that the approval of the degree of practicing principals of secondary schools in the holy capital for time management in the tasks of their work included in the tool of this study was (often), where the general average (3.93). The relationship between the practice of time management and the development of the managerial creativity skills of the society and the sample of the study was strong positive correlation, and the degree of this relationship was (0.72).
- (Shtatt, 2007), aimed at identifying the extent to which gender and the primary stage affect time management effectively for principals and principals of northern Gaza governorate schools, the study found that there are many obstacles to effective management of school principals. And that there were differences between the grades of responses of principals of primary schools and the response of secondary school principals, and that there were statistically significant differences in some of the statements. It was found that principals of basic schools had sufficient time to discuss problems of teachers and teachers more than principals of secondary schools.

2.8 Comment on previous studies

From the previous presentation of Arab and foreign studies that dealt with the effectiveness of time management that researchers were able to access, these studies were analyzed according to the following:

2.8.1 Areas of benefit from previous studies:

- Previous studies have helped researchers identify the subject of this research and the manifestations of the research problem.
- Forming of research methodology.
- Determining the main and sub-variables of the research and the relationship between them.
- Contributing to building the foundations of theoretical framework for research.
- Selecting of research methodology and statistical methods in these studies, and how the data were analyzed in these studies.
- Determining the appropriate size for the study sample.
- Examining the methods of validity and consistency used in these studies, which enables the identification of appropriate methods for the variables of the study?
- Through a review of the previous studies, the researchers found that most of the previous studies used the descriptive analytical method and used the questionnaire as a tool for study.

2.8.2 What distinguishes the current study from previous studies?

This study is characterized by: The correlation between the variable (time management effectiveness) and its dimensions (time planning, time management, time management, time control). None of the previous studies of the variables mentioned in this study, which the current study will focus on, (2017). This has not been discussed previously in the studies and will serve as a starting point for future research and studies in the same field in different places.

3. THE THEORETICAL FRAMEWORK OF THE STUDY

3.1 Time management

Time is of great importance. It is the capital of man and the vessel of all work. God Almighty swore by it when he said: "And the age is that man is not lost" (Surat Asr, Verse 1-2). Some interpretations suggest that the age is time, and that it cannot be compensated or restored. This is one of the greatest indications of the importance of time and of its precious value (Rahimi and Mardini, 2014).

Time is an essential element of any action. The time measured in the moon and the sun is measured in hours, minutes, seconds, then the fraction per thousandth of a second. In light of the global changes and the data of the scientific revolution, it can be said that time is the key to progress, not the machine, because it is no longer about the ability to develop new equipment and machines as much as speed and skill to do so (Badawi, 2011).

The concept of time varies according to motives and needs. The concept of time is also influenced by different cultures. It is in Western civilization. In material theory, the concept of time is the ideal of time. In Islamic civilization, time is the life of man. Islamic legislation regulating time and its importance (Faisal, 2012).

The improvement of the individual's time management skills is reflected in the family and society; because time is one of the most important elements of production in society. The trends of individuals in any society towards time, its importance and how it is exploited are one of the main elements of the cultural environment. It is also possible to measure the cultural progress of a society through the attitudes of its members and their appreciation of time. Time is life (Ahmed and Sabri. 2003).

Despite the importance of time management, which is one of the main topics in the field of management in general, it has not received the attention required in the studies of management in the past, as the view is confined to a routine function on matters of little importance without impact on efficiency And productivity. Now, however, the issue of time management has become an important and strategic issue that has attracted the attention of many specialists in the fields of business administration because of the importance of the element of time, which is the essential element in the work with the human element (Al-Mubarak and Al-Rashidi, 2016).

The researchers believe that time is an essential resource in human life and must be exploited better because it is not compensated at a price, since management and time are complementary concepts because when we manage our time appropriately through the use of elements of the administrative process lies in planning, organization, guidance and control. This will help us to exploit our time appropriately and achieve the goals set and accomplished with the least time, effort and cost.

3.2 The Concept of Time Management:

Time is one of the words in a language that everyone understands but is difficult to define. Although the concept of time is universal, everyone has their own definition. Everyone is aware of time and feels it. It is difficult to provide a precise definition of time (Tawfiq, 2013).

The concept of time management differs from the criteria that are taken into account to determine success in life, in order to optimize the time available by arranging the tasks according to the priorities that are appropriate for their effective use in the future. The time and description of it and defined by many researchers with different definitions, we see the following table:

Table 1: illustrates the definitions of time management

The year	Researcher	Definition
2010	(Ghonaim, 2010)	Time management is a person's ability to use the time of the job to accomplish the tasks at the specified time.
2012	(Al-Tarawneh and Moustal, 2012)	The ability of man to manage his time and gain him in his favor not against him, and works smartly to exploit it more painstakingly, and sets his goals and priorities, focusing on what to do, to invest his time efficiently and effectively.
2013	(Al-Bahout, 2013)	Is the effective use of available resources including time, and time management is improved through: planning, compliance, analysis, organization, follow-up and control.
2014	(Al-Rahimi and Al-Mardini, 2014)	Time is the pot of every successful business and it is a real capital of man that must be exploited better and produce time

		management process through the use of elements of the administrative process is planning, organization, guidance, control.
2015	(Al-Ghamdi, 2015)	Time is an important resource, so it should be used optimally and planned for future use, because time management is an important key criterion, which is taken into account in determining the success and effectiveness of the manager.
2016	(Al-Mubarak and Al-Rashidi, 2016)	Time management is the best use of time, and of the available resources, in a way that leads to the achievement of goals, and it will be no commitment, analysis, planning and follow-up in order to better take advantage of time in the future.
2016	(Al-Harhasha, 2016)	The effectiveness of time management means the ability to achieve what we want to achieve with the time available

