THE IMPACT OF TIME MANAGEMENT ON ADMINISTRATIVE CREATIVITY IN LIGHT OF A SAMPLE OF IRAQI ORGANIZATIONS. MODEL MEDICINE CITY HOSPITAL

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Article history:		Abstract:
Received:	February 20th 2023	There is a group of works that the administration seeks to implement and it must deal with time effectively and successfully, as this is a basic indicator for it in how to measure its effectiveness in organizing time, investing it and distributing it to the various tasks effectively to achieve the goals it adopts by directing the behavior to accomplish the tasks in the specified time and in the appropriate manner without wasting and wasting time.
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		The problem can be summed up in the fact that the contemporary conditions in which organizations live require management to work creatively and with different thinking with each event that includes a problem that must be dealt with and find the appropriate solution for it in record time and without committing a new mistake that will lead to the accumulation of work, increase in problems and loss of time.
		The research hypothesis is that there is an effect of time management on administrative creativity in the medical city in Baghdad

In this article, we will discuss the definition and importance of time management and explain its characteristics in light of management principles (planning - organizing - directing and controlling), time divisions, as well as the time management methods involved (management of delegation, management by objectives, self-management.(

time management

One of the most important administrative tasks is the effectiveness of time management and organization that managers and individuals working in organizations (public / private) must deal with successfully and effectively, which represents a basic indicator for measuring the administrative effectiveness of the organization, investing it and distributing time efficiently and effectively on the various tasks to be accomplished, which does not change or modify it, but invest it in effective work within an attempt to reduce wasted time to achieve the goals adopted by the administrative development process and by giving time great importance in directing the behavior of the employees towards completing tasks on time (Youssef and Hamad / 20 06/p. 2.(

Many researchers, including Sarayrah (2010 / p. 56), defined time as one of the rare, important and precious economic resources for management, as it is distinguished from other resources in that it is the element that cannot be rented, bought, borrowed or stored and cannot be dispensed with or replaced by others.

And through the definitions we have seen, we note the agreement of the researchers on the importance of the element of time in the life of the organization and the need to invest it well and effectively, as it is considered one of the success factors of planning.

the importance of time:

It was mentioned in many verses of the Noble Qur'an, from which time is inferred as a manifestation of His power and a sign of His greatness, as the Almighty swore by some of the times, for example, He said... in the name of God, the Compassionate, the Most Merciful (and the night when it envelops, and the day when it manifests) 1 // (and the dawn and the ten nights....and the intercession and the odd) (and the forenoon, and the night when it recites). Available among other elements, which is considered in the life of the individual and society because it is a limited resource available to all people equally, so no one can increase or control it. (Douglas & Douglas, 1985, p3(

After the importance of time became clear, it must be managed as an important resource, and in the manner it must be properly organized through the basic principles of management (planning, organizing, directing and controlling) in order to achieve the goals set by dividing the time.

time divisions

Many researchers divided time into groups, on the basis of (A, B, T), as it includes:

.1Divisions of time based on the possibility of organizing time management Many researchers divided time, including (Al-Qaid, 2002, p. 301) and (Al-Zahran, 2003, p(.

(1Time that is difficult to organize, manage, or benefit from other than what is allocated for it

(2Manageable time: for time dedicated to work or our private lives, and this type of time poses a great challenge to us

.2Time divisions based on the ability to control time: it is divided into: (Al-Ajami, 2000, p. 171(

(1Controllable time: Here, the administrative employee can control and act however he wants.

(2Uncontrollable time: here it is not subject to the control of management or the control of the employee, and most often it is spent on work of little productivity or benefit to the organization, such as receiving visitors and telephone calls.

.3Divisions of time based on points of view: Division of Alwan, Ahmid, 2009, pp. 43-45(

A- According to the point of view, we show them to:

(1Creative time: dedicated to the process of thinking, analysis and future planning, in addition to organizing work and evaluating the level of achievement

(2Preparatory time: the time prior to starting work, meaning pre-work preparations such as collecting information or certain facts / processing Productive time: It represents the time spent in executing the work that was planned in the creative time.

