



The Relationship between Time Management and Managers and Staff Burnout in the Department of Youth and Sports in Alborz Province

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ARTICLE INFO

Article history:

Received: 8 October 2013;

Received in revised form:

19 March 2014;

Accepted: 29 March 2014;

Keywords

Time management,
Job burnout,
Youth and sports departments,
Alborz province.

ABSTRACT

To examine the relationship between time management with staff and manager burnout in the Department of Youth and Sports in Alborz province. For this purpose using descriptive – correlation method 171 people from the staff and managers in the Departments of Youth and Sports in Alborz province were investigated and questionnaires were distributed among them, from among whom 150 people perfectly completed and returned the questionnaires. To gather data, standardized questionnaire of Makan time management and Maslach Burnout Inventory (MBI) were used. Descriptive statistics and inferential statistics were used, which consisted of Pearson correlation test, simple regression, Multivariate regression and independent t-test. The findings from the results showed that the three dimensions of job burnout among the staff in the Department of Youth And Sports in Alborz province were low and their job burnout could be ranked as low. It was also found that only two subscales of operational planning and prioritization of objectives and activities had a significant negative relationship with job burnout. The regression analysis also showed that time management subscales explain 37% of the burnout changes. Inverse significant relationship only exists between the feeling of lack of personal efficiency with time management while no significant relationship was observed between emotional atrophy and de-characterization with time management and that managers suffered less job burnout compared with other staff.

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Introduction

Today's society is an organizational society. Organizations as the linchpin of current societies have a decisive role in satisfying the expectations of human societies and human force is considered a valuable resource for organizations. Hence, in order to increase the productivity and efficiency of organizations it becomes very important to satisfy mental and physical health needed for the employees (Zamini et al, 2011). Regardless of funding, working can satisfy some basic human needs such as mental and physical activity, social interaction, self -esteem, confidence and capability. Nevertheless, it can also be a major source of stress (Darbandi, 2010). A dynamic and changing organization today requires the managers to exert basic changes in the skills and managing methods in order to support the survival of the organization they manage and to provide for presence and stay in the cycle of world competition (Jung, 2001).

Stress is considered as the most important factor influencing mental health. Stress, is in fact, the overall physical, emotional, and mental reactions in the body to disturbing natural balance and destabilizing factors, and any factor creating stress is known as stressor (Ladou, 2007). If a person is not able to fight against stress, they would undergo several physical - psychological, and behavioral effects. One of the main consequences of prolonged stress is burnout. Job burnout is among career disorders that has been given considerable attention in recent years (Gonzalez-Morales ,2011). In recent decades, attention to job stress and studies on it has increased significantly (Russell, 1987), because

everyone feels some degree of tension or stress in the workplace, and this fact is palpable and undeniable in modern organizations. One result of prolonged stress at work is job burnout (Soltanian&Amin-Bidokhti,2009). Burnout is a common and serious problem among people today, especially among those working in office and human services. Extensive studies have been performed on degree of burnout and its associated factors among these jobs and all of these studies indicate that job burnout is relatively high in these occupations (Klersy et al. 2007; Aziznejad & Hosseini, 2006).

Today, the main sources of stress are too much pressure at work and not having enough time, but the degree of pressure at work and consequently the stress and burnout is different in different individuals (Malek-Ara, 2009). Time management is one of the components of management knowledge, which is the effective use of resources and a way to achieve personal goals. In addition, time management includes skills such as self-discipline, goal setting, controlling breaks, organizing works, etc. These skills may well eliminate many sources of organizational stress and reduce its negative effects (Yazdanpanah et al. 2009). Time is the wealth of each individual, group or organization that is not comparable with any other assets (Ibrahimi, 1994). Time is a valuable capital and source that if lost, can never be replaced (Braian, 2004). According to Webber among other resources, time is important and extremely rare for the organization (Claessens et al, 2007). This fact has led clever people to the concept of time management to identify and implement specific methods and techniques in order to

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provide a better use of time (Claessens, 2004). Time management is the planning and control of the time available for the individual (Koch, 2001). Time management involves techniques to determine short-term goals, the way these goals are turned into tasks and activities to run them faster, the way to plan and prioritize daily tasks, and the way to prevent interruption of work that limit tasks (Jaffe & Hofsterrer, 2005). Today, the importance of time management in various situations of life is clear, and different studies in and outside Iran are allocated to it.