Source: Prepared by researchers in the light of previous studies

In the light of the above, the researchers see the effectiveness of time management: "It is better management of time and use it correctly according to the individual's requirements, qualifications and experience, and the effective use of time to achieve the objective that has been identified and therefore must be used elements of the administrative process:

- Planning: Planning is optimal for how time is used and managed.
- Organization: It is the organization of time according to the most important priorities and then the least important to achieve them accurately and easily.
- Guidance: It is to direct experience and qualifications to exploit time according to what time should be run through it.
- Control: Monitoring what has been planned and what has been done in time to address the errors, if found quickly, so that decisions are taken in a better administrative and timely manner.

3.3 The importance of time management:

Time is of great importance in our lives so it has to be managed optimally and benefit from it as widely as possible. The following points are important (Abdul, 2014 and Abu Sheikha, 2009):

- The fast-paced time is at the same speed and pace and its recovery is impossible.
- Time is a rare resource that cannot be assembled or compensated.
- Time cannot be stored and cannot be replaced. Nor can it be borrowed or multiplied.
- Time is a specific resource owned by all people and equally, so they have to manage it better.
- Time must be better exploited.
- Time is different from other major resources such as manpower, funds, equipment and equipment.

(Al-Fadelah, 2008) confirmed that there are other features of time management:

- Time means life and money so we must improve its management.
- The time cannot be created so we should maintain our available and specified it.
- Time is wasteful and wasteful but also maximizable.
- Time is inflexible and cannot be returned but it can be ruled by judgment.

(Al-Alaq, 2009) added several points to the importance of time management:

- The value of time varies from community to community.
- Human behavior towards time is gained from the environment surrounding it and from the values that have formed in life.
- Must be properly exploited because this leads to the development of civilizations.
- Time is a measure of action and activity because it is specific to it.

(Ghonaim, 2010) stressed that the importance of time management benefits the community by:

- Developing community resources and culture.
- Time utilization achieves the organization's long and medium term goals.
- The exploitation of time leads to the building and development of civilizations.
- Advance planning leads to time management.

(Al-Ghamdi, 2015) argues that the importance of time management is the close link between time management and the essential elements of the management process of planning, organizing, directing, and controlling. Time is the age of human beings in general, a crucial resource in management science, and the ability to organize time is the key to success in any business.

Time is like a sword for those who cut your pieces so you have to keep the time properly to manage our daily lives so that we do not waste it in something that is not desirable and must be planned in order to achieve sound results in time management because

time is a measure of what has been achieved in our lives. And as it turned out that time is a rare and fast resource, if we waste our time in what does not work, it is difficult for us to compensate, so we must take into account the importance of time and management in the best way to achieve the best goals and results (Abu Naser & Al Shobaki, 2016), (Abu Naser, et al., 2017), (Al Shobaki & Abu Naser, 2016), (Al Shobaki et al., 2016), (Al Shobaki et al., 2017), (Al Shobaki, M. J. (2017).

3.4 Time waste:

(Farah, 2007) explained that time wasting is an impediment to doing the required work efficiently and thus not achieving the desired goals on their predetermined dates. The concept of waste of time is a dynamic concept that changes by time, space, and people. It is the use of time in an appropriate manner, an activity that takes time, or a work that does not generate a response commensurate with the time spent for it. Every lost time is an inconvenient employment and time is not lost but needs to be wasted. So time management is its key to self-management.

AL-Alaq (2009) points out that there are many factors that contribute to the loss of time and can be summarized as follows:

- Lack or poor planning of time: lack of desire or prior knowledge of how to plan time leading to the loss of valuable time.
- Lack of organization and coordination: the lack of proper exploitation of resources, leading to wasting time and loss.
- Poor configuration or poor management of human resources: Time requires competent individuals to exploit it in the sense that the use of time and the opportunities it provides to individuals and organizations requires the provision of enormous cadres and must be experienced and qualified.
- Lack of knowledge: Lack of information or clear data leads to loss of time. The decision-making process depends on the availability of information in the specific place and time. In addition, incomplete information and data lead to delays in the decision-making process, or to erroneous decision-making at high economic and social cost, all of which may be time-wasting.

It should be noted in this regard that sources of waste of time may be:

- Confiscation of personality: stemming from human behavior and behavior.
- Social sources: stemming from people's customs and traditions.
- Regulatory sources: stemming from laws and procedures.
- Technical sources: arising from cases of machinery, equipment and technology.