Indirect (general) time: It is the time specified for carrying out cloudy sub-activities that will have an impact on the future of the organization (the economic unit) and its relations with many variables such as social responsibility, associations and bodies in society, and the organization's participation in seminars and other qualitative conferences.

Time management basics

There are many basics of time management (Ranjit Singh / 2005 / pg. 96-97) and it means self-management, and how to make the most of working time to be able to manage it successfully, so you must focus first on correct and appropriate activities and actions, as the essence of time management is setting goals and priorities through which time is appropriately invested in order to achieve these important goals, and the main problem is not the lack of time, but in finding the best way in which to make the best use of the completion of important work through the creation of good habits such as (organized planning of time, Positive plan against time wasters.

time management requirements

Alwan and Ahmad (2009, pp. 146-149) identified requirements for time management to achieve creativity. And success:

-1A broad and deep understanding of administrative phenomena, including knowledge of work, what is required to be accomplished in terms of work - tasks - activities, behavioral skills of individuals, awareness of the environment of relationships and mutual influences.

-2Innovative, innovative ideas, intelligent analysis, and executive dealing based on drawing up a plan and choosing an approach

Time management techniques:

In order for the administration to benefit from working times and overcome the waste of its time, managers must realize that time management is closely related to the administrative style used in the management of the organization.

Time management methods are a true reflection of the philosophy of the general concept of time management, and awareness of the circumstances surrounding the organization. There are many managers hesitant between the proposed alternatives, as it makes them more afraid of the process of making wrong decisions, which leads as a result to the consumption of a large amount of time in following up the administrative processes from beginning to end. Therefore, managers had to exploit the element of time through

Adopt management methods, including:

First: The management method by delegation: It is about giving responsibility and granting the necessary authority to the employee to enable him to serve the organization, and giving powers to all administrative operations through appointing qualified individuals from each organizational unit in the organization.

Second: Management by objectives: It is one of the advanced modern methods through which the objectives and the time period necessary to achieve the specified results are determined, by setting the necessary programs and plans in the form of goals, as it depends on the administrative method face to face or individual to individual and determining the work that must be performed to achieve the objectives of the organization, this method depends on personal persuasion to work and motivation (Kazem, 2014 / p.

This method also focuses on results and objectives more than its focus on activities and events, and the effectiveness of management success and its ability to achieve results is measured as the main justification for all the organization's resources and equipment, so that each management function becomes by objectives achieving the type of interdependence between each of the inputs, operations and results in one interactive and integrated coordination. (Al-Amr, 2013, p. 109.(

Third: Self-management: One of the modern methods of management centered around work, with the level of motivation of individuals and their self-impressions with the availability of an appropriate developmental environment. Self-management can be defined as "the process of making the most of time and achieving goals of value and depending on a correct value system" (Tim Paul R, 1991, p. 91(

Self-management needs special capabilities through which the manager can employ all capabilities, means, methods and equipment to achieve the set goals with high efficiency.

And in the shortest possible time, with more training, development, and access to practices in countries and organizations that operate according to modern administrative methods (Abu Al-Ela, 2013 / pp. 204-205), and self-management relies on its main foundations and pillars, which are (knowledge - assessing the health status and observing employee mood swings - choice) 0 Brouno, Jania, 2015, p10((

After the time management paragraph has been clarified, administrative creativity will be clarified as follows:

Administrative creativity is the most difficult concept used in psychology, and defined by (Webster, 2006, p10) is a term that refers to the ability to find, and the definitions of creativity were classified according to two main axes: (Anderson & King, 2002, p86(

-1Viewing creativity as a process, i.e., "the idea or practice of material things by individuals that are perceived by them and who will accept them as new".

As for being a product, creativity: it is the imposition of new ideas that can be applied in reality through personal discussions or the reformulation of the original proposals over time.

