

Time Management: Concept, Technique and Impact upon Performance

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Abstract

This paper describes about the concept of time management, the effective techniques of time management and the impact of time management upon performance. It explores several techniques of time management practiced in different situations and different organizations through different samples of population. Effective time management brings focus upon the work and contributes towards productivity. By methodology, it was an extensive literature-review study. Through content analysis of vast literature search, it has been concluded that the term “time management” is actually. Time is not an accessible factor. It is about ‘self-management’. Effective time management increases the performances of individuals and organizations. It has been found the Meta analysis of multiple descriptive and empirical studies explaining the effects of time management have been found positive on outcomes, performance and job-satisfaction. The key to successful time management is planning and, then, protecting the planned time. Time management is not only referred to business or modern science. It has its importance in religion, too. The Quran and Hadith strongly declare war against purposeless life. Time management in Islamic perspective concentrates upon maximizing the productivity. Time Management has special strengths in identifying the most productive time spans. It gives practical mechanism for utilizing each moment of life in the most efficient, the most beneficial and the most productive manner. Effective time management brings focus upon the work and contributes towards productivity.

Keywords: *Time management, time wasters, time savers, self- management, planning, procrastination, conditioning.*

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Introduction

The knowledge about time management and technique of time management is very important for everyone who wants to work effectively. Time is the most important asset in life. Time once passed can never come back in one's life. That is why the effective, efficient, judicious, productive and skillful use of time is of high value for everyone whether he is a common man or an expert one in the specialized area. It is essentially demanded everywhere for better performance. The asset of time has significant impact upon other resources of life, too. The national resources of country can be enhanced in every sector through better time management. Thus, scope of time management cannot be underestimated in any area of life ranging from a school assembly to the national assembly of parliamentarians.

Time management is not optional rather it is compulsory for everyone. Time management is a topic of great interest for readers, writers, learners, teachers, employers, employees, individuals and organizations. It has been observed that habit of time management can be developed only through determination and practice. People can be trained in time management practices. Different studies have provided different techniques of time management and thereby different time-savers have been identified for the purpose. There have been nominated selected ways of effective time management. Apart from the western literature, the Quran being the complete code of life for everyone has given the most successful principles of time management. The most successful personality of the universe i.e., the Holy Prophet Hazrat Muhammad *sall-Allah-o-alaih-i-wa alihee wa sallum*, has taught the whole humanity the time-tested practical principles of time management. The critical analysis of time management related studies has shown positive correlation of time management with academic achievement and organizational performance. It had impact upon satisfaction and the well being of life. This search was not restricted to any country or year of publication. It included scholarly research articles upto 2021. It included quantitative studies, empirical studies, qualitative studies upon this topic. In the final phase of the study, the concept of time management as emphasized by the Quran and Hadith has been elaborated in detail. Twelve citations from the Quran and fifteen citations from the Holy Hadith have been stated to present the Islamic universal time management approach. This study includes knowledge about procrastinators, drifters and time wasters, too. If, one eliminates procrastinators, drifters and time wasters from one's life, the performance and outcome can enhance progressively and productively. The current study about time management, thus, guides towards action- oriented approach of life.

It particularly finds that monitoring of work environment ,cleaning the desk, having all paper work filed away , managing a good assistant, polishing decision making

skill and setting deadlines can improve time management. Similarly, identifying priorities, combating procrastination, avoiding craze of over commitments, establishing a quiet hour , avoiding over scheduling and completing the most important task first are very helpful in time management. The Quran warn us that Allah will never give respite to any soul when its promise arrives.

Objectives of Study

Following were the objectives of the study:

1. To elaborate the concept of time management through literature search;
2. To explore and enlist the most effective techniques of time management;
3. To investigate the perceived impact of time management upon performance.