(Al-Fadelah, 2008) and (Al-Khatib, 2009) quoted (Al-Louzi, 1998) and (Roy, 1999) as collecting the common time waste of 40 items, As follows:

Table 2: shows the waste of time according to administrative functions

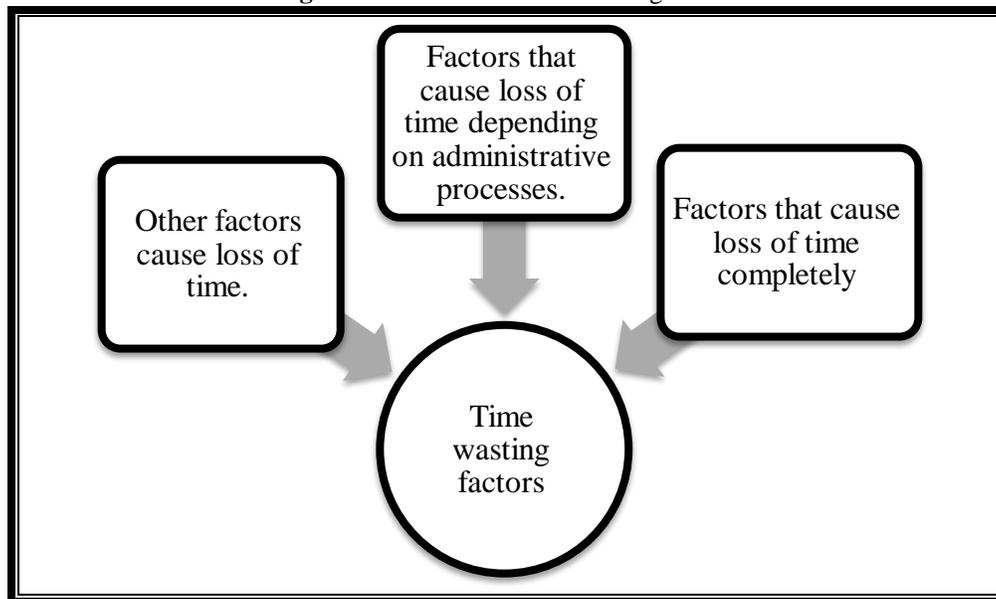
Management jobs	Time wasting
Planning	<ol style="list-style-type: none"> 1. Lack of goals. 2. No specific tasks. 3. Disruption of priorities.
Organization	<ol style="list-style-type: none"> 1. Chaos and lack of discipline. 2. Many paperwork. 3. Non-compliance. 4. Lack of clear organizational structures.
Recruitment	<ol style="list-style-type: none"> 5. Inefficiency of employees. 6. Inadequate training. 7. Lack of balance between demand and supply.
Orientation	<ol style="list-style-type: none"> 1. The authoritarian leadership of the director. 2. Manager's attention to small details and routines. 3. Ineffective delegation. 4. Weak team spirit. 5. Weakness of adaptability. 6. Lack of coordination.
Censorship	<ol style="list-style-type: none"> 1. Frequent visitors and telephone calls. 2. Lack of information. 3. Lack of follow-up reports and control criteria. 4. Frequent errors and low control. 5. Inability to address poor performance. 6. The inability to say "no".

Connection	<ol style="list-style-type: none"> 1. Frequent meetings and committees. 2. Lack of good communication system. 3. Misunderstanding, lack of good listening.
Decision making	<ol style="list-style-type: none"> 1. Make hasty decisions. 2. Frequency in making decisions. 3. Procrastination, procrastination and delay in decision-making. 4. Ensure that information is fully collected when making a decision.

Source: (Al-Fadelah, 2008), (Al-Khatib, 2009)

According to the study (Al-Astal, 2009), the factors that lead to loss of time and loss vary according to the environment surrounding the individual, and the factors are divided as follows shown in Figure (2):

Figure 3 illustrates the time wasting factors



Source: Prepared by researchers in the light of previous studies (Al-Astal, 2009) (Al-Rahimi and Al-Mardini, 2014)

The factors mentioned in the previous figure will be explained as follows:

- **Factors that cause total loss of time:** They are limited to the fact that they may be related to the nature of the work through weak planning and lack of clarity of objectives, poor planning and lack of prioritization, lack of managers, and the other factor related to personal factors and through laziness and lack of motivation and encouragement and fatigue and delay work for tomorrow and feeling Also bored are environmental factors such as road congestion and climatic conditions.
- **Factors that cause time loss depending on administrative processes:** The administrative factors affect the loss of time through poor planning, lack of a specific goal, lack of organization, the lack of qualified and efficient human cadres and poor oversight, and taking decisions hasty and unplanned This leads to wasting time and loss.
- **Other factors cause loss of time:** poor management, inadequate organization, inflated staff, and inappropriate placement of the right man.

The researchers believe that the causes of loss of time are centered on the following points:

- Poor planning.
- Objectives are unclear and specific.
- Lack of experience leads to loss of time.
- Do not put the right man in the right place.

