INVESTIGATING THE RELATIONSHIP BETWEEN TIME MANAGEMENT AND JOB PERFORMANCE (CASE STUDY: FACULTY MEMBERS OF TAKHAR UNIVERSITY)

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Abstract

The purpose of this article is to investigate the relationship between time management and Job performance of faculty members at Takhar University. This study is an applied research in terms of purpose and a descriptive correlation study in terms of method. All faculty members of Takhar University constitute the statistical population of this study. From the total population of the study (N=169), 118 persons were selected using simple random sampling method and Cochran formula with 95% confidence level and 5% sampling error. Two standard questionnaires were used to collect the research data, including Britton and Tesser's (1991) Time Management Questionnaire and Heresy & Goldsmith's (1981) Work Performance Questionnaire. The reliability of the questionnaires was calculated using the Cronbach's alpha coefficient method. The Cronbach's alpha value for the first and second questionnaires was 0.85% and 0.87%, respectively. The scoring of the questions in these two questionnaires was done with a five-point Likert scale. Data were analyzed at the inferential level. At the inferential level of analysis (Pearson's correlation coefficient and multivariate regression coefficient) were used. The SPSS/25 software was used for data analysis. The research findings showed that the relationship between time management and job performance is significant at the 0.0001 level. The relationship between short-term planning and job performance was calculated to be positive and significant and high, and the related hypothesis was confirmed at the 95% confidence level. The relationship between long-term planning and job performance was calculated to be positive and significant and weak, and the related hypothesis was confirmed at the 95% confidence level. The relationship between attitude towards time and job performance was not calculated to be positive and significant, and the research hypothesis was rejected with a confidence level of 95% and the opposite hypothesis was confirmed.

Keywords: Time, Management, Time management, Performance, Job

1. INTRODUCTION AND PROBLEM STATEMENT

In today's world, wealth and knowledge alone are no longer enough to succeed at work. One of the most effective factors for success is the proper use of time, which in management culture is called time management. Time is one of the most valuable resources available to human beings. "People used to say that time is gold, but today they say that the value of time is much higher than that of gold". The historical view of human life shows that with the progress in science and technology, the importance and value of time as a resource and valuable capital has become increasingly clear to man (Sarwary, 2021). Throughout history, most of the elders have considered the proper use of available opportunities as one of the most effective factors for success. In fact, time management is life management, personal management and self-management. People who value themselves allocate their time carefully and think a lot about

how they use it. The golden point is that quality of life depends on how you use your time better. According to Parvizi (2015), time management means taking control of your time and work rather than letting work and events drive you. All the activities and work you do are completely influenced by the time factor. Time management is the ability to plan, organize, direct, control, save and avoid wasting time, and achieve individual and organizational goals within the allotted time. The most important factor in the success of managers and the effectiveness of organizations is related to time management (Sarwary, 2022). The proper and effective use of time leads to the achievement of individual and organizational goals. The way time is used is an indicator of the efficiency of people in a society.Time is one of the most valuable and pure human commodities that cannot be saved and cannot be bought and sold. Despite all efforts, a hundredth of a second that has passed cannot be returned and regained (Sarwary, 2017). This study attempts to investigate the relationship between time management and the performance of faculty members at Takhar University and to determine the impact of time management on their performance.

2. LITERATURE REVIEW

2.1. Time Management

Time management is the process of organizing and planning to determine how to allocate time to accomplish specific activities. Proper time management allows you to work smarter, not harder. This allows you to complete more tasks in less time, even when time is tight and work pressure is high. If you cannot manage your time well, your efficiency will drop and you'll be stressed. Time is a valuable, scarce and limited asset that cannot be bought, stored or increased. Time is life. Peter Drucker believes that time is the purest resource and that we cannot manage anything else until we are able to manage it (Sarwary, 2018). Time management was introduced by Macan in the late 1950s as a way to deal with stress caused by various aspects of time in the workplace. This method includes techniques for setting short-term goals, converting those goals into tasks and activities for faster completion, scheduling and prioritizing daily tasks, and avoiding work interruptions to avoid constraints on task completion (Sarwary & Wajiha, 2022). Time management is not about controlling every second of time, but about how people use time to improve their lives. Time management involves classifying needs and demands based on priorities and allocating the time and resources needed. Time management allows people to complete important tasks with sufficient accuracy and to postpone less important tasks to another time and never complete unimportant tasks. Time management occupies a special place in management theory because by using time management, you can increase time efficiency and avoid wasting time and high costs in the company (Sarwary, 2019). According to Peter Drucker, time is the rarest resource available to anyone, and the success of a business depends on how it is properly used and managed. Effective time management allows you to complete required tasks without spending too many hours over a period of time. Webber believes that time is an important and rare resource for organizations among other resources (Claessens, 2007). Lakein (1973) expresses that time management includes techniques used to set short-term goals, translate those goals into tasks and activities, plan and prioritize daily tasks, and avoid work interruptions (Claessens, 2004). (Claessens et al., 2007) has stated that "time is