Significance of the Study

The concept and techniques of time management are very important in everyone's life and behaviour because time management has impact upon performance. It has been revealed through the results of this study that time management is more appropriately a sort of self-management. As much as one becomes capable of managing oneself in an excellent and efficient manner in view of the needful or existing circumstances or demands so much he becomes successful in dealing with that situation. The awareness about different number and different techniques of time management in different situations and settings can be very fruitful for the individual and the organization where he works. The significance of this study and its result lies in its potential for the enabling the private and public sector officials and workers to apply the most effective techniques of time management which would begin more increase in the performance with less time wastage or less performance retardation.

Methodology

The paper is based on the following procedural techniques:

It is a descriptive form of research by method. Its findings can be applied in the relevant scenario. Content analysis of the relevant research reports ranging from 1972 to 2021 with inclusion of one citation from 1959, too for analytic induction and deduction; Integrative comparison among different psychologists', reviewers' and theorists' techniques of time management; Review of related literature available upon time management for inferring findings and building theoretical conclusions.

Validity and Reliability of Data Collection Tool

Content analysis was used as a major tool of research in this study. Fraenkel and Wallen (1993) endorse that contents being analyzed are not influenced by the researcher during content analysis process. The information that cannot be acquired through direct observation can be got through such analysis. Similarly, replication of a content analysis by another researcher is relatively very convenient. This was a literature review study. That is why content analysis of time management researches and reports was relevant tool or technique hereby. The experts recommended content analysis, repeated readings, analytic induction, deduction, integrative and interpretive comparisons as valid and reliable research tool and technique for a literature review study. The accessible time management works and reports' citations and details ranging from 1972 to 2021 bearing one citation from 1959, too, were included into this study without any discrimination of race, region or country. O'Kane used a combination of content analysis and grounded theory to find out the social impact in a computer mediated study (University of Georgia, n.d.)

Review of Related Literature

Claessens, Eerde, Ruttle and Roe (2007) have studied 32 empirical studies on time management which were conducted between 1982 to 2004. Claessens et al (2007) have found that time management was already discussed in 1950s & 1960s. Several authors have proposed methods on how to control time issues e.g., Drucker,1967; Lakein,1973 & Mackenzie,1972. They suggested simple remedies i.e., work plan writing down on the papers, prepare 'to- do-lists', etc. According to Claessens et al, McCay (1959) developed a time management programme.

Khan, Farooqi, Khalil and Faisal (2016) explored relationship of time management with teachers' performance. Eighty-four secondary schools of Sahiwal district were involved in this study. Data were collected from 360 SSTs. Teacher performance was checked in the light of students achievement result in English endorsed by Board Gazette 2013. The performance of students was correlated with teachers' time management technique used thereby. The study showed that there was found significant relationship between teachers' time management techniques and their students' performance. Alshammari and Pivkina (2017) conducted a study to find out the relationship between time management courses with online interactive textbooks and the performance of the students. There was found that students who did their reading assignments earlier they showed significantly better performance than those who did their assignments late in Discrete Mathematics. Razali, Russiman, Gan and Arbin (2018) conducted a study in Malaysia to determine the relationship between the time

management and academic achievement of students. It was found through factor analysis result that time planning, time attitudes and time wasting were associated with time management. All sorts of time management behaviours were significantly found related to students' academic achievements. Time planning was found most significant correlated predictor. This study was limited to self-reported data, i.e., academic performance (CGPA) inclusive of other variables relying on memory. Adams and Blair (2019) examined in the self-reported time management behaviours of undergraduate engineering students that effective time management had association with greater academic performance. Academic performance of the students e.g., GPA was acquired through institution's administration. Time management factors were found influencing the academic performance of the students. This study established a clear link between student time management behaviours and GPA. Correlations were found statistically significant. Aeon, Faber and Panaccio (2021) conducted meta-analysis of 158 studies covering 53, 957 participants. They included in its literature first modern time management book- 'The Time Trap'(1972) by MacKnezie and expanded thereby literature research up to till today. The result of the studies showed that time management had a moderate impact upon the performance of work site. There was found difference between result-based and behavior -based performances. However, the effect size for the result-based performance was found lower than that of behavior-based performance. The result also indicated that people showed good performance at work than better GPA at school. It was also verified that strength of the relationship between time management and job performance increased over the years. Further evidenced was also found that the effect of time management on life satisfaction was 72% stronger than that upon the job-satisfaction.