Malek-Ara (2009) in a research concluded that there is significant relationship among all aspects of time management with burnout save the aspect of saying no. Based on the results obtained by Sarppet al (2006) a manager shall prioritize things based on plans, because among time management techniques it has more effective role, also there is no difference in factors such as effective hours of work to get things done, planning, attitude and behavior of medical managers on time management. Wath (2007) stated that time management for the staff of sports organizations is the result of the balance between sport time, professional and personal life that the staff in sports organizations shall employ in order to achieve efficient use of their time. These include: a) prioritizing tasks, b) planning, organization and evaluation of activities, c) identifying strategies to improve time management and d) stress management. According to the results of the study by Karademir (2012), marital status, age of the jury, educational status, and more importantly income level and the importance level of the game constitute burnout conditions of the jury.

Few researches have been done on the relationship between time management and job burnout among the managers and the staff, and this is quite clear in the field of sport. Since the managers and the staff in the departments of youth and sports in provinces are considered as the first influencing platform in the province sports, and guiding all activities with high volume shall be done by these people but they never have enough time. Therefore, their awareness and information about time management is very important, because this will help them more efficiently and vigorously plan for sport activities, use time optimally, effectively implement programs, individual and organizational efficiency and effectiveness, and reduce and eliminate job pressures and stress.

These two factors (burnout and time management) have been studied separately in organization of youth and sports, but less attention has been paid to the relationship between the two. For this purpose, this study aims to investigate the relationship between time management and burnout among the staff working in the organization of youth and sports in Alborz province and raise the question that if there is any relationship between time management and burnout among the staff and managers in the organization of youth and sports in Alborz province?

Research Methodology

Research method of this study is descriptive - correlation. The population of includes all managers and the staff in the Departments of Youth and Sports in Alborz Province (n=171) in 5 departments of Youth and Sports in Alborz province in 2013. Due to the total number of the staff and their limited number, the whole population was taken as the sample (as the whole number). The sample in this study includes 171 people of which 150 fully completed the survey questionnaire.

Measuring tools of the this study are: A) time management questionnaire: this questionnaire is prepared by Makan et al. (1990) and includes a list of common concepts for time management behaviors that deal with the 6 dimensions of goal

setting, prioritizing objectives and activities, operational planning, delegation, communication management and meetings management and includes a total of 39 items. B) Maslach Burnout Inventory (MBI): includes three independent measuring scales that consists of 22 separate items on the feelings and attitudes that measure the various aspects of burnout syndrome. Nine items are about emotional atrophy, 5 items about de-characterization and 8 about feeling inadequacy. The frequency of these feelings are measured by scores from zero (never) to six (every day) and the intensity of the feelings are measured by scores from zero (never) to seven (very much).

Due to the frequent use of the Persian version of the burnout questionnaire in Iran, the questionnaire has been affirmed many times for its validity. Reliability of the organization skill of time management and the scale of Maslach Burnout Inventory scale was obtained with the two methods of test-retest coefficient and Cronbach's coefficient. The final retest coefficient of these questionnaires are respectively 0/97 and 0/95 and the Cronbach's coefficients are 0/96 and 0/97. To analyze the data, descriptive statistics was used, and in inferential statistics, Pearson correlation analysis method was used to determine the correlation, and simple regression test, multivariate and independent t-tests were used for comparisons between groups.

Results

Out of the 150 participants, 40 were managers and supervisors and 110 were employees comprising a total of 69 males and 81 females. In terms of marital status, 57 participants were single and 91 were married. The mean age of participants was 33/87 years and the average work experience was 8/47 years with 8/47 years of experience in coaching, and the mean duration of exercise was 12/54 years. Employment status of 35 people was formal_ definitive, 2 people were probationary, 26 people were contractual and 83 people were in fixed-term contracts. 17 participants had a baccalaureate degree, 23 people had associate's degree, 88 people had graduate degree and 19 people had M.A. from whom 9 participants majored in sports management, 18 in management (such as State Management), 30 in physical education and 89 in other academic disciplines.

Pearson correlation results in Table (1) show that there is a significant negative relationship between time management and burnout by $r=0/18$ and $p<0/05$. Significant inverse association was observed between burnout and operational planning by $r=0/22$ and $p<0/01$. This means with better operational planning burnout will be reduced. Besides, significant inverse relationship was observed between prioritization of goals and activities with burnout by $r=0/24$ and $p<0/01$. That is with better prioritization of objectives and activities the burnout rate will be reduced. However, no significant relationship was found between meeting management and burnout ($r=0/04$ and $p=0/632$); between communication management and burnout ($r=0/09$ and $p=0/265$); between goal setting and burnout ($r=0/14$ and $p=0/087$); and between delegation and burnout ($r=0/10$ and $p=0/220$).

To determine the relationship between multiple dimensions of time management and burnout, multiple regressions was used.

