The Role of Organizational Culture in the Establishment of Time Management (A Case Study: Mines and Mineral Industries)

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Abstract: Time management which is one of the necessary conditions for managers’ efficacy and is one of the strategies for improving the conditions of organization survival, can be establish in an organization successfully if the appropriate cultural backgrounds have already been established for this system. Thus, with regards to the mentioned facts, this research is going to study the role of organizational culture in establishing time management in the ministry of mines and industries. The research is of descriptive-survey type and the instrument of data collection is questionnaire in which the validity of questionnaire has been accepted as 86 percent. Moreover, the research hypotheses had been tested by the use of Independence Attribute of Chi-Square and Freedman Tests. The results of this research show that there is a meaningful positive relation between the components of organizational culture including management support and personnel empowerment and welcoming new ideas and establishing time management and there is no meaningful relation between the components of participation in decision making and compromising with the contradictory phenomenon and establishing time management.

Keywords: Organizational Culture, Time Management, Ministry of Mines and Industries.

INTRODUCTION

The present era can be called as the age of the explosion and frequency of information, science and knowledge (Khaksar, et al. 2011). If people do not make use of time management and its benefits, they will not be benefited from the services of science and technology. One of the essential conditions of the efficacy of managers is the application of time management (Hart-Hester, 2003; Ailamaki and Gehrke, 2003). The method of using time is affected by cultural values of an individual and of society and organization in which he/she lives. Organizational culture that in fact is same as those essential values, believes, attitudes, and feelings of an individual or organization, plays the most important role in cultural identity of a person or an organization (Chenoweth and Kilstoff, 2002; Drago, 2001). Accordingly, organizational culture can be considered as an origin for progression, dynamic motion or an obstacle on the path of advancement (Omar, 2011). Therefore, organization should be able to establish an appropriate culture for effective execution of time management and make progress accordingly. Thus, this research is intended to study and analyze the role of organizational culture in the establishment of time management in the ministry of mines and industry. Regarding the key role of the ministry of mines and industry in the country such as designing the strategy of industrial and mineral development, planning for increasing efficiency and productivity of industry and mine sector of the country and supporting related action to the growth of management and human resources productivity and developing entrepreneurship in industry and mine sector of the country and thus proper implementation of time management play an important role in increasing productivity and efficiency of the domain of this ministry. To do so, the role of organizational culture on the establishment of time management would be evaluated by the use of effective information resources on organizational culture.

Statement of Problem:

The essence of time management is based on the effective spending of time and governing time is the secret of human success. Time management has two dimensions:

1) Individual attitude dimension or individual skills dimension, which shows that the method of using time is affected by cultural values of an individual and the society in which he/she lives (Riley, 2000). One should encounter with phenomenon intelligently by entering in evolutionary self-critical process in order to reform this dimension and try to allocate time in an optimized way to various works based on the principals dominated on his/her occupational and personal life. He/she can increase the efficiency and productivity of himself/herself and consequently, that of the organization.

2) The technical or applied dimension or organizational skills dimension: it refers to this fact that if we accept that time as the most original human capital needs to be managed in order to achieve the aims and

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objectives, efforts should be made to search methods and techniques for better management of time by their utilization and application. Organizational skills have six dimensions: planning, prioritization of aims, operational planning, assessment and improvement, follow-up results and the confrontation meetings (Lee, et al., 2001; Tesluk, et al., 1997).

Organizational culture is a system of common understanding which the members of an organization have to each other and this feature itself can recognize one organization from the other (Martin, 2003). In Iran, this issue has not been considered sufficiently instead of our ancient culture and historical heritages and the necessary studies had not been carried out in this field. The presence of a flexible organizational culture that can support changes well and always keep the organization in competitive merit, seems to be necessary in order to better understanding of time management and its expansion between personnel of the organization with regards to the essential importance of time management in the present era (Akomolfe, 2005).

The culture of an organization is its identity and personality and people do act according to that unconsciously (Denison, 1996). Therefore, if the culture of a society grows in such a way that people understand that their success will lead to the success of society; the only condition of this success will be in the optimized use of time. Lots of problems can be solved by thinking and planning about that fact that this shortage of time is changeable (Lansang, 2003; Fletcher and Higginbotham, 1993).