Factors of development of administrative creativity

The factors for developing the creative process are divided into two main parts: (Al-Nimr, 1992 AD, pg.: 91.(

First: internal factors: it includes

-1Work environment:

The daily work environment and the influences that the individual faces have an impact on the creative process, and the organizational environment has a major role because it includes a set of daily norms, traditions and practices that may lead to the superiority or deterioration of the organization. Among the pillars that may lead to excellence such as (independence, spirit of adventure and creativity, following up individuals within the organization with respect and appreciation, simplifying administrative levels, creating an organizational environment characterized by flexibility.(

-2Work group:

The daily interaction between workers and the relationships that arise between them as a result of this interaction have a great impact on creating a creative environment. If the interaction between them is based on love, affection and cooperation, this opens the way for creating a creative organizational environment and vice versa. Here, the role of the administrative leader who tries to provide this environment emerges by creating constructive and fruitful cooperation between the workers.

-3Administrative Communications:

The communication channels through which information and data are transmitted, as well as the quality and quantity of information, affect the development of workers' thinking and creativity capabilities. Direct contacts between the boss and subordinates in discussing work matters have an influencing role on creativity. With the necessity of completing the information between the sender and the addressee, the information sent to the addressee is of the appropriate size, which enables him to benefit from it according to his capabilities and capabilities. This information is sent at the right time and is in line with the events of the time of their occurrence and not after a long period of time has passed so that the information does not lose its importance.

-4Make decisions:

The process by which decisions are taken within the organization has an impact on the development of creativity among subordinates. The manner in which the decision is made, the degree of satisfaction that the decision achieves for the workers, and the degree of their participation in making it, are all factors that help create a creative environment that allows workers to use their creative abilities on the one hand, and support the effectiveness of the decision on the other hand.

Second: external factors: they include

There are other groups that involve the employee from outside the work environment, affecting him and representing a group of external influences that control and dispose of his behavior, the most important of which are: (Kurdi, 2012, 18(

-1The family: It is considered one of the most important external influences that instill in it a set of values, customs and traditions that are considered distinctive for its behavior within the work and a true reflection of its behavior and actions within the organization.

-2Education: The educational process has an influencing role on the individual's working life. As it consists of several elements represented in: the book, the teacher, the student, the goals, the educational policies, and these elements combined must be positively integrated with each other in order to contribute to the emergence

of an integrated personality with the presence of individual differences for the educated individuals.

-3Media: Media of all types (audio, print, visual) have an important role in creating an innovative environment capable of creativity in the society in which it operates. The multiplicity of aspects and aspects of creativity and its intensity in any society can be measured through the progress of the various media and their interests in development and creativity, and the freedom of the individual to express his views through these various means leads to thinking and creativity.

-4The role of society in creativity: the individual is affected directly and indirectly by the values, customs, traditions and the level of social aspirations that surround him, as they are an important factor in instilling the spirit of creativity and innovation in him, when these customs, traditions and values support and encourage creativity and vice versa, and then it can be said that creativity is a qualitative work that requires social conditions and values based on encouraging and nurturing excellence, innovation and creativity.

https://kenanaonline.com/users/ahmedkordy/posts/784415

The impact of the work environment on administrative creativity:
Due to the rapid advancement and competitive nature of the workplace; There are several companies that are very interested in creativity and innovations that distinguish them from others. The manager or head of work is the one who has the opportunity to take the initiative and provide an ideal work environment that stimulates and stimulates creativity. Among the most important factors influencing and enhancing it within the scope of different work environments in society, on how to enhance administrative creativity are:
[1]Administrative work and administrative creativity:
-Administrative work is what includes performing a wide range of administrative duties to support the company, such as: general management of the office, answering calls, communicating with customers, as well as assisting the work officer, and clerical work that includes keeping records and entering various data
Administrative creativity is logical thinking to solve problems that arise in the work environment

And then production, so if creativity is taken as an approach in the work environment; the result will benefit the business.
[2]Factors affecting administrative creativity
There are many factors associated with the individual's creativity and motivation in the workplace, which are (experience - courage - work environment - space and time.(

[3]The impact of the work environment on administrative creativity
The surrounding environment in the workplace has a great impact, as offices with spacious and flexible spaces are better than offices with closed and private spaces. Office design plays a major role in enhancing employee performance, especially in creative tasks, and there are many factors in the work environment that affect administrative creativity, including:
The design and arrangement of offices (the physical environment) has an impact on the individual's health and comfort, increasing or reducing his productivity and creativity.
-Internal and physical additions: they affect creativity through their impact on the mood and behavior of individuals within the workplace, such as noise, air quality, lighting, view of the place, heat and crowding.
Positive emotions: contribute to raising awareness of the individual and motivate him to be creative and create new ways of thinking and working.
The social and psychological environment: creative behavior is affected by the work environment, which is formed through cooperation and interaction between the social, psychological and physical work environment; Therefore, the work environment can increase or limit the individual's creativity, which in turn affects his productivity and the place in which he works.

