

Rationalization of time management and its impact on quality achievement

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Abstract---The current study aims to highlight the impact of rationalizing time management on achieving quality in Algerian organizations. The concept of time management refers to the science of investing time effectively, which is a process based on planning, organizing, coordinating, preparing, directing, following up, and communicating. It is both a quantitative and qualitative process at the same time. However, it is primarily future-oriented, anticipating and predicting prospects, identifying paths and directions, and the various routes leading to goals. Therefore, the path to the future focuses on choosing the right alternatives in the present and using the present as a springboard to the future. Good time management in the future means planning for it in the present, and the planning process in time management means almost complete control over everything in order to achieve the set goals, the most important of which is achieving quality, which in turn reflects the extent and magnitude of the effort and work performed by the organization. Therefore, we will try to shed light on the extent to which time management affects the achievement of quality.

Keywords---time management, organization, quality, time effectively.

Introduction

Management is considered one of the most important human activities in any society, based on its different stages and development, due to its impact on the lives of societies because of its connection to economic, social, and political affairs. Management is responsible for collecting and employing economic resources to satisfy the needs of individuals and groups in society. Management creates social progress, and countries rely on it to achieve progress and prosperity for their citizens. Successful management is the foundation of an organization's success and its superiority over its competitors.

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The concept of time management is one of the fundamental topics in the field of management. In the past, time management did not receive the attention it deserved, as it was viewed as a routine task of little importance that had no impact on efficiency or productivity. However, time management has now become an important and strategic topic that has captured the attention of many specialists in organizations due to the importance of time, which is considered a fundamental element in work, equal to the human element. Therefore, the view of time management in today's world has changed, and interest in it has reached the highest levels of management, all of which contribute to achieving the objectives of the organization.

In this study, we attempt to shed light on some important points regarding the impact of rationalizing time management on achieving quality.

1- Rationalization of time management:

1-1 Definition of rationalization of time management:

Time is an important element in people's daily lives, as it is of paramount importance in determining people's roles and functions at specific times and periods. Controlling and managing time brings success and gives people the ability to balance their goals and duties, which can only be achieved through successful time management.

Time is defined as a measurable period of time, a series of temporal dimensions that are not determined by a spatial period. Time is measured using mathematical and scientific methods, and is considered to be the interval between sequential temporal events. It can also be divided and discussed according to physical, philosophical, scientific, psychological, and biological levels.

The definition of the mining of time the process of events in their sequence of occurrence in the universe.(Qing-Ping Ma,2025,1)

Time management is also one of the important concepts addressed by contemporary researchers due to the great importance of time and how to use it and accomplish tasks within specified times. Before we address the concept of time management, we will provide a scientific definition of time.

Time management is defined as “a system for using time with the highest possible degree of efficiency and effectiveness and good planning of tasks and activities.”

Time management can be defined as “the science, art, and profession of achieving cooperation and coordination between human, material, and financial resources in order to achieve the desired goals in a rational manner, with the least amount of time, effort, and cost.”(Midhat Mohamed,2015,69)

Based on the above, we can say that time management is one of the important methods that enables management to perform its tasks through clear plans that lead to the achievement of set goals, through the optimal use of working hours.

Time management is defined as: "The art and science of using time wisely, investing time effectively, and is a process based on planning, organizing, coordinating, motivating, guiding, following up, and communicating. It is both quantitative and qualitative at the same time. If we do not improve our time management, we will not improve the management of anything else. (adjilat,abdelbaki ,2017,66)

The deterioration and instability that organizations in Algeria are experiencing today can be attributed to several reasons, including poor management or time management.

In general, it means using the available methods and resources to achieve the desired goal within the allotted time. It requires modifying some of the behaviors necessary to achieve the goal so that their consumption of time is more appropriate, or abandoning some behaviors altogether when they are wasteful or consume a lot of time unnecessarily.

(Frederick Taylor) emphasized the factor of time, which he considered one of the most important principles he focused on, through the optimal use of time, not changing, modifying, or developing it making significant use of material, human, and administrative resources within the specified time and doing so effectively.

Also d.Ibrahim Al-Feki defined time management as: "Managing the tasks we perform within the time available, 24 hours a day, with the least effort and in the shortest time possible, leaving us time for creativity, planning for the future, rest, and recreation."