However, relatively little research is available on the process involved in using one's time effectively. According to US Geological Survey (n.d.), it is common to have multiple overlapping commitments in a time-pressured world. Thus, more research is needed for time management in such situations.

Al-Jeraisy has also comprehensively accomplished a time management model from an Islamic and administrative perspective keeping in view the teachings of the Holy Quran and the Holy Prophet Hazrat Muhammad (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*).

Data Collection: Theoretical perspective

It was a literature review and theoretical study. Following sequential steps were involved in its data collection:

1. Exploration of sources of data

2. Location of data
3. Scrutinization of data
4. Derivation of data
5. Categorization of data
6. Integration of data

The Concept of Time Management:

Its concept can be elaborated through following different definitions:

Spontaneity, balance, flexibility and control over time (Lakein,1973); A habit developed only through determination and practice (Simpson,1978); Prioritizing and respecting the priorities (Soucie, 1986); Setting priorities and scheduling tasks (Jordan et al,1989); The process by which an individual more effectively accomplishes tasks and goals (Schuler, 1979); an ability to obtain control over the timing and the content of what he/she does (Onsken & Wass,1985); The ability to predict how much time is needed for the activity (Kelly,2002) Cited in (Zerihun & Krishna,2012). Time management is learning to use time judiciously.(Geber,1985); It is an ability to manage and control time (Peddison,1995) Cited in (Tasmia & Bashir, 2005)

While analyzing all these aforementioned definitions of time management, it can be concluded that time management is a comprehensive practical process. It involves skillful prediction about how much time is needed about the planned and prioritized activities. It depends upon self-regulation for the better accomplishment of goal-oriented activities. This skill is learnable through practice and training. Drucker as cited in Mohamed (n.d.) maintains that time is the most sacred resource. If it is not managed, nothing else will be managed.

The Most Effective Techniques of Time Management

According to Chapman (n.d.), following tips are very important for the effective time management:

Monitor your work environment; lay out, IT equipment, etc. Fix it up for efficiency; Have a clean desk; Have all paper work filed away unless you are working on it; Depute as much as possible to others within the rules of delegation; If you can't stop interruption then go elsewhere when you can utilize time alone. If you can, manage a good assistant, secretary; Polish your decision-making power ; Summon up JFDI-[Just Flipping Do It; Soon night, so you work]; Learn to say 'No' politely & positively when something is rightly beyond your capacity ; Always set deadlines to establish the true situation; Practice time management tools, matrix, templates, and examples.

These tips emphasize the appropriate adjustment with the environment and better logistic arrangement.

Ferner (1995) has pointed out Thirteen (13) Key time savers under the title of successful time management: Identify priorities; Begin with a-priority tasks; combat procrastination; subdivide big and difficult tasks; establish a quiet hour; find a sideway; learn to speak 'no' learn to delegate; add similar tasks; curtail routine tasks; avoid perfectionism; avoid craze of over commitment; do not over schedule. Among these 13 time savers, more are common as given above. However, terminology or phraseology of the techniques is different .i.e., Chapman advises to go elsewhere to utilize time alone. Ferner recommends to find a sideway.

According to Bates (2014), following are the important time management tips:-

Accomplish most important task first;

Sleep at least 7 to 8 hours; devote your complete attention to the task at hand;

Take an early start; Don't allow unimportant details to drag you away; Convert key task into habits; Be conscious of amount of TV interest/gaming time; Finalize a time limit in which to complete task; Arrange a buffer-time between tasks; Don't think of the totality of your to-do list; Exercise regularly and eat healthily; Do less and do things that really matter; Adopt the habit of utilizing weekend , just a little bit; Develop organizing system; Do something in during waiting time; Commit to your goal to do something; Batch similar task together; Find time for tranquility.

