

## A Proposed model for time management of the Egyptian handball federation branches activities in Egypt

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### Introduction and problem:

The managerial work in sport field tries to do the goals in the light of possibilities and available conditions, achieving goals and achievements in sport field always is connected with time of training or managerial plans depend on specific time, success, creativity and making achievements are not recognized unless they are achieved in time. Sport championships and records are only recognized if they are held within the time of official championships. Time is the basic term for any managerial work and all sport activities.

The good time management helps leaders and managers making best achievements. The problem which faces managers isn't the short time but misuse of time, and the problem of time management is a current problem whether in family life or career. The time management is an issue which concerns businessmen and sport leaders at different levels; being the problem of our time. (5:40, 64)

Time management importance became clear for persons, institutions, governmental and private bodies. This is the case of the Handball Egyptian Federation's branches in Egypt as representative Handball Federation in each government who has the right to manage sport affairs in this government.

The researcher noticed that achieving branches' activities and goals depends basically on time management.

This was obvious in weaknesses which the branch suffers from, which are represented in lack of activities and the limited number of teams participating in championships and phases.

That's why; the researcher noted the necessity of providing : " A proposed model for' time management of activities of Egyptian Handball Federation's branches

### Objectives:

The research aims to provide a proposed model for' time management of activities of the Egyptian Handball Federation branches through

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answering the following questions: What is the actual status of ' time management of activities of Egyptian Handball Federation's branch? What are the most scientific methods for time management of activities of Egyptian Handball Federation branches? What are the properties of proposed model for time management of activities of Egyptian Handball Federation branches?

**Procedures:  
method:**

The researcher used the descriptive method (surveying studies) which suits the research nature.

**Research community:**

The research community represents members of directorates of branches (95) members, 89 coaches (premier, first-class, second-class and professionals) ,194 referees ( first-class and second-class) and 74 administrators (premier A,B , First-class , Second-class A, Professionals), the sample was selected intentionally randomly and it was 200 persons.

**Data collecting :**

a – In the light of analyzing the specialized references and related studies in research's field (1) (2) (3) (6) (10) (13) (16) (17) (18) (19) (20), the researcher designed two questionnaires to find the fact of time management, the second form to find the best scientific methods of ' time

management of activities of Egyptian Handball Federation's branches, the axes and sentences which got percentage less than 70% have been removed.

**The scientific coefficients of forms:**

**Reality and stability:**

The researchers conducted the scientific coefficients of two questionnaire forms on sample consists of (20 person) of the research sample and outside the sample. The agreement coefficient between each sentence and its total dimension was used to calculate the two forms credibility. The calculated "R" value of time management ranged between (0.51, 0.95) which is bigger than its tubular value at level (0.05), which confirms the sentences credibility. The calculated "R" value of best scientific methods of time management ranged between (0.72, 0.99) which is bigger than its tubular value at (0.05) which shows the sentences credibility, Then the researcher used Test – Re – Test method to find the two forms stability. It showed also that there is a statically significant correlation between first and second applications for questionnaire sentences of time management where the calculated "R" value ranged between (0.96: 0.99) which is bigger than its tubular value at

level (0.05) which the questionnaire stability. Also there is a statically significant correlation between first and second applications for questionnaire sentences of best scientific methods of time management where the calculated "R" value ranged between (0.86 : 0.97) which is bigger than its tubular value at level (0.05) which signify the questionnaire stability. Then

put the two last questionnaire forms, attachment (6,7), and a tri-estimate scale of questionnaire sentences have been put, "agree" (5), "a little agree" (3) , and "disagree" (1).

### Results discussion and interpretation

Showing and discussing the first question: what is the fact for time management of Handball Egyptian Federation?