considered a strategic resource to achieve goals and fulfill human dreams." McKinsey was the first to introduce the concept of learning time management and believes that learning this skill by providing adequate insight into time-consuming activities, modifying the amount of time spent, and prioritizing has positive effects on time management behavior (Sawary,2017). Time, among other resources, is a very scarce resource for organizations. Without a plan and the ability to prioritize, communicate with others, and personal discipline, people drown in time without being able to use it wisely. Time management is a science combined with an art. Time management is a science in combination with an art. It should be learned and the art of using it should also be known. Brian Tracy has identified goal setting, prioritization, planning, proper communication with others, meeting management, and personal discipline as important factors of time management (Rabbins, 2001).

Time management is a tool that guides people from their current position to their desired destination (Brian Tracy, 2009). Time management consists of four main factors: goals, planning, time-consuming factors, and technique. Each of these factors is composed of several indicators, each of which must be properly understood and utilized in order to benefit from time management (Javani, 2015). Time is the most necessary social phenomenon for every member of society; because all human activities take place in the dimension of time. Undoubtedly, time is the most valuable resource available to people, because other sources gain value only through the existence of time (Robbins, 2001)

McKinsey(2008) says that the true value of time management is to improve all aspects of our lives, in other words, time management does not provide us with more time, it provides us with a better life (McKinsey, 2006). State, " Time is the only resource that must be consumed as soon as it becomes available, and its rate of consumption is fixed: sixty seconds per minute and sixty minutes per hour. Thus, we cannot manage time, but only our relationship with time. In this sense, the time that is available to us is not controllable, and we can only control how we use it. We also have no choice about how we consume the principle of time; it is only up to us how it is consumed. Time is a slippery, fleeting, imperceptible and unstable, weightless, formless phenomenon that you must feel and grasp. Therefore, it is necessary to change your attitude and perception towards time and know that time is a limited asset, but it can be achieved and controlled (Jahanseir, et al., 1997). The history of human management of time dates back to ancient times. People have tried to make better use of time in all matters of work. This can be considered as the first reasonable reason for the science of time management (Sarwary, 2018). Qaed Mohammadi (2010) writes, "Time management is necessary for progress and improvement in today's world. Effective use of time leads a person to perform activities that lead to the achievement of individual and organizational goals. The way one uses the resource of time is an indicator of the efficiency of people in a society." Actually, time management is life management, personal management and self-management. People who respect and value themselves allocate their time carefully and think a lot about how they use it. The better you manage your time, the more you value yourself and your life. It also means that you are in control of your time and your work, and you are not driven by your works and events. Terry (2000) also believes that there is a positive relationship between time management, self-regulation, and self-efficacy (Jahanseir, et al., 1997). Time is a precious resource that passes,

and we only have the right to use it at a given time. Opportunists are the winners of this time; those who know about time management organize their behavior and work according to it. In other words, they prioritize their goals according to time. By taking advantage of the time giant, threats become opportunities (Javani, 2015).

Time management includes goal setting, prioritizing, planning, and proper use of resources that cannot be transferred from one person to another. Experts divide time management skills into two areas: individual skills and organizational skills:

Individual time management skills include some general behavioral patterns that most normal people use in their personal and family lives when managing time. From the point of view of individual time management ability, the main root of time wasting lies in the person himself, and if a person can eliminate the factors of time wasting by controlling himself, events, incidents, conditions and others cannot have much influence on his time wasting. According to the research studies by choler such as: Mott, 1980; Meredith, 1992; Sarwary, 2017; Saketi & Tahhiri, 2010; Nonis Hudson (2006). "Individual time management skills include four dimensions: Goal setting, prioritization of goals and activities, time planning, and commitment to program implementation." Goal setting is setting a precise and specific goal aimed at the desired outcome, and this is about measurable objectives that a person sets for himself in using and controlling his daily, weekly, and monthly activities. The purpose of prioritizing goals and activities is to set goals and activities according to the importance and priority each activity has over other goals and activities in order to achieve the daily, weekly, and monthly goals. Committing to the implementation of the program means accepting the execution of a job in the future and committing to a responsibility (Ashrafi and et al., 2021). By applying time management, a person achieves a state of self-discipline. In other words, the individual skill of time management is "self-management". Researchers such as Berryton and Tesser (1991), Kelly (2004), have considered the individual ability of time management as the most important factor for success in life (Saketi & Tahhiri, 2010).

The organizational skill of time management is one of the skills that people use to achieve goals in the organization and in terms of accomplishing their tasks. The organizational capability of time management includes the capabilities of goal setting, prioritization of goals and activities, operational planning, delegation of authority, communication management, and meeting management (McKinsey, 2008). The relationship between each of these skills and time management has been studied by various researchers. Arnold believes that time management is only possible when goals are clear and well defined (Arnold, 2004). Sarwary (2018) considered time management mainly in the group of goal setting and prioritizing goals, and Miken (1996) considered time management mainly in the group of goal setting and planning. In this context, Kelly (2004) considered the skill level of managers in time management as the main factor for success in task performance, which depends on the way available time is controlled, used, and tasks are planned to avoid wasting time by managers and employees. To manage time, experts have pointed to several skills: Walter considers accurate planning skills, delegating tasks to subordinates, and setting priorities necessary to increase managerial effectiveness (Walter, 1982). McKinsey considers setting specific goals to be the first step in

time management. Brian Tracy says that if you do not have a goal for yourself, you are doomed to work forever for someone else. Time management is only possible when goals are clear and well defined. So if the goals are not clear, you have to spend twice as much time and put twice as much. (sarwary,2018) not only introduced time management as a main component of management theory, but also named the lack of time required to accomplish tasks as the main factor of managers' psychological pressure and stated that time management means the effective use of resources and a way to achieve desired goals. Lucas (2008) in a research titled "Effective Time Management in Organizations" defined the purpose of time management as allocating more time to think about tasks, not completing more tasks in less time (Isfahani, 2011).

Time management is the process of designing and applying deliberate control over time spent on specific activities, especially to increase effectiveness and efficiency (Sarwary, 2018). Time is the only resource that must be consumed as soon as it is available, and its consumption rate is fixed: sixty seconds per minute and sixty minutes per hour. Miken (1996) says: If a person is able to use time properly, he can accurately set goals and plan to achieve them, and set his priorities and determine the activities to be performed. Atkins (1990) believes that there is a potential relationship between time and work stress and that someone who is able to manage their time is able to lower their stress levels. Time management means avoiding wasting time and ordering the time spent on work (sarwary, 2018).

To make the best use of time, you have to know how to use and manage it. One of the management diseases in organizations is the lack of correct and effective use of time. The use of time as a resource is an indicator of the efficiency of an organization's management, and failure to complete organizational tasks in a timely manner creates the basis for a crisis (Hatice Kaya et al., 2012).

Time management is actually life management, personal management and self-management. Those who value themselves are careful in allocating time for their work. One of the most important issues in time management is reducing time wasting. Since managers spend much of their time attending meetings and making important decisions related to the affairs of lower levels of the organization, the use of time management can prevent time wasting (Isfahani, 2011).

In defining the concept of time management, researchers have proposed it as prioritizing and planning tasks, limiting interruptions, optimal investment of time, and optimal control of time by individuals. They also consider time management as self-discipline, goal setting, control of interruptions, effective use of resources, and a way to achieve personal goals and use time optimally for a better life, use scientific and effective methods, save time, and adjust it to achieve goals (Ahanchian; Latifi and Fatemi, 2015; Yeganeh and et al., 2011). According to Sarwary, if you can control your own activities and behaviors, you have largely solved the complex puzzle of time management. The meaning of time management is the management of work and activities that you do at a given time (Sarwary, 2019). Kisa A & Ersoy K (2005) believe that time management is firstly a vital need, secondly is considered a good and excellent goal and thirdly should be taught (Sohrabi et al., 2016). Leaders in the field of management

have indicated the phases of time management with slight differences in the following order: Commitment and preparation, analysis, setting goals and objectives, prioritizing goals, planning, and implementation (Sarwary, 2019; Saketi, & Tahheri, 2010). Time management involves setting goals, prioritizing goals, determining the exact amount of time to spend on work, avoiding wasting time, and using time properly to achieve individual and organizational goals (Sarwary, 2021).