The importance of time management is evident in the following (Ben Bakhti Abdelhakim,2023 ,13)

2-1- The impact of not making good use of time:

- Employees being subject to the circumstances and management of others.
- Giving influence and favouritism the opportunity to control the manager's work.
- Listening to the views of those who can reach him and neglecting other views.
- Addressing matters and issues that cannot be postponed, such as administrative or organizational problems, or those related to senior management, and neglecting the concerns of subordinates, which are often related to the organization's output.
- Making additional efforts to address mistakes resulting from delays in researching or studying certain important topics.
- Failure to invest in the energies and potential of subordinates due to lack of time to deal with the manager positively.
- The stress and strain that affects the manager and its impact on his relationship with subordinates and junior clients.
- Rushing to examine superficial matters in decision-making.
- The accumulation of papers, documents and issues and its impact on the flow of work.
- Classifying the manager as having weak competencies.
- Important basic principles of time management The principles of time management are as follows:

First: Recognizing the importance of time :

Individuals need to recognize the importance of time and appreciate their time management skills, as this is a very important process and one of the most important practices that lead to success, where individuals become able to examine the processes through which they can improve the habits that waste their time.

Second: Analyzing time:

This helps individuals use time productively and effectively, avoid spending too much time on unimportant matters, and identify their goals and convert them into actionable activities with specific sequential stages, so that these stages can be arranged, the appropriate time for each stage can be determined, and the total time required to achieve the goals can be calculated.

Third: Planning and setting goals :

This step involves determining how time should be spent in order to make effective use of it. This may require rearranging current activities, reducing the time spent on some of them, eliminating them altogether, or adding new activities. This cannot be done without setting and prioritizing goals.

2- Quality :

2-1 Definition of quality:

(Jordan) defined it as suitability for use, the more suitable a service or manufactured good is for the user, the better it is.

crossy defined it as requiring three conditions to achieve quality:

- Fulfilment of requirements.
- Absence of defects.
- Doing the job right the first time and every time.

(Deming) defines it succinctly, but his definition almost combines the two previous ones when he says that quality is the present and future needs and expectations of the beneficiary. (Mahmoud abdelfatah radouan, 2002, 14)

Others see it as:

- A comprehensive approach to improving the performance of organizations by building a deep culture of quality.
- The development of a set of values and beliefs that make every employee aware that quality is the primary goal of the organization.

(Joseph Jablonski) defined it as a collaborative form of business performance that relies on the combined capabilities of both management and employees, with the aim of continuously improving quality and increasing productivity through work teams.

Quality is the suitability of a product for its intended use to a degree that satisfies the consumer, and quality is closely related to money and time. (Jablonski, Joseph, 1993, 2)

2-1 Achieving quality in the organization:

Quality is a concept that generally refers to the process of good, balanced and integrated employment between administrative processes such as planning, guidance, organization and control in order to ultimately obtain a good product, commodity or service that satisfies the needs and desires of consumers in the best possible way in terms of the components, form, operational efficiency and features, as well as following up on the product, commodity or service after it has been delivered to the customer or consumer in order to find out their opinion and work to obtain the best evaluations from the consumer. as the concept of quality is a comprehensive concept that works to continuously improve the product, commodity or service in order to obtain a distinctive position for the product, commodity or service in the markets and among consumers and service recipients, as quality is considered one of the weapons and one of the most prominent and important means by which institutions compete with each other, It is well known that competition is often fierce, whether between companies, institutions or organisations specializing in providing a particular service, which has increased the concept of quality and the importance of its use, i.e. the higher the quality of a product or service, the greater the demand for it among consumers and recipients due to the quality factor for which that product is known. The concept of quality for each activity or field is measured by its final output in its final form, as this reflects the extent to which the concept of quality is used and employed quality in each field in its correct form.

Quality, as defined in the Oxford Dictionary, means a high degree of excellence or value. The 1994 edition of the International Standard for Quality Terms included a definition of quality as: the total set of characteristics and features of a product or service and its ability to meet needs and satisfy or conform to a purpose. (Halwani, Muhammad Ali Abdulaziz, 2004, 13)

3- Quality culture in the organisation:

While there are several definitions of culture, the following definition of quality culture for a group can be used: 'Quality culture is a set of quality-related values that are jointly learned in order to develop the organization's ability to cope with the external conditions surrounding it and to manage its internal affairs.

There is a distinction between the general culture in society and the culture within an organization. Although the latter can be influenced by the general culture, it can be built within the organization. Examples of general quality values include the following:

3- 1- **Management values:**

- Belief in continuous quality improvement.
- Considering quality a strategic factor in management.
- Giving quality the utmost importance in organization.
- Distributing responsibility for quality among all production departments.
- Concern for the happiness and motivation of the organization's employees. Customer satisfaction is the result of employee satisfaction.