**Table (1)**  
**The estimated degree and percentage of research's sample responds in form of time management of real fact (N = 200)**

The sentence	Planning		Organization		Directing		Monitoring		Making decision	
	Estimated degree	Percentage	Estimated degree	Percentage	Estimated degree	Percentage	Estimated degree	Percentage	Estimated degree	Percentage
1	٦٠٠	%٦٠	٥٩٦	%٥٩,٦	٦٢٢	%٦٢,٢	٦٣٨	%٦٣,٨	٦٢٨	%٦٢,٨
٢	٥٧٤	%٥٧,٤	٨٣٦	%٨٣,٦	٦٠٨	%٦٠,٨	٥٩٢	%٥٩,٢	٦٣٦	%٦٣,٦
٣	٨٢٤	%٨٢,٤	٥٨٦	%٥٨,٦	٦٠٤	%٦٠,٤	٦٠٢	%٦٠,٢	٦١٦	%٦١,٦
٤	٧٨٨	%٧٨,٨	٥٨٤	%٥٨,٤	٥٩٦	%٥٩,٦	٧٢٨	%٧٢,٨	٥٩٨	%٥٩,٨
٥	٦٧٦	%٦٧,٦	٦١٠	%٦١	٥٨٠	%٥٨	٦٢٨	%٦٢,٨	٦١٢	%٦١,٢
٦	٦٥٦	%٦٥,٦	٦٠٨	%٦٠,٨	٥٧٠	%٥٧	٦٣٤	%٦٣,٤	٦١٦	%٦١,٦
٧	٦٢٠	%٦٢	٥٩٤	%٥٩,٤	٥٧٤	%٥٧,٤	٦١٢	%٦١,٢	٦١٠	%٦١
٨	٦٨٤	٦٨,٤%	٥٥٤	%٥٥,٤	٦٠٦	%٦٠,٦	٦١٤	%٦١,٤	٥٨٨	%٥٨,٨
٩	٦١٢	%٦١,٢	٦٠٨	%٦٠,٨	٧٥٠	%٧٥	٦٢٨	%٦٢,٨	٦١٠	%٦١
١٠	٤٢٧	%٤٢,٧	٨٢٠	%٨٢	٦٠٢	%٦٠,٢	٦٢٢	%٦٢,٢	٦٠٤	%٦٠,٤
١١	٦١٢	%٦١,٢	٦٠٨	%٦٠,٨	٦٢٦	%٦٢,٦	٥٧٦	%٥٧,٦	٥٩٢	%٥٩,٢
١٢	٥٨٦	%٥٨,٦	٦١٦	%٦١,٦	٦١٢	%٦١,٢	٦٢٠	%٦٢		
١٣	٦١٦	%٦١,٦			٦٠٤	%٦٠,٤	٦١٢	%٦١,٢		
١٤	٥٧٦	%٥٧,٦								
١٥	٥٨٢	%٥٨,٢								
١٦	٥٩٦	%٥٩,٦								
١٧	٥٨٤	%٥٨,٤								

Table (1) show that the percentage of sample's opinions about form's axes of time management actual status ranged between (42.7: 82.4%) for planning axis, while ranged

between (55.4 : 83.6%) for organizing axis, also ranged between ((57 : 75%) for directing axis, while it ranged between (57.6: 72.8%) for monitoring axis , and ranged

between (58.8: 63.6%) for making decision axis.

In the planning axis the sample's opinion agreed that in Handball Egyptian Federation's branches "the time factor is one of the most important planning components when making a plan of board director represents the smallest problem and the biggest problems during work and interaction in Handball Egyptian Federation's branches is represented in that " the directorate of branches doesn't determine a time for emergency problems to deal with to save time" where the researcher sees that the directorate solves the problems quickly and randomly so they don't need determining time to solve these problems.

And this what approved by Thabet Abd Elrahman Edrees's assertion that "Finding the suitable solutions for emergency problems and crisis is necessary 2001. (15:399)

This is assured by Mohamed El Sayrfy's opinion 2007 who noticed that determining time for crisis is one of success factors of time management". (13:66)

This result is consistent with results of Marwa Mahmoud Ezzat's study (11) which showed that there is a lack of putting possible hypotheses for solving emergency problems and tests their validity.

Also the planning is a choice between available alternatives, and planning person's usage of time includes realizing how to use it now then deciding how it should be used and finding the proper way to use it.

Abd El Naser Hamouda agrees with his opinion (1) as he mentions that future planning is main part in time management's building and the planning worth the time which spent in, the lesson is the need to apply plans and schedules which have been reached by planning and commitment, this result agrees with results of Wekten's study (17) and Ahmed Mahmoud Abd Eldaym's study (4) where these studies approved that the time is one of most important planning's components for any sport institution.