2.2. Performance

The concept of job performance has attracted the attention of many organizations due to the high importance of productivity. Organizational performance of employees is considered as one of the most important components to measure productivity in organizations. This element is one of the fundamental concepts in management. This is because many management tasks are based on it. Moreover, the success of organizations can be seen in the mirror of their performance. Work performance is the expected value of an organization based on the individual behaviors that people perform in a given period of time (Sarwary, 2021). It can also be said that work performance is the result after the work is done. The fulfillment of organizational regulations is the expectation or obligation for each employee, and in this case, the results of the organization's performance can be reviewed and evaluated in order to achieve the organization's goals and prevent possible harm, because the evaluation of work performance shows the quantity, quality and losses of a job. When the efficiency is high, it indicates a high level of performance of the organization, and this work performance expresses the results of an employee's job, including efficiency, usefulness, and effectiveness (Ehsan Bakhshi and et al., 2017). Most business leaders believe that the appropriate strategy to improve performance in order to maintain the ability to compete with similar organizations is to pay attention to work and organizational performance.

Borman & Motwidlav divided job performance into task performance and contextual performance. Task performance is the ability to solve problems and technical information and perform assigned tasks according to regulations and expectations (Borman & Motowidlo, 1997). Contextual performance means that employees perform their tasks with their own will toward the organization and independent of regulations and control systems. This kind of performance can enhance the improvement of the organization's work or the individual's efficiency and improve work performance (Yeh, 2012).

The most important issue in any organization is its performance (Maslach, 1981), so good performance increases the productivity of organizations and improves the economy of this society (Niehoff, 2001). Organizational performance measures how an organization achieves its goals. The performance of an organization depends on the capabilities of its employees, and an organization that has capable employees will certainly perform differently because employees are important contributors to the organization's productivity. The performance of an organization represents its survival status in the environment, and management's emphasis on the role of employees in improving performance shows its importance, which can take the form of infrastructure investment in human resources (summers, 2010). In terms of

performance, several models have been proposed, of which Hersey and Goldsmith's model is the best and most commonly used.

Work performance is the qualitative and quantitative result that a person or a group of people achieve after performing and accomplishing the tasks assigned to them. Some believe that a person's desire to act, ability to act, and aptitude for a task are three important and influential factors in work performance.

Hersey and Goldsmith selected seven variables associated with effective performance, and by combining the first letters of each of the performance variables, they proposed the seven-letter word (ACHIEVE) to remember. This model consists of 7 components. These components are: Ability (knowledge and skills), Clarity (role recognition), Help (organizational support), Incentive (desire or motivation), Evaluation (training and feedback), Validity (validity of decisions made by a manager in terms of correctness and legality), and Environment (Disproportionate environmental factors such as competitors, market conditions, government regulations, and suppliers can affect employee performance).

3. HYPOTHESES

The main research hypothesis

1. There is a positive and significant relationship between time management and job performance.

Research sub-hypotheses. This research includes the following hypotheses:

1. There is a positive and significant relationship between short-term planning and job performance.

2. There is a positive and significant relationship between long-term planning and job performance.

3. There is a positive and significant relationship between attitude towards time and job performance.

4. METHODOLOGY

The purpose of this article is to investigate the relationship between time management and Job performance from the perspective of Takhar University faculty members. This research is applied in terms of purpose and descriptive in terms of method of correlation type. The statistical population of this research consists of all faculty members at Takhar University whose number is 169. From the statistical population, 118 people were selected using the simple random sampling method and Cochran formula with a confidence level of 95% and a sampling error of 5%. Two standard questionnaires were used for data collection. The standard time management questionnaire by Briston Tesser (1991), which includes three dimensions (short-term planning, long-term planning, and attitude toward time) with 15 questions, and the job performance questionnaire by Hersey and Goldsmith (1981) with 7 components (ability, clarity, help, encouragement, evaluation, credibility, and environment) with 40 questions. The

questions in these two questionnaires were rated on a five-point Likert scale ranging from "strongly disagree" (1 point), "disagree" (2 points), "have no opinion" (3 points), "agree" (4 points), and "strongly agree" (5 points). The reliability coefficient of the two questionnaires using Cronbach's alpha was 0.85% and 0.87%, respectively.