3.5 Successful management steps for time:

One have to strive for time management successfully as stated by (Al-Saikhan, 2009) and (Al-Khatib, 2009):

1. Review goals, plans and priorities: Some managers, employees and people are wasting their time not knowing what is required and achievement if possible there are clear objectives are working on the schedule so must be defined goal.
2. Keep a time plan or program of work: make a timeline, a calendar (to achieve your goals on a short level).
3. The personal diary is organized in a good way to achieve the goal and meet your needs.
4. Plug the escape ports, (laziness, frequency, and delay).
5. Exploitation of marginal times, such as: waiting for meals, expecting visitors.
6. Not to surrender to unnecessary and urgent matters.

(Al-Ghafri, 2011) believes that time management is one of the successful steps to achieve the desired goals. Success and creativity can only be achieved within the time limit to achieve the objectives through effective time management. Its importance to other goals, we have to use time best exploitation and this can only be achieved if managed and planned properly.

In order to increase the effectiveness and efficiency of the time management, it is necessary to identify the activities according to their priority and in an organized manner, then to work on them according to their priorities and start implementing the work that needs continuous follow-up during the daily work. Appropriate individuals. It is also necessary to identify the most productive times, organize the work and distribute it to the appropriate times. It is necessary to be careful and not to rush to work and make decisions, and to benefit from contemporary technology (Al-Fadelah, 2008).

From the point of view of the researchers, the successful management of time lies in using the time available in the best way, good effective management of time, good planning of each process in the parts of administrative processes and exploitation of time as required for the completion of operations, setting specific goals, clear and precise, The work and tasks to be carried out and completed The plan is arranged according to the most important priorities, and the work that has been done must be monitored and monitored in order to ensure that we are able to accomplish what is required on time.

3.6 Types of time:

The goal of time management is to maximize the benefit of its use, which is under the control of the manager, and to create a time when the individual is divided into creativity and achievement, it is said that the most active and active director is the most productive, and this is not necessarily. The manager, who works smartly and plans in advance, sets goals and is able to accomplish his tasks with minimal effort. The manager's time is broadly divided into four main types shown in Table 3. Al-Astal (2009)

Table 3: Shows the time types

Types of time	
1. Creative time	This type of time is allocated for future planning, thinking and creativity, as well as organizing work and evaluating the level of achievement.
2. Preparatory time	This type of time represents the preparatory time period that precedes work. This type takes all the information or facts and supplies equipment, halls or important office supplies before starting work
3. Production time	Represents the period in which the work is planned in the creative and preparatory time, to increase the efficiency of time investment, the manager must balance the time it takes in production and the time it takes to create and prepare.
4. General time	This time is devoted to general sub-activities that have a clear impact on the future of the institution and on its relationship with others.

Source: Prepared by researchers

3.7 Administrative Process and Time:

The administrative process consists of four main functions: planning, organization, direction, and oversight. It enables the manager to achieve the desired goals that can only be achieved through the element of time which is one of the main achievement elements and one of the resources that directly affect the productivity of the organizations (Alwan and Ehmead, 2009):

Jobs can be summarized in the following points:

- **Time Planning:** Develop a future plan to determine the goals that will be accomplished in the least time and cost.
- **Time Organization:** The organization is a link between the function of planning and the function of implementation, and consequently any defect in the function of organization will result in waste and waste of time and delay implementation. Good organization reduces the time required for production (Alwan and Ehmead, 2009).
- **Time direction:** The importance of time in directing tasks to ensure that goals are achieved in a planned and time-bound manner, since the role of guidance extends beyond the use of time to investment time horizons.

- Time Control:** Oversight is the process by which the organization's activities are conducted as planned by comparing the actual performance of the criteria in the plan (Abbas, 2012). Time control means committing to the plan that has been put in place before. It also means adherence to the general principles of dealing with time. It also means continuous review. The control process involves comparing current behavior with planned behavior, detecting deviation, and evaluating corrective actions (Hamouda, 2009). The importance of time control when detecting errors or preventing them in a timely manner, as this takes into account the need to prepare for the error or prevent it.

Time management must therefore be an integrated, continuous and continuous process with all its components (planning, organization, direction and oversight). Through these processes, time is analyzed and efforts are evaluated in the light of the comparison of the planned and time-bound plan with the work done to address deviations so as to detect errors and correct incorrect working habits that are draining much time.

4. FIELD STUDY

4.1 Methodology of the study

Based on the nature of the study and the objectives it seeks to achieve, the analytical descriptive approach was used, which is based on the study of the phenomenon as it is in fact and it is concerned as a precise description and expressed in qualitative and quantitative terms. This method is not enough to collect information about the phenomenon in order to investigate its manifestations and its different relations, But rather to analysis, linkage and interpretation.

4.2 Society and sample of the study

The study community consists of all employees at the Beauty Clinic for Dental. The total inventory method was used because the size of the study population was low. The questionnaires were distributed to all members of the study community. The sample was retrieved (30).