However, finding a relation between organizational culture and time management is one of the essential aims of this research. In this research, by organizational culture the researcher means the dominant condition on the ministry of mines and industry. There is a need of a cultural model for better identification of organizational culture. There are various approaches and models about organizational culture. But regarding the condition of the present culture and considering the similar researches which had been carried out in the domain of organizational culture, the effective cultural components include management support, welcoming new ideas, participation in decision making, personnel empowerment and compromising with the contradictory phenomenon. Lit Loin Stringer, Keret Loin and Pitter and waterman, Greenberg and Baron, William Ilchi and Stephen Robin’s methods (Hassanzabeh and Ebadi, 2007) have been use and applied in this research based on a combination of the present components in the review or the related literature.

Importance and Necessity of the Research:

The importance of organizational culture and its effect on the organizational life and performance is very obvious for scientists and thinkers (Sengupta and Sinha, 2005). In Iran, the proper attention has not been paid to this crucial issue in spite of Iran ancient culture and historical heritages and the necessary studies have not been carried out in this field.

On the other hand, almost all groups of twenty first century studies are of opinion that the world is in a special condition which it had never experienced as such. Changes are making faster in every corner of the world in comparison to the previous years. Therefore, the present world is the world of change and the future world will be the same too. Change is the only stable factor in such a world. Thus, if an organization wants to be in tune with the changing world, it has to be able to cope with these changes and it should create new skills and attitudes (previous source). One of the logical responses to environment is the appropriate and proper use of time and management.

The value of time and the importance of its application in planning justify the necessity of saving time and the proper management over time. Consequently, it will increase efficiency and will establish balance between issues life and work and will reduce psychological pressures. Time is divided among human beings equally and freely. What is lead to the shortage of time is originated from the lack of time management (Thom, et al., 2003; Bu-Sung, et al., 2001; Cook, 1999).

Therefore, with regards to the high importance of time management, the presence of a flexible organizational culture which can properly support the changes and keep the organization in competitive condition seems to be necessary to create time management and to expand it among the workers of organization. Time management means the effective use of resources and a way for effective fulfillment of aims and objectives (Henderson, 1992; Ozog, 1995; Potter, 1991). Considering the mentioned facts and with regards to the key role of the ministry of mines and industry in Iran country, the designation of industrial and mine development strategy, planning to increase productivity and efficiency of the mine and industry sector in the country, the supervision over industrial and mine activities and their guidance and support, the support of activities related to the growth of management efficiency and human resources along with the development of entrepreneurship in mine and industry sector of the country, and therefore, the proper implementation of time management can play an effective role to increase the productivity of this ministry domain. In addition, regarding the fact that such research had not been carried out in this ministry, it seems necessary to examine the relationship between the roles of organizational culture in the establishment of time management in this staff sector. Considering the aforesaid reasons, a general conclusion of the topic it would be presented as following according to a model in which the effect of each one of the components of organizational culture on time
management is shown. The effect and the intensity of each one of these components on time management will be measured later on in the course of the research.

Research Objectives had been determined as general and particular as the followings:

**General Aim:**
Studying the effects of organizational culture on establishing time management in the ministry of mines and industries.

**Particular Aim:**
The minor aim of this research is to identify effective components of organizational culture on time management in the ministry of mines and industries. Thus, the effects of these components on time management would be clarified via making use of statistical methods of Eliot (priority).

In accordance with the determined research aims, the research questions would be as following:
1. To what extent is the relation between organizational culture and time management?
2. What are the effective cultural components on time management and what is the order of their importance?

**Organizational Culture:**
It is a system of common corollary which members have in relation to an organization and this feature can distinguish an organization from the other (Tesluk, et al., 1997).