The sample's opinions, in organization axis, approved that one of the most important problems which branches face

is that there is a specific time to finish work in branch" when it came to the last arrangement, this represent a major obstacle in the way of a good management for time, where there is t specific time for finishing works according to specific appointments, thereby wasting time affects on the time of dealers with branch such as empires, administrators and coaches and leads to wasting e their time in visiting the branch for finishing these works, this result agrees with study's results of Hazem kamal El deen Abd El Azeem (10) which showed that there isn't time for finishing the required work from workers

Also the sample's opinions approved that " the directorates intentionally avoid overlapping between the specializations among different committees of directorate" this because of the importance of proper job functioning, work constancy, and each committees' ability to manage its affairs and achieve its goals in suitable time.

In directing axis, the sample's opinions approved that one of the biggest problems in real fact of time management in Federation's branches is

"incapability of directorate and different committees' members to initiates to reach goals on time, and that only happens through incentive and motivation, where the motivation contributes to managerial operations' success, more impetus generates more initiative inside person to reach a goal on time thereby directing person to achieve organizational goals.

The sample's opinions approved that "communication inside branch has a vital role in facilitating person's work functioning. That what Sayed El Hawary approved (2000) who mentions that communication plays an important and vital role in modern management and miscommunication leads to bad management and thus wastes time. Mohamed ElSayrfy agrees with his opinion (2007) where he mentions that time is one important means from communication means and it sounds that communication systems is one of the ways to face time wasting .(14:88) (13:75)

This result agrees with the studies of Marwa Mahmoud Ezzat (11) and

Hazem Kamal El deen Abd El Azeem (10) where these studies confirmed the importance of communication and its role in good management of time and the necessity of developing communication.

In supervision axis the researcher found that sample's opinions approved that one of biggest problems in time management inside branches is what is indicated in this sentence "the monitoring inside Federation's branches aims to mend and treat problems ", author attributes that to the fact that monitoring of branches must be done correctly to achieve the desired goals, Ali El salmy confirmed that when he mentioned that monitoring is showing weakness points and mistakes in implementation to treat these errors and prevent its recurrence in proper time, and incapability of the system of monitoring to detect deviances leading to waste of time. (5:81)

Also sample agreed that "there is weakness in managerial monitoring on branches' performance" this is because there is weakness in managerial monitoring on

branches' performance which leads to lack of branches' compliance with Federation's goals also non compliance with assigned times to complete branches' task. Waleed Abd El latif Houna confirmed that (1991) as he believes that conducting a plan and follow-up are necessary for managing time, and conducting plan is also necessary for monitoring job, functioning job can't be done without plan or standard where the results are compared with, follow-up modifying plan , schedules and performance in line with goals and the surrounding circumstances , all these points represent the monitoring itself . (16:115)

in making decision axis, the researcher also found that one of the most important problems in making decision axis what is indicated in the following sentence:"branch's directorate doesn't make suitable decisions during crisis in the suitable time which affects on these problems which leads to wasting time and the lack of access to suitable solutions during crisis, also the failure to reach the branch's goals. The researcher sees that the directorate is the

responsible for making decisions and the coaches are the most affected class by making decisions in these situations. This result agrees with a study of Marwa Mahmoud Ezzat (11) also agrees with what she mentioned by Maryo Hanez and Andrews, they all mentioned that decision should be made in the proper time

because the decisions is a means to put managerial techniques into action. The correct decisions should be made in the suitable time during crisis. (12:30) (7:108)

The second question: discussion of findings: What is the actual status of the best scientific methods for time management in Handball Egyptian Federation?

**Table (2)**  
**The Estimated degree and percentage of research sample's**  
**responds about the best scientific methods for time management**  
**(N = 200)**

sentence	Putting The suitable person		Authorization limits		The committees attending		Goals division		Time division		Time specification	
	estimated degree	percentage	estimated degree	percentage	estimated degree	percentage	estimated degree	percentage	estimated degree	percentage	estimated degree	percentage
1	٧٢٠	٧٣	٧١٨	٧١,٨	٧٢٠	٧٢	٧٠,٤	٧٠,٤	٧١٢	٧١,٢	٧١٢	٧١,٢
٢	٦٩,٤	٦٩,٤	٧١٦	٧١,٦	٧١٢	٧١,٢	٧٣,٤	٧٣,٤	٧٥,٤	٧٥,٤	٧٠	٧٠
٣	٥٠٠	٥٠	٧٦٢	٧٦,٢	٧٣٢	٧٣,٢	٧٢,٤	٧٢,٤	٧٣,٤	٧٣,٤	٧٣,٤	٧٣,٤
٤	٧٠,٦	٧٠,٦	٧١٢	٧١,٢	٥١٨	٥١,٨	٧٢٠	٧٢	٦٩٨	٦٩,٨	٧٣,٦	٧٣,٦
٥	٧١,٤	٧١,٤	٧٢٦	٧٢,٦	٧١,٤	٧١,٤	٧٣,٤	٧٣,٤	٧٣,٢	٧٣,٢	٧٦,٢	٧٦,٢
٦			٦٩٠	٦٩			٧٤,٦	٧٤,٦	٧١٠	٧١		
٧							٧٠,٦	٧٠,٦				