Table 4: Distribution of Study Sample Members

Personal data	Category	The number	percentage %
Gender	Male	12	40.0
	Female	18	60.0
	Total	30	%100
Age	less than 30 years	16	53.3
	30 years and less than 40 years	7	23.3
	40 years or over	7	23.3
	Total	30	%100
Number of years of service	less than 5 years	19	63.3
	5 years and less than 10 years	5	16.7
	10 years or over	5	20.0
	Total	30	%100
Qualification	Diploma	4	13.3
	Bachelor	23	76.7
	Higher qualifications	3	10.0
	Total	30	%100

Table (7) shows that 60% of females and 40% of males are male. This indicates that the dental clinic is more dependent on females than males, due to the ability of females to receive patients properly. Its ability to deal easily with patients and establish good relations. (53.3%), the average age was less than 30 years, and 23.3% were aged 30-40 years and 23.3% were aged 40 years or over, 53.3%) and under the age of 30 years. This indicates that the Beauty Clinic attracts young people to work and that it supports the youth. This is due to the recent establishment of the Beauty Clinic. As for the variable number of years of service, the category of less than 5 years was 63.3%. This indicates the novelty of the Beauty Clinic. For the academic qualification, 76.7% of the holders of a bachelor's degree were of a managerial nature and did not require higher qualifications.

4.3 Study Tool:

The questionnaire was composed of a set of axes and paragraphs, showing the degree of approval (very large, large, medium, low, very few). The values (5, 4, 3, 2, 1) A paragraph of the resolution.

The approval scores are calculated by the five-step scale, as shown in the following table:

Table 5: A five-step scale

Degree of approval	SMA		Relative Weight	
	From	To	From	To
Very few	1.00	1.79	20.00	35.99
Few	1.80	2.59	36.00	51.99
Medium	2.60	3.39	52.00	67.99
big	3.40	4.19	68.00	83.99
Very large	4.20	5.00	84.00	100.00

4.4 STUDY PROCEDURES:

- Refer to the previous literature related to the subject of the study to identify the basic and sub-variables that will be addressed.
- Conduct on-site visits to the clinic to gather information about workers and patients.
- Arbitrate the questionnaire and verify its virtual honesty.
- Apply the questionnaire to employees to obtain data on the effectiveness of time management.
- Analysis of the results of the questionnaire on the statistical analysis program SPSS.
- Outcome and recommendations to enhance utilization of time management.

4.5 VALIDITY OF THE STUDY TOOL:

Validity of the Study tool means that the tool measures what has been set for to measure. The questionnaire has been verified through the following methods:

- **Validity From the point of view of the arbitrators:**

The questionnaire was presented to (5) specialized arbitrators in order to ensure the accuracy of the language of the questionnaire, the clarity of the instructions of the questionnaire, the affiliation of the paragraphs to the dimensions of the questionnaire and the validity of this tool to measure the objectives associated with this study from the point of view of the arbitrators.

- **Authenticity of internal consistency:**

The reliability of internal consistency was calculated by finding correlation coefficients for the identification axes, as shown in the following table:

Table 6: Validate the internal consistency of the questionnaires

No.	axes	Coefficient of correlation	Value "Sig."	Significance
Time management effectiveness axes				
1	Time planning	0.692	0.000	Function at 0.05
2	Time Management	0.932	0.000	Function at 0.05
3	Time routing	0.879	0.000	Function at 0.05
4	Time control	0.959	0.000	Function at 0.05

The above table shows that the axes of the questionnaire have statistically significant correlation coefficients and meet the study objectives.

4.6 Stability of the research tool:

The tool of the study means that the tool yields the same results if applied again to the same group of individuals, the results do not change. The questionnaire is confirmed by the following methods:

- **Stability using the formula Alpha Cronbach:**

The stability of the study instrument was determined by calculating the correlation coefficients of the axes of the questionnaire using the Alpha Cronbach equation, As shown in the following table:

Table 7: Correlation coefficients for the axes of the questionnaire using the Alpha Kronbach equation

No.	Axes	Alpha Cronbach
Time management effectiveness axes		0.799
1	Time planning	0.822

No.	Axes	Alpha Cronbach
2	Time Management	0.903
3	Time routing	0.925
4	Time control	0.837

The above table shows that the correlation coefficients of the covariance equation using the α -cronbach equation are statistically significant stability coefficients and meet the purposes of the study.

• **Split-Half stability method:**

The stability of the study instrument was determined by calculating the correlation coefficients of the semicircles of the questionnaire, as shown in the following table:

Table 8: Linking factors for the semicolon

No.	Axes	Coefficient of correlation	
		Before Modification	After Modification
Time management effectiveness axes			
1	Time planning	0.901	0.948
2	Time Management	0.916	0.956
3	Time routing	0.687	0.814
4	Time control	0.796	0.886

The above table shows that the correlation coefficients of the **Split-Half stability method** are statistically significant coefficients and meet the purposes of the study.

4.7 Statistical Methods Used:

To answer the survey questions, the Statistical Package for Social Sciences (SPSS) was used:

- Pearson correlation coefficient.
- Alpha Cronbach equation.
- Half way split.
- Test "T" for one sample.
- T-Test.
- One-Way ANOVA test for statistical analysis.