In this research, by organizational culture the researcher means the dominant condition on the ministry of mines and industries which is examined through a questionnaire by the personnel which includes some components as; Management support, Participation in decision making, Personnel empowerment, Compromising with the contradictory phenomenon and Welcoming new ideas.
1. Management support: the level or rate of managers’ relation with subordinates and help them.
2. Participation in decision making: A comprehensive approach for absorbing personnel’s individual and group participation in order to solve the organization problems and continuous improvement in all aspects
3. Personnel empowerment: Assigning works to others (co-workers, deputies, experts, directors and official personnel) whom can perform those activities as there is no need of managers’ help.
4. Compromising with the contradictory phenomenon: A rate or level in which people are encouraged to compromise with contradictions and accept direct criticisms.
5. Welcoming new ideas: the rate of responsibility, individual creativity, freedom and people’s independence

**Time Management:**
The knowledge and art of using time efficiently to perform the responsibilities in order to achieve certain aims (Van Eerde, 2003). The skill of managing time can be divided into two categories: individual skills and organizational skills. Organizational skills itself has six dimensions: Planning, Prioritization of Aims, Operational planning, the confrontation meetings, Assessment and improvement and Follow-up results.

**Planning:**
Making decision for performing a task in future. It plays an important role in allocating time to activities.
1. Prioritization of Aims: setting aims and activities based on the priority which an activity has against the other aims and activities in order to obtain daily, monthly and annual aims.
2. Operational planning: Providing and setting the list of carried out activities and thinking about their performance during the time by the manger
3. Assessment and improvement: A feedback system including direct evaluation of people’s or organizations performance
4. Follow-up results: In this stage, group or unit which did the assessment should analyze suggestions and make use of the fruitful obtained information in order to improve, justify or establish essential changes in the structure and process of the program.
5. The confrontation meetings: Include skills such as session planning, Preparing the agenda, and requirementto them, planning and dividing sessions time for covering all subjects in the agenda.

**Research Hypotheses:**
- There is a meaningful relation between management support and establishing time management in the ministry of mines and industries.
- There is a meaningful relation between participation in decision making and establishing time management in the ministry of mines and industries.
- There is a meaningful relation between personnel empowerment and establishing time management in the ministry of mines and industries.
There is a meaningful relation between welcoming new ideas and establishing time management in the ministry of mines and industries.

There is a meaningful relation between compromising with the contradictory phenomenon and establishing time management in the ministry of mines and industries.

**Fig.1:** Research Overall Framework.

**Research Methodology:**

Regarding the fact that the researcher is intended to identify the condition of organizational culture and its effect on time management and to present effective solutions in order to improve these two components in the ministry of mines and industry and in the other words, the results of this research can be applied in the desirable society shortly after, therefore, this research is applied as far as the aims and objectives are concerned (Kumar, 2005). On the other hand, the current and present condition of two components of time management and organizational culture is studied in this research, thus the research is of descriptive-survey type too as far as the method of data collection is concerned (Yin, 2003).

Moreover, the research methodology is of correlation studies type since the relation and role of organizational culture on time management is measured. The components related to organizational culture are summarized into five components regarding the related carried out researchers, considering the cultural condition of the ministry and according to the viewpoints of élites and professors by making use of a combination of some models.

The statistical Universe composed of people or units which at least include one common feature (Kumar, 2005). The statistical universe of this research includes a group of managers and personnel in the domain of the deputy of issues of mines and mineral industries in the offices of supervision, exploitation and exploration of the ministry of mines and industries. The sample size was selected with regards to the limited number of people of the statistical society thus; accessing all the members of the society was not costly. There was no sampling. 43 questionnaires were distributed among all personnel of the ministry of mines and mineral industries.

In order to provide the review of the related literature, the researcher made use of various library studies, searching related papers, references and commentaries. Moreover, the researcher made use of one questionnaire in order to study and identify the components of organizational culture as well as the components of time management. The research hypotheses are formulated based on the provided data in the related literature and the viewpoints of respectful university professors (Yin, 2003).

The mentioned questionnaire was designed in 30 five-choice questions in order to measure dominant culture on the ministry of mines and industries and to measure the effects of every five component of culture on time management. The effects of each one of the components of organizational culture were measured by six questions on every component of time management.

In this questionnaire, the researcher made use of Likert five-choice ranking scale for replying which is as following: very low, low, to some extent, much and very much with 1, 2, 3, 4, and 5 scores accordingly.