These tips emphasize early, prioritized and planned time management rather healthy and useful self- management.

According to Trikha (2012), following are the selected ways of effective time management to accomplish more in less time:

Spend the day eliminating time wasters / prioritizing tasks / getting the main things done without multi-tasking; Systematize repetitive tasks; Categorize your tasks by A/B/C: A: urgent & important tasks; B: important but not urgent; C: tasks neither urgent nor important. Here it looks that Trikha shifts focus from multi-tasking to urgent tasking.

Productivity becomes high if the tasks that take less time are completed at first. These tips lay emphasis upon the systematic and need- based work accomplishment.

According to Zerihun & Krishna (2012), following are the six principles of time management:-

To be aware of self; to structure time appropriately; to set goals & priorities; to increase personal efficiency; to schedule time for activity; to schedule relaxation time. It becomes evident through these principles that Zerihun and Krishna lay more emphasis on self-awareness and personal efficiency for time management.

According to Zerihun & Krishna, seven time management tips should be considered by the managers:

Never waste your time; Make sure the time savers are really saving your time;

Separate the important from the merely urgent for your staff; Tell them why; Why do I have to do this? Allow reasonable time for task; Encourage to do one thing well; Have productive staff meetings.

Sayed Asim Mehmood (2016) advises association with the nature (natural scene) and avoidance of a perfectionist approach in every aspect. He appreciates discipline, too, for better time management. These are natural techniques of time management. According to him, span of day can be extended through these tips. Concludingly, these principles realize about the aspects of purposefulness and usefulness in the concept and technique of time management. Avoidance of the wastage of time is peculiarly singular point which looks end-point in this whole description. Next to it occurs the most useful, the most productive and the most effective time management. It is viewed then that self-management and personal efficiency matter more thereby as effective techniques.

The Quranic Concept of Time Management

The Quran has attributed high value to time. For example, Allah Almighty stated in the Holy Quran: “(I swear) by the time of my beloved Prophet” (Sura-tul-Asr (103):01). (Eng Trans: Auolakh, n.d., p.888). Similarly, it has also been stated in the Holy Quran: “All things are with Him by a set measure.” Surah Ar-Ra’d (13):08 (Eng Trans: Al-Qadri, Aqib, n.d., p.265). The Quran warned us, “And Allah will never give respite to any soul when its promise arrives.” (Surah Al-Munafiqoon ((63):11)) (Eng Trans: Al-Qadri, Aqib, n.d., p.655). The Quran made us aware of, “Undoubtedly in the creation of the heavens and the earth and the alternation of night and day are signs for the intelligent.” (Sura Aal-e-Imran(3):190) (Eng Trans: Al-Qadri, Aqib, n.d., p.80). The Quran realized us “So do you think that We have created you needlessly, and that you do not have to return to Us?” (Surah Al Mominun (23):115). (Eng Trans: Al-Qadri, Aqib, n.d., p.388). The Quran realized us about the coming moment, “The unjust will say, ‘O our Lord! Give us respite for a little while - for us to obey Your call and follow the Noble Messengers.’” (Surah Ibraheem (14):44). (Eng Trans: Al-Qadri, Aqib, n.d., p.277). The Quran instructed us to manage for seeking goodness in this world

and hereafter, “Our Lord,! Give us good in the world and good in the Hereafter”. (Surah Al-Baqarah (2):201)(Eng Trans:Al-Qadri,Aqib,n.d.,P.33) “And do not forget your part in this world.” Surah Al-Qasas (28): 77). (Eng Trans: Al- Qadri, Aqib,n.d.,P.446). Allah Almighty has subjugated this universe for sake of humanity’s welfare. The Almighty Creator has endowed man the resource of time to harness the available other resources for goodness in this world and hereafter with perseverance and steadfastness. The Quran appreciated steadfastness in life:

“Surely, those who say, “Our Rubb (Sustainer) is Allah, and then are steadfast by it. No fear shall be upon them nor shall they be grieved.”(Surah Al-Ahqaaf (46):13)(Eng Trans:Auolakh,n.d.,P:730). Hazrat Anas bin Malik (Razi Allah-o-Anho) had reported the Almighty Allah’s Prophet (Sall-Allah-o-Alaih-i-wa Alihee wa Sallum) as saying: “Allah the Almighty has granted me honour over all men for perseverance in confronting the most formidable afflictions or trials.”(Tarikh Ibn-e-Kaseer,Vol : 06 , P. 60) (Cited in Ludhianvi , 2013, P.32). ‘Athbat-un-Nas’-the most persevering of all people- is the bounteous name of the Holy Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*). (Ludhianvi , 2013 , P.32) ‘Al-Asadd’- the most steadfast-is another bounteous name of the Holy Prophet (*Sall-Allah-o-Alaihi wa Alihee Wa Sallum*).(Ludhianvi , 2013 , P.145) Persistence and steadfastness in doing the needful and useful task enhance performance. So, the feature of persistence to the task is very important in time management.

The Quran ordained about managing each and every moment of life as under:

“Say, “Undoubtedly, my prayers and my sacrifices, and my living and my dying are all for Allah, the Lord of the Creation.”(Surah Al-Ana’am (6):162)(Eng Trans: Al-Qadri, Aqib,n.d.,P.157). The performance of obligatory duties at their fixed timings has been ensured in these words in the Holy Quran “The regular Salat (Muslim prayers) have been made obligatory at the fixed timings for all the believers (Muslims)”. (Surah an-Nisa (4):103) (Eng Trans: Auolakh,n.d.,P.154). Also translated in these words,“As-Salat (the prayer) is enjoined on believers at fixed hours.”(Surah An-Nisa (4):103)(Eng Trans: Al-Hilali & Klan, 1419 A.H,P.127)

There Quranic orders instruct the accomplishment of task in life simultaneously at their fixed timings. The Quran announced happy and truthful news for the believers and self-managers,“And He has subjected to you the night and the day, and the sun and the moon;”(Surah An-Nahl (16):12) (Eng Trans: Al-Hilali & Klan,1419 A.H.,P.348). It becomes visible here that the Creator Almighty has first given us capacity and capability to utilize and manage time through natural phenomena and then He has held us answerable to its use. These Quranic orders instructed us about purposeful, thoughtful, optimal and persistent use of available leisure and time. It implies hereby that there may be judicious use of given time.

Time Management in the light of Holy Prophet Hazrat Muhammad (Sall-Allah-o-Alaih-i- wa Alihee wa Sallum)’s Hadiths:

The Prophet Muhammad (*Salla-Allah-o-Alaih-i-wa Alihee wa Sallum*) said: “On the day of Resurrection, the feet of man will not move away till he is questioned about five matters, how he spent his life-time ; how he spent his youth ; from where he acquired his wealth and how he spent it, and what he did with his knowledge.” (Sunan Al-Tirmazi,Hadith:2416); (Al Halabi as cited in Mohamed,n.d.). Allah Almighty’s Prophet (*Sall-Allah-o-Alalih-i-wa-Alihee wa Sallum*) said,“Grasp the five things before five others. Your youth before your old age, your health before your illness, your riches before your poverty, your leisure before your work and your life before your death.”(Mustadrak Al- Haakim : 4/341;Al-Sunan Al-Kubra Lil-Nasai,Hadith7846); (cited in Mohamed,n.d.). The Prophet (*Sall-Allah-o-Alaih-i- wa Alihee wa Sallum*) also narrated:

“There are two blessings which many people lose. (They are) health and free time for doing good.” (Mustadrak Al- Hakim:4/341,Sahih Al- Jamia Al- Saghir,Hadith:6778). The Holy Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) prayed, “O Allah, I seek refuge in You from laziness and disability”.(Sahih Al – Bukhari,Hadith No:6368); (Sahih Mulism: Hadith No.7084). It has been warned involvement in useless pursuit of knowledge in the Holy Hadith in these words,“O Allah,I seek refuge in You against the knowledge that is not useful”.(Sunan Al- Nisai, Kitab-ul-Istiazah). Thus, it has been severely warned against wastage of time and useless activities of life.Laziness causes wastage of time. Similarly, involvement is useless knowledge is again wastage of time. That is why it has been disliked.

Hazrat Aisha (*Razi Allah-o-Anha*) reported a Hadith that the Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) said,“Rise early to earn your living and do your affairs, for it brings about blessing and success”. The Holy Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) has prayed,“O Allah, infuse Your blessings in the time of morning for my Ummah!”(Sunan Abi Dawood, Hadith:2608 ; Sunan Tirmazi, Hadith:1212).

It guides about the most beneficial and blissful span of time for pleasant work output. Hazrat Aisha Siddiqah (*Razi Allah-o-Anha*) reported that when Holy Prophet(*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) was granted choice of taking one option out of two, he would choose the easier one provided that it were not a sin.(Bukhari)(Cited in Siddiqui,2016). Hazrat Aisha Siddiqah (*Razi Allah-o-Anha*) further reported that the Holy Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) advised,“O people, do your deeds according to your capacity”.(Muslim, As-Saheeh, Kitab Salat-ul-Musafirin,540/1,Hadith:782)(Cited in Ali Bokhari, 2014). Hazrat Huzaifah Ben Yemaan

(Razi Allah-o-Anho) reported that the Holy Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) said that it did not suit a Momin that he might dishonor himself, i.e., that he might embrace such a turmoil and test for which he could not have courage and capacity to get through it. (Sunan Tirmazi, Ibn-e-Majah, Ahmed, Tabrani) (Cited in Siddiqui, 2015). Guidance for timely rather early accomplishment of assigned tasks becomes available in these words:

“Do not wait for the morning when it gets evening and do not wait for the evening when it gets morning.” (Bokhari, As-Saheeh, 2358/2 : 6053) (Cited in Ali Bokhari, 2014, P:35).

The Prophet *Sall-Allah-o-Alaih-i-wa Alihee wa Sallum* said, “Speak to the people keeping in view their level of understanding.” (Bukhari) (Cited in Importance of communication, 2016, September, P.24). This principle and technique of speech saves oneself from useless communication and wastages of time. Similarly, the Prophet *Sall-Allah-o-Alaih-i-wa Alihee wa Sallum* had advised, “if a man gives up contention, even when he is in the right, a house will be built for him in the loftiest part of the garden.” (Tirmidi) (Cited in Importance of communication, 2016, September, P.25). Again, this advice refrained oneself from indulging in unending sheer wastage of time. The Holy Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) had stated, “Do your work well planned and thoughtfully. If its end seems good to you, then, it should be continued. If you apprehend that its end would lead you astray, then, it should be stopped.” (Sharh-us-Sunan, Miskkat, Bab-ul-Hazr wat Tanee, Hadith No.2010) (Cited in Jundran, 2001, P.92).