Multivariate regression analysis results showed that the combination of the dimensions of time management significantly predicts burnout by $R=0/37$ ($F_{(6, 135)}=3/59$, $P<0/01$). The results of t-test are determined from all variables. One of the most important statistic, are coefficients. Table 2 shows the standardized beta coefficients that are very similar to the correlation coefficients interpreted. In this analysis, therefore, communication management ($t=2/36$, $p<0/05$), prioritization of

objectives and activities ($t=2/42$, $p<0/05$) are the only variables that significantly add any information to the prediction when other four variables are taken into account simultaneously. It is necessary to note that when calculating these values, all the variables were taken into consideration together. Therefore, if you delete one of the predictors, even though it may not be a statistically significant variable, it can affect the significance levels of other variables.

To predict burnout from time management, the linear regression was used. Results of regression analysis showed that time management significantly predicts burnout by $R=0/18$ ($F_{(1, 142)}=4/48$, $P<0/05$). Therefore, the null hypothesis is rejected. Table 3 shows the standardized beta coefficients that are very similar to the correlation coefficients interpreted.

Levine test analysis results in Table (4) show that the assumption of homogeneity of variance is violated ($F=4/8$, $p<0/05$). Also, the results of the independent t -test show that there is a significant difference between the mean time management between employees and managers of physical education departments in Alborz Province ($t(59/3)=2/8$, $p<0/01$). That is, the mean time management of managers (Mean=134) was significantly more than the mean employee time management (Mean=128/1). Therefore, the null hypothesis is rejected.

Levine test analysis results in Table (5) shows that the assumption of homogeneity of variance is established ($F=0/00$, $p=0/998$). Also, the results of the independent t -test showed that there was significant difference between mean employee and physical education managers' burnout in Alborz Province ($t(148)=2/6$, $p<0/01$). That is, the mean burnout in managers (26/6) was significantly less than the mean staff burnout (33/8). Therefore, the null hypothesis is rejected.

Discussion and Conclusion

The results show that employees of the Department of Youth and Sports in Alborz Province were low in all three dimensions of burnout and their burnout was at a low level. Malek-Ara (2009) has reported the level of burnout in the tax administration at an intermediate level, and Hasomi and Sarikhani (2010) have reported burnout among the Azad University staff at an intermediate level. On the other side, the mean time management of the staff in Youth and Sports Department in Alborz province was also at desirable level. This is while Malek-Ara (2009), has reported the time management skill of the Tax Office employees at a level lower than middle, and Hasomi and Sarikhani (2010), have reported the burnout level of the Azad University staff at a level higher than middle.

Results show a significant negative correlation between time management and burnout. Therefore, high level of time management skills is coupled with low levels of burnout. Among subscales of time management, a significant negative correlation exists between the subscales of operational planning and prioritization of objectives and activities with burnout. That is with operational planning and better prioritization of the objectives and activities burnout rate decreases. However, no significant relationship was observed between subscales of meeting management, communication management, goal setting and delegation with burnout. Malek-Ara (2009) and Azizi (2006) note that there is a negative and significant relationship between time management with burnout, and all dimensions of burnout save saying no have significant relationship with burnout. Hasomi and Sarikhani (2010) also showed that time management and all dimensions of time management and burnout are negatively related. Although the above studies point out to the relationship between the subscales of time

management and burnout, it is impossible to compare the results in these studies because of the different subscales used. In an effort to try to explain the relationship between burnout and time management, one can say numerous research results have shown that stress and burnout are the main cause of work-related stress (Ross & Altamer, 1998). However, time is a job stressor factor and time management has a high and significant effect on stress reduction (Malek-Ara, 2009). So perhaps people who have great ability in managing time experience less general stress and job stress and consequently less burnout.

It was found in the investigation of the correlation between time management subscales and burnout that there is significant negative relationship with burnout only in the case of the two subscales of operational planning and prioritization of goals and activities. The regression analysis also showed that time management subscales explain 37 percent of the changes in burnout. Among the dimensions of time management, beta coefficient of the two dimensions communication management and prioritization of goals and activities are significant and the most effective in predicting burnout.

In fact, the communication network of the organization for units and members provide the required information and denial of the necessary information leads astray units and members of the organization and finally, decreases the effectiveness of the organization (Alaghe-Band, 2006). Lewis (2007) noted that poor communication increases the risk of mistake, bad judgment, prejudice or false conclusion. The weakness creates corrosion, resentment, apathy and feelings of roam in the organization and leads to a decline in employee morale. Thus, disability in the management of personal communications leads to increased burnout. On the other hand, people in their daily activities at work face things like human communication, communication barriers, improving communication and considering human relations in organizations. Most of the time of people at work is spent on face to face or phone communication with subordinates, colleagues or clients, so if a person has a high capability in managing their personal communications, they would be able to more effectively communicate and considerably reduce work tension and is less likely to experience burnout.