4.8 Data Distribution Test:

The Kolmogorov-Smirnov Test (S) test was used to test whether the data followed normal distribution or not, and the results were as shown in the following table:

Table 9: Test the normal distribution of the identification axes

No.	Axes	Value" Sig."
Time management effectiveness axes		
1	Time planning	0.091
2	Time Management	0.086
3	Time routing	0.168
4	Time control	0.279

The table above shows that the value of "Sig." (0.05). This indicates that all the axes of the questionnaire follow the normal distribution, that is, the scientific tests can be used.

5. ANALYSIS OF THE STUDY AXES

5.1 Results of the first question:

The question states: What is the level of effectiveness of time management (time planning, time management, time guidance, time control) from the perspective of the staff at the Beauty Clinic?

This question was answered using the "T" test for one sample, as shown in the following tables:

Table 10: Analysis of time management time management data

No.	Axes	SMA	Standard deviation	T value	"Sig." Value	Relative Weight	Rank	Degree of approval
1	Time planning	3.850	0.739	6.302	0.000	77.000	3	big
2	Time Management	3.825	0.796	5.674	0.000	76.500	4	big
3	Time routing	4.040	0.642	8.873	0.000	80.800	1	big
4	Time control	3.900	0.593	8.312	0.000	78.000	2	big
	Time management effectiveness	3.912	0.645	7.742	0.000	78.235		big

The above table shows that:

- The effectiveness of time management from the point of view of the staff at the Beauty Dental Clinic came at a relative weight of (78.235), with a (large) approval level.
- The level of effectiveness of time planning from the point of view of the staff at the Beauty Clinic for Dentistry came at a relative weight (77,000), with a (large) approval level.
- The level of effectiveness of time management from the point of view of the staff at the Beauty Dental Clinic came at a relative weight of (76,500), with a degree of approval (large).
- The level of time-effectiveness from the point of view of the staff at the Beauty Dental Clinic came at a relative weight of (80,800), with a (large) approval level.
- The level of effectiveness of time control from the point of view of the staff at the Beauty Dental Clinic came at a relative weight (78,000), with a (large) approval level.
- The data of the previous table indicate that the total mean of the time management effectiveness was significant with an average of 3.912, a standard deviation of 0.645 and a relative weight of 78.235. 80.800), which is largely followed by the axis (time control) and came with a relative weight (78.000), which is significantly, and came (time management) in the last place, with a relative weight (76.500) came in third place with a relative weight (77.000), which is very much.

A. Time Planning Effectiveness:

Table 11: Analysis of the data of the axis of the time planning efficiency

No.	Axes	SMA	Standard deviation	T value	"Sig." Value	Relative Weight	Rank	Degree of approval
1	Increase staff concentration.	4.000	0.910	6.021	0.000	80.000	1	big
2	Prioritize tasks to be performed.	3.900	0.845	5.835	0.000	78.000	2	big
3	Reduce the task schedule setting time.	3.700	1.119	3.427	0.002	74.000	4	big
4	Take advantage of employee capabilities and increase achievement.	3.800	0.997	4.397	0.000	76.000	3	big
	Axis as a whole	3.850	0.739	6.302	0.000	77.000		big

The above table shows that:

- The highest ranking of paragraph (1), which is (increase the concentration of the employee), and came at a relative weight (80.000), a degree of approval (large).
- The lowest order of paragraph (3), which is (reducing the time of preparation of the task table), and came at a relative weight (74.000), which is a degree of approval (large).

- The level of effectiveness of time planning from the point of view of the staff at the Beauty Clinic for Dentistry came at a relative weight (77,000), with a (large) approval level.
- The researchers attributed this to the fact that good and systematic planning will increase the employee's effectiveness and focus on work and carry out his duties to the fullest.
- This is in line with (Al-Bahout, 2013), the most important of which is the planning of the work required to introduce employees to the importance of time, the causes of loss, and the methods used to control it. It differs with the study of (Al-Astal, 2009), the most important of which was the lack of effective planning.

B. Time Management Effectiveness:

Table 12: Analysis of the data of the elements of the time-management effectiveness axis

No.	Axes	SMA	Standard deviation	T value	"Sig." Value	Relative Weight	Rank	Degree of approval
1	Reconciliation between the objectives of the institution and its employees.	4.100	0.960	6.279	0.000	82.000	1	big
2	Organize the daily business schedule.	3.800	0.761	5.757	0.000	76.000	2	big
3	Distribute tasks in such a way as to maximize the efficiency of the time component.	3.800	0.997	4.397	0.000	76.000	2	big
4	Balance between urgent and deferred tasks.	3.600	1.303	2.523	0.017	72.000	4	big
Axis as a whole		3.825	0.796	5.674	0.000	76.500		big

The above table shows that:

- The highest ranking of paragraph (1), which is the reconciliation between the objectives of the institution and its employees, came at a relative weight (82,000), which is at the level of approval (large).
- The lowest order of paragraph (4), which is the balancing of urgent and deferred tasks, came at a relative weight of (72,000), which is at the level of approval (large).
- The level of effectiveness of time management from the point of view of the staff at the Beauty Dental Clinic came at a relative weight of (76,500), with a degree of approval (large).
- The importance of time management increases the productivity of the individual, and the performance of important things that benefit the individual and others, and the distribution of different tasks at different times of the day within a timetable.
- This is in line with (Al-Ghafri's, 2011) study, the most important of which is the need to show the importance of time management for students through mentoring programs because organizing work helps to reduce time.