In addition, validity and reliability of this questionnaire were considered by making use of the viewpoints and guidance of the supervisor and consultant along with the other thinkers in order to remove the ambiguities. Finally, the Cronbach Alfa index was obtained as 0.86 for the test validity which shows that the questionnaire is of high validity and reliability.

The obtained data and information about correlation tests via questionnaire are analyzed and interpreted by SPSS software. In this research, the researcher used descriptive statistical method (frequency tables, frequency percentage and frequency percentage diagram) to describe the research data and analytical statistics in order to...
analyze and interpret data. Moreover, independent attributes test and Freedman Test was used to rank the importance of indexes. In addition, the researcher will use of Choporof correlation coefficient in order to analyze the correlation rate between components in the ministry of mines and industries.

**Result:**

**Research Findings related to Research Hypotheses:**

Research findings related to the first research hypotheses: there is a meaningful relation between management support and the establishment of time management in the ministry of mines and industries.

The obtained results from the analysis signify that there is a meaningful relation between management support and the establishment of time management and thus the measurement of correlation coefficient of this factor has the most effect on the components of time management.

Therefore, it is concluded that with regards to the high importance of management support in establishing every change in the organization, the management support should be highlighted in establishing time management in the ministry of mines and industries at first. If a manager supports people materially and spiritually in the organization, the people’s motivation to increase efficiency and productivity will be upgraded accordingly and they will have a stronger sense of belonging. Thus, the necessary background will be provided for every change and revolution in the organization.

Therefore, it is concluded that if the educational background of time management and its functions will be provided by the manager, and the personnel be tested after the treatment and the material and spiritual supports will be presented for people who were affected by this component, the time management is implemented in its best sense in the organization.

Research findings related to the second research hypotheses: there is no meaningful relation between participation in decision making and the establishment of time management in the ministry of mines and industries.

The obtained results from the analysis signify that there is no meaningful relation between participation in decision making and the establishment of time management.

Therefore, it is concluded that mangers should not use personnel’s participation in their decision makings to implement time management better, since they can prolong and harden the decision making and distract and interfere in it.

Research findings related to the third research hypotheses: there is a meaningful relation between empowerment of personnel and the establishment of time management in the ministry of mines and industries.

The obtained results from the analysis signify that there is a meaningful relation between empowerment of personnel and the establishment of time management.

Therefore, it is concluded that if managers give importance to the empowerment of personnel and provide them the necessary background for entrusting, the possibility of their application from time management will be provided further, because there are a lot of works and activities which can be referred to someone by every personnel in the organization. Thus, they can have more time to perform more important and prior works.

Thus, if managers provide entrusting for their personnel, lots of lesser important works can be referred to lower people in the ministry of mines and industries. It make it possible for high rank personnel who should make more important decisions to spent more time for more important issues.

Research findings related to the fourth research hypotheses: there is a meaningful relation between welcoming new ideas and the establishment of time management in the ministry of mines and industries.

The obtained results from the analysis signify that there is a meaningful relation between welcoming new ideas and the establishment of time management.

Therefore, if the attention is properly paid to the level of responsibility, individual creativity, freedom of choice and people position in the organization, an appropriate background will be provided for the establishment of time management. Thus, giving importance to individual creativity and welcoming new ideas is one of the important cases in order to establish time management for deputy managers of mines and industries issues. Some new ideas can change the method of performing issues somehow in which the decrease of time for performing a job can establish a better efficiency too.

Research findings related to the fifth research hypotheses: there is a meaningful relation between compromising with the contradictory phenomenon and the establishment of time management in the ministry of mines and industries.

The obtained results from the analysis signify that there is no meaningful relation between compromising with the contradictory phenomenon and the establishment of time management.

**Research Findings related to Research Questions:**

Research findings related to the fifth research question: to what extent there is a meaningful relation between organizational culture and time management?
Regarding the obtained results from the research hypotheses, it is concluded that three of the components of organizational culture are effective in the establishment of time management but two of them have no effect. Therefore, it can be said that there is a ratio relation between organizational culture and time management.