The practical side of research
First: Presentation and analysis of sample responses in the independent variable time management
Table (1) shows the arithmetic mean, standard deviations, and coefficients of difference from the point of view of the sample in the time management variable in the Medical City Hospital, as it reflects the arithmetic mean of the total score for the time management variable of (3.71) and a coefficient of difference of (12.81%). It has little dispersion, which indicates high compatibility.

Table 1: Arithmetic means and standard deviations for the time management variable

coefficient of difference	Standard deviations	Arithmetic averages	paragraphs	the number

12.81%	0.42	3. 71	time management

Second: Presentation and analysis of sample responses in the dependent variable administrative creativity

Table No. (2) indicates the arithmetic mean and standard deviations of the sample's point of view in the variable of administrative creativity in the Medical City Hospital, as it reflects the arithmetic mean of the total degree of the variable of administrative creativity amounting to (3.86) and a coefficient of difference of (10.45%) and its importance is high, which indicates that administrative creativity is applied in the Medical City Hospital, meaning that the efforts exerted by the staff in the hospital are in the same context between the standard deviation index (0.41), which was slightly dispersed, i.e. indicates that High compatibility.

Table 2: Arithmetic means and standard deviations for the administrative creativity variable

coefficient of difference	Standard deviations	Arithmetic averages	paragraphs	the number
10.45%	0.41	3.86	administration creativity	

Based on these results, the administrative creativity of the employees was generally good in the surveyed hospital, and that the employees enjoy job acceptance from work and that they are able to achieve the goals and that their productivity is within the required level.

As for the regression coefficient (β=0.50), which indicates when adding one value to time management, the dependent variable of administrative creativity will increase by the same amount, and the value of the (t) test calculated for coefficient (β) amounted to (15.18), which is greater than its tabular value (1.90), and its significance amounted to (0.000), which is less than significant (0.05), which indicates that time management has a significant impact on administrative creativity.

From the results, the main hypothesis is accepted, which states (time management has a significant effect on administrative creativity), and the results confirm the existence of an effect of time management on administrative creativity.

Table (3) the impact of time management on administrative creativity

The dependent variable: administrative creativity							the independent variable
Moral	F	R2 –	Moral	t calculated	Model parameters		
0.000	222.8	0.4	0.000	13.9	1.90	α	time management
			0.000	15.1	0.50	B	

CONCLUSIONS

1 -The effectiveness of managing and organizing time is a basic indicator for measuring the efficiency of management in investing and distributing time to the tasks to be accomplished.

2 -The difficulty of managing work time, which represents one of the scarce resources that cannot be purchased, rented or stored in light of the many circumstances and variables in the internal and external environment of the organization.

3 -The contemporary conditions experienced by the organizations in Iraq require the development of a (daily / weekly / monthly) plan that includes all the tasks to be accomplished during a specific period, which contributes to directing the administrative behavior of the working individuals.

4 -The influence of the internal environment represented by (leadership style, internal work design, formal and informal relations, in addition to the personal characteristics of the individual worker, his personal ambitions and his ability to create and develop work, in

addition to the effects of the external environment on him and the organization(.

RECOMMENDATIONS

1 -The need for senior management to develop appropriate plans on how to invest time in effective work
2 -The continuous endeavor of the higher management to set up training programs that include workshops and administrative courses to train the working personnel on how to determine the work and the tasks to be accomplished in order to determine the effective tasks and reduce the time wasted in completed work but ineffective in achieving the goals.
3 -Paying attention to individuals who have a spirit of administrative creativity, excellence and development, by providing an organizational climate, which is reflected in their organizational loyalty.

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