People with the ability to prioritize goals and activities are able to share their time appropriately between activities and allocate more time to works with higher priorities. Lewis (2007) points out that setting clear goals is the only way to ensure wise use of time, but setting priorities is the only way to be effective and productive in order to achieve goals. Therefore, with proper prioritization of goals and activities the effort of the individual will be more effective in order to achieve individual and organizational goals. Presumably, effective activity and achieving prioritized goals would include favorable consequences such as reduced burnout. Also Jay (2007) states that people who do not know their priorities, are in trouble with identifying what they like and what they are doing and what they must fulfill to achieve their long term goals. In such circumstances, people always face urgent demands and devote their time to them, and at the end of the day understand that they have done little (Ferasat, 1998). This confusion and tension due to the lack of ability to prioritize goals and working activities in the long-term will raise tension and job stress and maybe increased burnout.

There is significant inverse relationship between lack of personal accomplishment and time management, but no significant relationship was observed between emotional atrophy and de-characterization with time management.

Dimensions of burnout anticipate 0/30% of the time management changes. In this analysis, lack of personal accomplishment has the highest influence on the prediction of time management and it is the only variable with a significant effect on anticipation when other variables are considered simultaneously. Hasomi and Sarikhani (2010) showed that there is a significant negative correlation between the dimensions of burnout with time management and their results in this area are consistent with the results of this study. However, Hasomi & Sarikhani (2010) in their regression analysis showed that all three dimensions of lack of personal accomplishment, emotional atrophy and de-characterization have a significant beta coefficient in time management prediction and this part of their results is different with the results of this research. The reason for this discrepancy could be due to the use of different tools for the assessment of time management skills and differences in the study population.

Due to the negative amount of the beta of personal inadequacy, one can say that the higher score a person gets on this dimension of burnout means less ability to manage time. Feeling of personal inadequacy is equivalent to loss of sense of competence in performing the task and negative self-assessment (Maslach & Jackson, 1981). People who have a negative assessment of their ability regard themselves as people with limited ability. They also have reduced feelings of competence at work, leading to inability to do things. People who lack a sense of personal competence have reduced capabilities and consider their ability to be lower than what it is. Therefore, the people who feel personal inadequacy are justified in terms of feeling low ability to manage their time.

There was significant difference between average time management of employees and managers of the departments of physical education in Alborz Province and the average time of management for managers was significantly more than the average time of management for the employees. GhaffariSadr (2002) showed that there was a significant increase in the use of time management skills among the managers compared with the staff. PourRajai et al (1998) also showed that increasing managerial experience increased time management skills. However, research results of Hafezi et al (1998), Mohammadian (2006), Zaerian (2007), KaramiMoghaddam (1998) and Rogers

(1987), were inconsistent with the results of this research. Hafezi, et al (1998) and KaramiMoghaddam (1998) showed that there is no significant difference between the specialist and non-specialist time skill in managers. Mohammadian (2006) showed that significant difference does not exist between the two groups of managerial and non- managerial staff in terms of their degree of knowing the concept of time management. Zaerian (2007) in his research found that employees who participated in the class of time management have better time management than employees who did not participate in the class.

Finally, the results showed that managers compared to other staff members have less burnout. Sources of stress that cause burnout are numerous. The explanation of these results can be pointed out using the analysis of Cherniss (1992) on the sources of stress. He divides stressors to personal stress sources (expectations and motivation), external stress sources (contact with clients, relationships with colleagues and relationships with managers), and organizational stress sources (high work density, official regulations, administrative bureaucracies, work fatigue). Usually, managers in the organization enjoy higher corporate status, social status, income, etc compared with other employees. Thus, managers are less likely to face stressors that cause burnout and have less burnout compared to the employees.

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Table 1. Results of Pearson correlation coefficient among time management and its dimensions with burnout

	Burnout			
	Variables	P	r	N
	Time management	0.029	-0.18*	144
Dimension of time Management	Meeting Management	0.632	0/04	144
	Communications Management	0.265	0/09	144
	Operational Planning	0.006	-0.22**	144
	Priorizing goals and activities	0.003	-0.24**	144
	Goal setting	0.087	0.14	144
	Delegation	0.220	-0.10	144

Table 2. Summary of simultaneous regression, time management and burnout

Criterion Variable	Predictor Variable	β	SEB	B
Burnout	Goal setting	-0.092	0.47	-0.45
	Priorizing goals and activities	0.21*	0.360	-0.87
	Operational Planning	-0.17	0.484	-0.78
	Delegation	0.06	0.438	-0.32
	Communications Management	0.20*	0.359	0.84
	Meeting Management	0.16	0.521	0.98
	Fixed	-	15.63	52.27
R=0.38, R ² = 0.13, F(6,135)=3.59, P<0.001				

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