Analysis of Data: Data were analyzed at an inferential level. Pearson's correlation coefficient and multivariate regression coefficient were used at the inferential analysis level using SPSS Statistics 25.

5. RESEARCH RESULTS

The data has been analyzed at an inferential level. Pearson correlation test was used to understand and explain the relationship between the variables and test the research hypotheses.

Main hypothesis: There is a positive and significant relationship between time management and job performance.

Table 1: Results of Pearson correlation test between time management and job performance

Variables	Mean	Standard Deviation	Correlation coefficient	Sig
Time Management	53.35	7.41	0.456 **	0.0001
Job Performance	141.23	20.94		
** The correlation is significant at the 0.01 level (two-sided).				

From Table 1, it can be seen that the mean and standard deviation of the independent variable time management are 55.35 and 7.41, respectively, and the mean and standard deviation of the dependent variable job performance are 141.23 and 20.94, respectively. Thus, it can be concluded that there is a relationship of 0.56 between time management and job performance, which is significant at the 0.0001 level. Considering the fact that the 0.0001 significance level is less than the 0.05 error level, (P- value/Sig<□=0.05) is a significant level. The correlation coefficient was calculated as 0.456, the relationship is positive and at an average level. So with a confidence level of 95%, the hypothesis (it seems that there is a positive and significant relationship between time management and performance) is confirmed and the counter hypothesis is rejected.

Sub-hypothesis 1: There is a significant relationship between short-term planning and performance.

Table 2: Results of Pearson correlation test between short-term planning and job performance

Variables	Mean	Standard Deviation	Correlation coefficient	Sign
Short term planning	23.34	4.67	0.518 **	0.0001
Job Performance	141.23	20.94		
** The correlation is significant at the 0.01 level (two-sided).				

From Table 2, it can be seen that the mean and standard deviation of the short-term planning component are 23.34 and 4.67, respectively, while the mean of the dependent variable job performance is 23.141 and the standard deviation is 20.94. It can be concluded that there is a relationship of 0.518 between short-term planning and job performance of faculty members at Takhar University, which is significant at the 0.0001 level. Considering the fact that the 0.0001 significance level is less than the 0.05 error level, (P-value/Sig<$\square$=0.05) is a significant level. Since the correlation coefficient was calculated as 0.518, the relationship is positive and at a medium level. Therefore, at a confidence level of 95%, the hypothesis (it seems that there is a significant relationship between short-term planning and performance) is confirmed and the counter hypothesis is contradicted.

Sub-hypothesis 2: There is a significant relationship between long-term planning and performance.

Table 3: Results of Pearson correlation test between long-term planning and job performance

Variables	Mean	Standard Deviation	Correlation coefficient	Sign
Short term planning	11.02	2.08	0.399 **	0.0001
Job Performance	141.23	20.94		
** The correlation is significant at the 0.01 level (two-sided).				

The results of the test of Pearson correlation coefficient between long-term planning component and performance are shown in Table 3. According to the mentioned table, it can be found that the mean and standard deviation of the long-term planning component are 11.02 and 2.08, respectively, and the mean and standard deviation of the dependent variable performance are 141.23 and 20.94, respectively. There is a relationship of 0.399 between long-term planning and performance of faculty members at Takhar University, which is significant at the 0.0001 level. Considering the fact that the 0.0001 significance level is less than the 0.05 error level, (P-value/Sig<$\square$=0.05) is a significant level. Since the correlation coefficient was calculated as 0.399, the relationship is positive and weak. So with a hypothetical confidence level of 95%, the hypothesis (it seems that there is a significant relationship between long-term planning and performance) is confirmed and the null hypothesis is rejected

Sub-hypothesis 3: There is a positive and significant relationship between attitude toward time and Job performance.

Table 4: Results of Pearson correlation test between attitude toward time and job performance

Variables	Mean	Standard Deviation	Correlation coefficient	Sign
Attitude toward time	20.80	2.82	0.042	0.70
Job Performance	141.23	20.94		

According to Table 4, it can be found that the average and standard deviation of the component attitude toward time are 20.80 and 2.82, respectively, and the average of the dependent variable job performance is 141.23 and the standard deviation is 20.94. It can be found that there is a

relationship of 0.042 between attitude toward time and job performance, which is not significant at the 0.70 level. Considering the fact that the 0.7 significance level is higher than the 0.05 error level, (P-value<□=0.05) is not significant. Since the correlation coefficient was calculated as 0.042, the relationship is positive and at a weak and almost negligible level. So with a confidence level of 95%, the hypothesis (it seems that there is a significant relationship between attitude toward time and job performance) was rejected and the counter hypothesis was confirmed.