C. Effective time routing:

Table 13: Analysis of the data of the axis of the efficiency of time routing

No.	Axes	SMA	Standard deviation	T value	"Sig." Value	Relative Weight	Rank	Degree of approval
1	Increase the institution's ability to	4.200	0.887	7.413	0.000	84.000	1	Very large

	distinguish between urgent and deferred decisions.							
2	Economics at the time of business completion.	4.100	0.712	8.462	0.000	82.000	2	big
3	Greater harmonization of tasks and the time needed to implement them.	4.000	0.643	8.515	0.000	80.000	4	big
4	Shortcut routines to achieve goals.	4.100	0.960	6.279	0.000	82.000	2	big
5	Self-direction of staff to better manage time.	3.800	0.761	5.757	0.000	76.000	5	big
Axis as a whole		4.040	0.642	8.873	0.000	80.800		big

The above table shows that:

- The highest order of paragraph (1), which is to increase the institution's ability to distinguish between urgent and postponable decisions, has a relative weight of (84,000), which is of a very large approval.
- The lowest order of paragraph (3), which is to increase the compatibility between the tasks and the time required to implement them, came at a relative weight (80.000), which is at the level of approval (large).
- The level of time-effectiveness from the point of view of the staff at the Beauty Dental Clinic came at a relative weight of (80,800), with a (large) approval level.
- The researchers attribute the importance of time management to how goals can be achieved and the importance of time in guiding during the implementation phases to ensure that targets are achieved in the planned and available time.
- This is in line with (Al-Rahimi and Al-Mardini, 2014), where guidance was more effective in time management and (Al-Fadelah, 2008), the most important of which was the follow-up of the work, the orientation of the staff and the rapid access to the information they needed in their work. On the good management of time on a collective level.

D. Effectiveness of time control:

Table 14: Analysis of the data of the elements of the effectiveness of the time control

No.	Axes	SMA	Standard deviation	T value	"Sig." Value	Relative Weight	Rank	Degree of approval
1	Reconcile the estimated time of achievement with the time actually taken.	3.800	0.887	4.942	0.000	76.000	3	big
2	Ease of time control.	3.800	0.761	5.757	0.000	76.000	3	big
3	Improve employee performance.	4.000	1.017	5.385	0.000	80.000	1	big
4	Activate self-control of staff	4.000	0.643	8.515	0.000	80.000	1	big

	in time management.						
Axis as a whole	3.900	0.593	8.312	0.000	78.000		big

The above table shows that:

- The highest ranking of paragraph (3), namely (improving the performance of employees), and paragraph (4), namely (activating the self-control of staff in time management), and came at a relative weight (80.000), with a degree of approval (large).
- The lowest order of paragraph (1), which is (the reconciliation between the estimated time of achievement and the time actually taken), and paragraph (2), which is (the ease of time control).
- The level of effectiveness of time control from the point of view of the staff at the Beauty Dental Clinic came at a relative weight (78,000), with a (large) approval level.
- The researchers attribute this to the importance of supervising employees in doing the right work
- This is consistent with (Al-Fadelah, 2008), the most important of which was the follow-up of the work, the orientation of the workers and the quick access to the information they needed in their work. This indicates their good time management at the collective level, and differed with (Al-Rahimi and Al-Mardini, 2014) which was less effective than guidance and organization.

5.2 Results of the second question:

The question is as follows: Are there statistical differences between the average views of the sample of the study on the variables of the study attributed (age, sex, years of service, qualification).

To answer this question, the following main hypothesis was formulated:

H1: is that there are no statistically significant differences between the responses of the sample members at the level of ($\alpha 0.05$) on the reality of the effectiveness of time management from the point of view of the workers attributed to the following variables (age, gender, years of service, qualification).

The following sub-assumptions emerge:

H1-1: There were no statistically significant differences between the responses of the sample members at the level of significance ($\alpha \leq 0.05$) on the reality of the effectiveness of time management from the point of view of the workers attributed to the variable (age).

Of the results shown in Table (14) show that the probability value (Sig) corresponding to the "One-Way ANOVA" test is greater than the level of significance ($\alpha \leq 0.05$), thus it can be concluded that there are no statistically significant differences between the average of the sample These areas are attributed to variable age.

This hypothesis was validated using the One-Way ANOVA test, as shown in the following table:

Table 15: Differences in the Age Variable

Axes	Age	The number	SMA	Standard deviation	F value	Sig. Value	Sig.
Time management effectiveness level	less than 30 years	16	4.143	0.560	2.782	0.080	Not Sig.
	30 years and less than 40 years	7	3.773	0.449			
	40 years or over	7	3.521	0.827			

* The value of the "F" table at the degree of freedom (2, 27) and at the level of significance (0.05) = (3.350).

The above table shows that the calculated F value is less than the value of the F in the time management efficiency axis, indicating that there are no statistically significant differences at the level of α (0.05) about the time management effectiveness level from the point of view The employees of the Dental Clinic are attributed to the age variable and are consistent with the study (Al-Ghamdi, 2015).