Research findings related to the fifth research question: what are the effective cultural components on time management and what are their priorities?

Regarding the obtained results from the research hypotheses, it is concluded that three of the components of organizational culture are effective in the establishment of time management which are as follows: 1. Management support, 2. Personnel’s empowerment and 3. Welcoming new ideas.

### Table 1: Research Findings Related to Research Hypotheses.

<table>
<thead>
<tr>
<th></th>
<th>Management Support</th>
<th>Participation in Decision Making</th>
<th>Personnel Empowerment</th>
<th>Welcoming New Ideas</th>
<th>Compromising with the Contradictory Phenomenon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>33</td>
<td>11.66</td>
<td>27.28</td>
<td>23.21</td>
<td>14.88</td>
</tr>
<tr>
<td>Meaningful Level Assymp. Sig. (2-sided)</td>
<td>0.005</td>
<td>0.704</td>
<td>0.027</td>
<td>0.04</td>
<td>0.459</td>
</tr>
<tr>
<td>Choprov Correlation Coefficient</td>
<td>0.428</td>
<td>-</td>
<td>0.389</td>
<td>0.36</td>
<td>-</td>
</tr>
<tr>
<td>(N) Number</td>
<td>43</td>
<td>43</td>
<td>43</td>
<td>43</td>
<td>43</td>
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</table>

### Discussion, Conclusion and Recommendation:

Since the results obtained from the analysis show that three components of the organizational culture are effective on time management, thus the researcher comes to this conclusion that the ministry of mines and industries (deputy of mines and mineral industries) should pay attention to the implementation of the three components: the management support, empowering personnel and welcoming new ideas. Accordingly, the following cases are suggested:

1. Management should apply every material and spiritual supports for implementing time management such as:
   - Training people to design time program and prioritizing related works for long term, short term and mid-term periods and exposing them to avoid forgetfulness.
   - Employing facilities and proper technology to every person’s work in order to decrease mistakes and time wasting.
   - Arranging prolong time planning for people (it is better for them to determine the time of performed issues by themselves) and clarifying the expectations which are considered from them in order to do proper works and minimizing careless activities. The accurate, proper and functional aims should be determined and designed for all units and sectors and they will be informed by hard copies of the report.
   - Training people to identify ability hours and individual interference and leaving them freely in performing the tasks in individual ability hours in order to increase their accuracy.
   - Not leaving people with many tasks simultaneously without paying attention to the required time to perform the tasks appropriately.
   - Training personnel in order to facilitate performing changes and removing their resistance against changes and upgrading human resources of the organization in order to implement time management better.
   - With regards to the high importance of the management support component in establishing time management, if people learn that if they behave in accordance to the new values (determined by management after performing change strategy) they will receive reward more probably. Thus, establishing a system of reward based on the performance of personnel and based on the predetermined functional aims will lead to better application of the techniques of time management.

2. Empowering personnel to entrusting in order to prevent perplexity of managers’ work and omitting some works.

3. Welcoming people’s new ideas to perform the given tasks better in order to upgrade their efficiency and to decrease time wasting.

### Suggestion for Future Researches:

- It is suggested to use quantitative methods in future researches to measure organizational culture and time management.
- It is suggested to carry out some other researches in the other deputies of the ministry of mines and industries as well as the other ministries.
- It is suggested to use the other methods of data collection such as interview, evaluation scientific observation and quantitative methods than questionnaire in order to increase the accuracy of the obtained results.
Research Limitations:
Limitations of this research include the following cases:

1. The lack of a standard designed scale as an accurate instrument in organizational culture and time management domain.
2. The difficult access to ministries senior managers.
3. The lack of sufficient motivation in respondents for cooperation: regarding the limited or lack of previous carried out researches in the understudied research society, the lack of awareness of some managers from the research practical results and their perceptions as self-evaluation. Some of them might answer the questionnaires with extreme apathy and this lack of motivation might appear in replying the questions very unusually and affect the research results finally.
4. The lack of literature review: due to having no or very few similar carried out researches particularly about time management and its skills, the research may encounter with problem about concluding results.

REFERENCES