The comparison of the results of the Pearson correlation test between time management and the dependent variable job performance shows that short-term planning with a correlation coefficient of 0.518 has a moderate and close to high relationship with the variable job performance. The relationship between the long-term planning component and job performance was also calculated considering the correlation coefficient value of 0.399. Among the three components of time management, the relationship between attitude toward time and job performance was very low, but since the significance level was higher than the 0.05 error level, this relationship was not calculated as significant.

Multivariate regression analysis

Table 5: Inclusion and exclusion criteria for variables.

Model	Imported Variables	Omitted Variables	Regression Method
1	Short-term planning	0	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
a: Dependent variable: Job performance			

Table 5 shows how the variables are entered into the equation. This shows the step-by-step input method that of the three independent variables of short-term planning, long-term planning, and the variable of attitude toward time; only the variable of short-term planning was put into the equation. Two other variables were omitted.

Table 6: Statistics related to the fit of the model.

Model	Correlation coefficient(R)	Determination coefficient(R^2)	Adjusted coefficient of determination(R^2 adj)	Estimation error	Durbin-Watson
1	0,521[a]	0,271	0.262	18,31113	1,941
a: Forecast (fixed), short-term planning b: Dependent variable: Job performance					

The content of Table 6 shows the correlation and determination coefficients that the regression operation was performed in one step and the magnitude of the correlation coefficient and determination coefficient and the estimation error were also obtained. Examination of the independent variables shows that the variable of short-term planning has a greater impact on job performance than other variables. As can be seen, the independent variables have a positive and moderate correlation with the dependent variable to the extent of R = 0.521, which means that an increase or decrease in the independent variable causes an increase or decrease in the

dependent variable job performance. The adjusted coefficient of determination (R2 adj) also indicates that 26% of the changes in job performance of faculty members at Takhar University are due to the above variables. Moreover, the predicted error in the current equation is 18.31. In other words, the current research equation varies by 18.31% in predicting the dependent variable. The results of the Durbin-Watson test also show that the statistical value of this test in the current study is 1.94, and since it ranges from 1.5 to 2.5, it can be assumed that the independent variables of this study are independent. This means that the error scores of the independent variables are not related.

Table 7: ANOVA regression significance test.

Model		Sum of squares	Degree of freedom	Mean square	Degree of freedom	Significance level
1	Regression	9617,897	1	9617,897	8,685	$0,0001^{b}$
	Residual	25817.901	77	335,297		
	Total	35435,797	78			
a: Dependent variable: Job performance						
b: Forecast (fixed), short-term planning						

Table 7 shows the information about the amount of changes in the dependent variable in two sources of regression and residual, as well as the significance level of these changes. As can be seen, the sum of the residual squares is higher than the sum of the regression squares, so the model was not able to better explain the changes in the dependent variable. However, since the value of significance is zero and significant at the 1% level, it can be acknowledged that the independent variable short-term planning has high explanatory power and can explain a high percentage of the variance in the dependent variable job performance. In other words, the regression model of the study is a good model.

Table 8: The results of the regression coefficients of the independent variables on the dependent variable

1	Model	Non-standard impact factor		Standard impact factor	Statistics t	Sig
		Statistics B	Standard coefficient error	Statistics Beta		
	(Fixed value) Short-term planning	85.602 2.361	10.537 0.441	0.521	8.124 5.356	0.000
a: Dependent variable: Job performance						

In Table 8, the non-standard effect coefficients and the standard coefficients of the short-term planning variable and the fixed value are given. According to the mentioned table, it can be concluded that the non-standard effect coefficient of the short-term planning variable on the dependent variable job performance is 85.60 and the standard effect coefficient is 0.521. It can be concluded that a one standard deviation change in the short-term planning variable causes a change of 0.521 in the standard deviation of the dependent variable job performance. The value of the significance level is equal to 0.000. Therefore, the regression coefficient of the short-term planning variable has become significant at the 1% error level.