H1-2: There were no statistically significant differences between the responses of the sample members at the level of significance ($\alpha 0.05$) on the reality of the effectiveness of time management from the point of view of workers attributed to the variable (gender).

Of the results shown in Table (16) show that the probability value (Sig) corresponding to the T-Test of two independent samples is greater than the level of significance ($\alpha 0.05$), thus it can be concluded that there are no statistically significant differences between the mean of the study sample About these areas are attributed to the gender variable. This hypothesis was validated by the T-Test, as shown in the following table:

Table 16: Gender differences

Axes	Gender	The number	SMA	Standard deviation	F value	Sig. Value	Sig.
Time management effectiveness level	Male	12	3.838	0.394	-0.503	0.619	Not Sig.
	Female	18	3.961	0.776			

* The value of "T" tabular at the degree of freedom (28) and at the level of significance (0.05) = (2.042).

The above table shows that the calculated T value is less than the T value in the time management efficiency axis, indicating that there are no statistically significant differences at the level of ($\alpha \leq 0.05$) about the time management effectiveness level from the point of view The employees of the Beauty Clinic for Dentistry are due to the gender variable in line with (Al-Rahimi and Al-Mardini, 2014).

H1-3: There are no statistically significant differences between the responses of the sample members at the level of significance ($\alpha \leq 0.05$) on the reality of the effectiveness of time management from the point of view of workers attributed to the variable (years of service).

Of the results shown in Table (15) show that the probability value (Sig) corresponding to the "One-Way ANOVA" test is greater than the level of significance ($\alpha \leq 0.05$), thus it can be concluded that there are no statistically significant differences between the average of the sample These areas are attributed to variable age.

The researchers attributed this finding to the importance of websites in increasing the effectiveness of time management, since employees have the experience and ability to handle the site regardless of their experience using the Internet.

This hypothesis was validated using the One-Way ANOVA test, as shown in the following table:

Table 17: Variance for the variable number of years of service

Axes	Number of years of service	The number	SMA	Standard deviation	F value	Sig. Value	Sig.
Time management effectiveness level	less than 5 years	19	3.954	0.676	0.883	0.425	Not Sig.
	5 years and less than 10 years	5	4.106	0.387			
	10 years or over	6	3.618	0.709			

* The value of the "F" table at the degree of freedom (2, 27) and at the level of significance (0.05) = (3.350).

The above table shows that the calculated F value is less than the value of the F in the time management efficiency axis, indicating that there are no statistically significant differences at the level of ($\alpha \leq 0.05$) about the time management effectiveness level from the point of view The employees of the Beauty Dental Clinic are attributable to the variable number of years of service, and are consistent with (Al-Bahout, 2013).

H1-4: There are no statistically significant differences between the responses of the sample members at the level of significance ($\alpha \leq 0.05$) on the reality of the effectiveness of time management from the point of view of workers attributed to the variable (scientific qualification).

Of the results shown in Table (17) shows that the probability value (Sig) corresponding to the "One-Way ANOVA" test is greater than the $\alpha 0.05$ level. Thus, these areas are attributed to variable age.

The researchers attributed this finding to the great importance of websites in increasing the effectiveness of time management, since employees access the contents of the site regardless of the scientific qualification of the sample members.

This hypothesis was validated using the One-Way ANOVA test, as shown in the following table:

Table 18: Differences for the variable of scientific qualification

Axes	Qualification	The number	SMA	Standard deviation	F value	Sig. Value	Sig.
Time management effectiveness level	Diploma	4	4.074	1.147	1.337	0.279	Not Sig.
	Bachelor	23	3.957	0.565			
	Higher Education	3	3.353	0.000			

* The value of the "F" table at the degree of freedom (2, 27) and at the level of significance (0.05) = (3.350).

The above table shows that the calculated F value is less than the value of the F in the time management efficiency axis, indicating that there are no statistically significant differences at the level of ($\alpha \leq 0.05$) about the time management effectiveness level from the point of view The employees of the Beauty Clinic of Dentistry are attributed to the variable of the scientific qualification, consistent with the study (virtue, 2008).

6. RESULTS AND RECOMMENDATIONS OF THE STUDY

6.1 Rresearch Results

After the statistical analysis of the study tool, the following results were obtained:

- The results of the study showed that the effectiveness of time management from the point of view of the employees of the clinic of the Beauty of Dentistry was significant, with an average of 3.91 and a relative weight of 78.23.
- (80.80), followed by the (Time Control) axis, which came at a relative weight of (78.00), which is significantly, and the axis of (time planning) with a relative weight (77.00) And the axis of (organization of time) came in last place with a relative weight (76.50) which is significantly.

6.2 Research Recommendations

- Identify the causes that lead to waste of time and reduce time waste.
- To invest time optimally as a non-renewable resource.
- Increase awareness among management and employees of the importance of time management.
- The need for staff to use time management tools such as the use of a daily log to monitor their behavior and analyze these behaviors, to identify strengths and weaknesses in time, to set fixed dates for visits, and specific meeting times.
- Further studies on time management, and similar studies on other sectors and their comparisons with this study, are proposed.

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