3-2- **Employee values:**

- Each employee is responsible for the quality of their output.
- Work must be done right the first time.
- The employee's goal is defect-free production.
- Employee participation is essential to improving quality in the organization.
- Continuous problem solving must be the norm.

To achieve these values, it is necessary to analyse the gap between the desired quality values and the prevailing values in the organization and find corrective solutions to address this gap, which will help the organization achieve its goals and its ability to achieve quality.

4- **The impact of rationalising time management on achieving quality in organisations:**

4-1- **Steps for implementing time rationalisation and its impact on productivity**

Rationalizing time management is a modern concept that specialists and researchers in the field of life in general, and management in particular, consider to be one of the most important foundations through which goals can be achieved. Based on the above definitions, the steps and principles of successful time management are as follows:

▪ **Reviewing goals, plans, and priorities:**

Employees must review their goals, plans and priorities, as this helps in the evaluation and assessment process. The absence of clear and sequential goals in a specific chronological order leads to wasted time and a lack of optimal organization and management, which in turn affects productivity, which is considered an indicator of quality.

- Maintain a schedule or work plan:

Employees should keep a diary in which they write down their work plan, clearly stating the tasks and responsibilities they will accomplish, as well as the start and end dates for their completion. This plan helps maintain a clear and specific system that leads to the timely completion of tasks, which is reflected in the organization's outputs in all their forms, and this is one aspect of quality.

▪ **Creating a daily to-do list:**

By following this list, which must be completed daily and be specific and reasonable, as it is not possible to include a large number of tasks that the worker cannot perform, This reflects rationality and balance, which makes completing tasks easy and regular. Specifying the tasks on this list increases the speed and accuracy of completion within the worker's capabilities, and over time, the worker's experience increases, which greatly reflects on the achievement of quality.

▪ **Closing escape routes:**

These are the functions through which the worker escapes and deviates from work, such as (hesitation, procrastination, excessive self-indulgence, etc.).

▪ **Utilizing marginal times:**

These are the times between commitments and tasks, when the worker can review and adjust the lists for the coming days.

▪ **Not giving in to unnecessary urgent matters:**

This is because the worker becomes a tool in other people's plans, and it is important that they stick to the priorities they have set previously and do not deviate from them just because unnecessary tasks arise. (Abeer Fawzi Al-Khatib, 2009, 12)

Through the above, these steps, which are considered some of the determinants of rationalization in time management within the organization, show the significant impact that time has on the achievement of quality.

4- The intersection of administrative control and rationalisation of time management in the organization :

Developments in scientific research in the modern era have led to a focus on the value of time and how to make the best use of it. Those who study the history of management through scientific developments can clearly see that the element of time has not been neglected, (**F.Taylor**) addressed the concept of rationalizing time management through the management principles he established, based on his study of movement and time.

Organizational control, which refers to a set of procedures carried out by an organization to achieve its objectives through a set of administrative processes, including planning, organization, direction, control, supervision and communication, all follow a common path to achieve the set objectives.

The subject of organizational control intersects significantly with the subject of rationalizing time management through several points, the most important of which are:

Administrative control	Rationalisation of time management
- Strict enforcement of Laws and regulations.	- Emphasises optimal use of time while ensuring compliance with Laws and regulations.
- Division of labour to facilitate the performance of tasks.	- The division of labour helps each worker to perform their specific tasks, which makes it easier to do them accurately and without wasting time.
- A supervisory system that monitors and guides subordinates to ensure that tasks are completed correctly and on time, with guidance and correction of errors.	- The supervision system is important and necessary to ensure that tasks are performed correctly and on time, as well as to correct mistakes.

Through comparison, the overlap between the two concepts becomes clear, as administrative control is a broad concept that encompasses a range of concepts, including rationalization of time management, which is evident in the application of laws and regulations, as well as the division of labour and the supervision system. The significant impact that emerges through the application of the concept of rationalizing time management on worker productivity and task completion is fundamental and is considered a strategy for modern management.

Conclusion

Time is very important because using it well helps achieve goals, while wasting it is a major cause of organizational failure. For this reason, researchers in the social and administrative sciences have recognized the importance of time and how to use it scientifically through several methods and techniques that make it easy to use. Achieving quality is one of the most important goals for institutions, especially those that are production- and service-oriented. However, it has been observed that Algerian public institutions do not consider time to be important, as Algerian workers do not care about time or the quality of their work due to several problems, the most important of which are financial. Algerian workers face financial and moral problems within their work environment, which requires the development of a strategy based on the law and tailored to the specific characteristics of Algerian organizations.

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