Table 9: Excluded variables from the regression equation

Model		Beta in	Statistics t	Significance level	Partial correlation	Collinearity Statistics Tolerance
1	Long-term planning	0,185[b]	1,306	0.195	0.148	0.642
	Attitude towards time	0,53[b]	-0,531	0,597	-0,061	0,972
a: Dependent variable: Job performance						
b: Predictive variables in the model: (constant value), short-term planning						

Table 9 shows the independent variables that were not included in the regression equation and that were excluded from the regression equation. Of the three independent variables in the table, two long-term planning variables and attitude toward time that did not have a strong correlation with the dependent variable performance were removed from the equation, and the only short-term planning variable that had a significant relationship and a strong correlation with the dependent variable was included in the equation.

6. CONCLUSION

Many management thinkers have considered the proper and optimal use of time as one of the most effective factors for success. According to Brian Tracy, "The quality of your life depends on how productively you manage your time". Time takes away our lives and the opportunities we have, and we seek to learn, study, experience, and develop in time. The ability to manage time determines the success or failure of an individual and an organization. Time management has a great impact on the health of people and the organization. The quality of life depends on the quality of management in better use of time. The purpose of this study is to investigate the relationship between time management and job performance, among all faculty members of Takhar University.According to the main hypothesis (there is a positive and significant relationship between time management and job performance), the mean and standard deviation of the independent variable time management were calculated as 55.35 and 7.41, respectively, and the mean and standard deviation of the dependent variable job performance were calculated as 141.23 and 20.94, respectively. Thus, it can be concluded that there is a relationship of 0.56 between time management and job performance, which is significant at the 0.0001 level. Considering the fact that the 0.0001 significance level is less than the 0.05 error level, (P-value/Sig<□=0.05) is a significant level. Since the correlation coefficient was calculated as 0.456, the relationship is positive and at an average level. Therefore, with a confidence level of 95%, the main hypothesis is confirmed and the counter hypothesis is rejected. According the first sub-hypothesis (there is a significant relationship between short-term planning and performance), the mean and standard deviation of the short-term planning component are 23.34 and 4.67, respectively, and the mean and standard deviation of the dependent variable job performance was calculated as 23.141 and 20.94, respectively. It can be said that there is a relationship of 0.518 between short-term planning and job performance of Takhar University faculty members, which is significant at the 0.0001 level. So, considering that the 0001 significance level is less than the 0.05 error level, (P-value/Sig<□=0.05) is a significant level. Since the correlation coefficient was calculated as 0.518, the relationship is positive and at an

average level. So the research hypothesis is confirmed at 95% confidence level and the counter hypothesis is rejected. According to the test of the second sub-hypothesis (there is a significant relationship between long-term planning and performance), the mean and standard deviation of the long-term planning component are 11.02 and 2.08, respectively, and the mean and standard deviation of the dependent variable performance are 141.23 and 20.94, respectively. There is a relationship of 0.399 between long-term planning and the performance of Takhar University faculty members, which is significant at the 0.0001 level. Considering the fact that the 0.0001 significance level is less than the 0.05 error level, (P-value/Sig<□=0.05), is a significant level. Since the correlation coefficient was calculated as 0.329, the relationship is positive and weak. So the research hypothesis is confirmed at 95% confidence level and the null hypothesis is rejected.

According to the test of the third sub-hypothesis (there is a significant relationship between attitude toward time and job performance), the mean and standard deviation of the component attitude toward time are 20.80 and 2.82, respectively, while the mean and standard deviation of the dependent variable job performance are calculated 141.23 and 20.94, respectively. It can be concluded that there is a correlation of 0.042 between attitude toward time and job performance, which is not significant at the 0.07 level. Considering the fact that the 0.70 significance level is higher than the 0.05 error level, (P-value<□□□□□), is not a significant level. Since the correlation coefficient was calculated as 0.042, the relationship is positive and weak, and almost negligible. So with a confidence level of 95%, the research hypothesis is rejected and the counter hypothesis is confirmed. Comparing the results of the Pearson correlation test between the components of time management and the dependent variable job performance, it can be seen that the component of short-term planning has a moderate and close to high correlation with the variable job performance, with a correlation coefficient of 0.518. Likewise, the relationship between the long-term planning component and job performance was calculated considering the correlation coefficient of 0.399. Among the three components of time management, the relationship between attitude toward time and job performance was very low, but since the significance level was higher than the 0.05 error level, this relationship was not calculated as significant.

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