Table (2) showed that the percentage for sample respondents' opinions about the form axes of the best methods of time management ranged between (50:73%) . As for the axis of assigning the suitable person in suitable place, it ranged between (69:76.2%),

for the axis of Authorization limits, it ranged between (51.8:73.2%) ,and axis of committees attending, ranged between (70.4:74.6%) for the axis of goals scheduling , it ranged between (69.8:75.4%) for the axis of work scheduling

, it ranged between (70:76.2%)

For axis of assigning a suitable person in suitable position sentence of "the positions are entrusted to persons according to their abilities" comes first, because it is one of the best time management methods where persons differ in their abilities, and these abilities (personal factors) may be one of time wasting factors. If a position is entrusted to persons who have time management abilities we will ensure good time management.

The sample respondents' opinions agreed that one of the best methods in axis of authority limits that is represented in the sentence of "All directorate and committees members should be familiar with all work details"

The researcher sees that the familiarity of all directorate and all committees members in branches with all work details, nature, procedures, and the way of conducting and finishing these procedures is one of the most important steps of authority delegation. What is mentioned earlier is basic for authority delegation inside directorate and different

committees, it is also the first step in success of authority process because realizing all work details helps the person in the authority to give orders and complete tasks.

Hazem Kamal El Deen Abd El Azeem (10) confirmed that 72% of managers don't trust workers due to lack of experience or because they don't want to load workers with responsibility, so no tasks are entrusted for workers.

As for the axis of attending committees meetings, the researcher also found that the sample respondents' opinions approved that sentence of "the works are approved after discussed by the board of the directorate.. The sample respondents' consensus on the necessity of approving works after introducing them to directorate board is attributed to the importance of this procedure in projects implementation which provided by the branch. After approving works the directorate should determine steps and ways of conducting these projects, and defining a certain time for each procedure by directorate.

What is mentioned earlier have a great effect on



time management well while it helps branch's directorate achieving its goals and Federation goals within specific and clear time plan. Approving works after being discussed by the board of directors makes it inevitably-implementable . Through this means these works are performed and their defined time ensures carrying them out as required and on time.

The sample respondents' opinions agreed on goals scheduling axis as the most important method for goals scheduling represented in the sentence of "the goals were divided and scheduled so as to be achieved "

This confirms necessity of scheduling goals and determining deadlines and appointments of each goal as one of 10 points should be taken into consideration for effective time management. Thabt Abd Elrahman Edrees(2001) (15) confirms the necessity of scheduling goals and its priority according to its relative importance degree which helps best use of available . Determining and scheduling goals are the first step to overcome time wasting factors . Nasser Hamouda

agreed with them in the same opinion (2003)(1), the researcher attributes that to the fact that progress measured by one scale or one standard at any sport or non sport institution , this scale is achieving goals defined by directorates for every institutions whether if these goals are short or long term according to certain time plan. Achieving these goals within a certain time and adhering to this time is one of the most important methods for good time management.

The sample respondents agreed that one of best methods of work division represented in the sentence of: "the branch finds its priorities from time to time which help in achieving its goals on time" The author attributes agreement on branch's determining priorities each period to its importance in making efforts and encouraging to reach the required goals on time with less effort, determining priorities help branch putting the goals which achieve these priorities, the branch works hard to put a timetable and a schedule to achieve the goals. The goals can only achieve

branch's priorities by determining the steps which help us reach these goals and adhering to the defined time to do these steps, Mohamed El Sayrfy's opinion copes with this (13) he sees the necessity of determining priorities because it is one of the most important steps of reaching goals. When the branch unifies and determines priorities to certain periods and notifies and directs all efforts to make these priorities through assigned timetable. it will be one of the most important steps of achieving branch's desired goals. Moreover identifying assigned timetable to make branch priorities. and adhering to this agenda is a proof of achieving these priorities on time. that was earlier confirmed by Hazem Kamal El deen Abd El Azeem (10) who realizes the necessity of scheduling tasks to save effort and time and reach goals. Also sample respondents agreed that one of the best methods for time specification axis represented in sentence "specification (division) branch's time leads to reach goals according to the certain time plan"

Showing and discussing the third question: What are the properties of the proposed model for time management of Handball Egyptian Federation branches activities?

**The proposed model:  
Philosophy of the proposed model:**

The philosophy of proposed model is based on several points including:

- Conviction and faith of branches board's members and different committees' members in the importance of time management in Federation's branches
- Their belief that they are responsible for applying time management correctly to achieve the goals of time management
- Those dealing with branch should be convinced of the importance of making gradual change in work's time management and believe that this is the way to achieve progress in sport.
- Boards and different committees' knowledge of time importance for all managerial processes (planning, organization, directing, monitoring and making decision) also their knowledge of the best scientific methods

to manage time (assigning the suitable person in suitable position , authority limits, committees attending, goals division, time scheduling and time specification).

- Starting to apply such procedures to work system inside branches.

**The model is based on several basics including:**

1- The Federation has a great responsibility to create a suitable atmosphere to activate time management inside branches because of its importance in achieving Federation goals and its conviction of time management process where all persons should work to achieve it.

2- The members of director boards and committees applies the principles and basics of time management in all managerial processes, time management should be first means to achieve branch and Federation's goals through applying best methods of time management.

3- The members of director boards should start identifying disorder and disadvantages in time management through identifying the real status of time management in Federation's branches applying

the proposed questionnaire of the research.

**Second: the proposed model's goals:**

1- Creating an atmosphere and gradual changing to make time management the dominant process to manage all branch processes.

2- Achieving Federation's goals in pre-defined time in Federation's plan by the branch.

3- all members of directorate and committees inside branch should work on improving the branch performance and achieving its goals through time management.

4- Applying best scientific methods of time management in Handball Egyptian Federation.

5- Improving time management in all aspects of branch and working on evaluating the results and performance continually to develop and improve it.

**Carrying out techniques:**

**Preparation phase :**

This phase seeks to prepare and create a suitable atmosphere in Federation's branches to accept changing which will occur in behavior towards time, planning, organizing, directing, monitoring and making

decisions in certain periods of time, and discussing and facing disorder which will happen in each one of these processes.

This stage includes the following:

conviction of supreme management and directors boards of time management importance inside Federation's branches because of its great influence on achieving branch goals in the short-term with necessity of clarifying some examples of success in time management through clarifying importance of time management in different managerial processes (planning, organization, directing, monitoring, making decision) and connecting that with managerial processes in branch.

Principles and basics of time management which revealed by several studies should be published and clarified, in these directorates especially studies which were conducted on sport organization and institutions because of the similarity among those institutions.

The branch should identify its lack of aspects and evaluate the real status of its time management.

Thus the degree of the importance of branches for time management with regard to its activities and different managerial processes can be determined.

#### **planning phase:**

This phase seeks to give importance for our first steps towards good time management in branches of Handball Egyptian Federation. This phase including many steps:

- well - training the members of branch directorate and members of committee on time management through designing models for different managerial processes, and important instructions for time management should enclose these models, this should be a part of championship project organized by the branch, also it should set goals for this project and associate achieving it with certain time, besides interesting in training on scientific method of time management inside branch.

- Preparing and making written plan applied for training on managing time with the form which ensure achieving the goals of time management.

#### **training phase:**

In this phase the members of branches' directorates and committee members are trained to apply the plan and facing problems which come out of it, and provide proposals to solve the arising problems from applying the plan.

**the implementation phase:**

This phase includes implementing the targeted plan and it comes after preparing and planning timetables, the members of branches directorates, committee and branch management and each one connected with branches should conduct this plan.

**monitoring and evaluation phase:**

This step has been conducted to find achievement degree through a good time management explore/ handle strengths and weaknesses. This phase aims to continuity of programs and plans also support efforts for continuous improving and developing through evaluation and continuous following-up before, after and during plans and programs which seek to improve time management.

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