Hazrat Imam Zain-ul-Abideen Razi-Allah-o-Ta’ala Anho reported that the Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) declared that a man becomes good muslim only then when he gives up vain and useless talks. (Sunnan Tirmizi, Hadith No.2488.) (Quoted by No’mani Qadri in Chirya Koti, 2011, p.12)

Gulen (1998) stated that the Holy Prophet (*Sall-Allah-o-Alaih-i-wa Alihee wa Sallum*) was a man of deliberate action. He always acted with deliberation. He never neglected to consult others but when he took some decision he did not express any sort of hesitation in its implementation. Time management is intended for enhancement of practical work and performance. The intent of time management in the light of these Holy Hadiths is doing good deeds without any delay. It has been advised thereby that not to wait for the morning when it gets evening and not to wait for the evening when it gets morning. Indeed, so instant and appropriate use of time for the good deed has remained permanent feature of the Holy Prophet (*Sall- Allah-o-aliha-e -wa alihee wa sallum*) throughout his (*Sall -Allah-o-aliha-e-wa alihee wa sallum*) blessed life .

Muslims Philosophers' Opinion about Time Management

Sayyed Ali Hujweri writes that time gets purified through the usage of existing present moment. If somebody gets indulged in tomorrow's fearful speculations then he will remain hidden from the arena of time (Nayeemi, n.d.)

Allama Muhammad Iqbal wrote:

“Agar imraz-e-tau tasweer-i-dosh ast

Bekhak-i-tau sharar-i-zindagi nayst” (Rija , 2003, p.31)

“If thy To-day reflects thy yesterday

No vital Spark within thy Dust can be”.

(Eng Trans: A.J. Arberry cited in Rija, 2003, p.31)

This very cited portion again emphasizes the better use of available ‘today.’

Principles of Time Management Derived from the Quoted Quranic Verses and Holy Hadiths

They are as under:

1. Principle of viewing time as the most precious asset;
2. Principle of time allocation in accordance with the set measures for the doings;
3. Principle of promise and covenant fulfillment ;
4. Principle of abiding by the natural routine of work and relax / rest / sleep timings;
5. Principle of persistently sticking to the goal achievement.
6. Principle of accountability to the Creator for even a single moment of time;
7. Principle of using time meaningfully and purposefully;
8. Principle of refraining oneself from any useless activity;
9. Principle of managing time both for the good of this world and hereafter;
10. Principle of not forgetting one's share in this world.,
11. Principle of seeking refuge in Allah Almighty against disability, laziness and sluggishness;
12. Principle of spending each and every moment of life for seeking the Pleasure and Will of Creator Almighty;
13. Principle of starting each work after thoughtful planning;
14. Principle of remaining all the time fully aware of one's ongoing task upto its good ending;
15. Principle of focusing upon the available current moment of life for its best usage;
16. Principle of deliberate action instead of speculation.

Techniques of Time Management Derived from the Quranic Verses and Holy Hadiths

They are as under:

1. Allocating time in set measures for set tasks;
2. Showing persistence and steadfastness in the fulfillment of assignments;
3. Taking responsibility according to one's own capacity;
4. Choosing easier lawful option if there are available more than one options;
5. Using morning time as the most blissful and productive portion of time;
6. Avoiding long hopes and long plans building;
7. Keeping ever oneself away from disappointment in self and others;
8. Giving up contention during dialogue and discussion;
9. Speaking to the people keeping in view their level of understanding;
10. Thoughtful planning before start.

The Approach and Philosophy of Time Management Derived from the Quran and Sunnah

Allah Almighty the Creator of the Universe has made the night and the day; the sun and the moon and the universe subservient to man. The man should benefit from all of it all the time rightly and optimally for seeking the pleasure of His Creator and the welfare of His all creatures. The man should not indulge in the misuse and wastages of time at all. Because, his deeds are being noted down and recorded during each and every moment of his day and night for sake of accountability. So, a man's approach should always be good-oriented. Wastage of time is not allowed at all.

Concludingly, the Quranic ayt No.12 of Surah Ah-Nahl cited in the quoted Quranic ayat above mentioned reminds us all the time: " And He has subjected to you the night and the day, and the sun and the moon". Similarly, it is overall concluding point gleaned through the above given quoted Hadith literature that a man becomes good Muslim only then when he gives up vain and useless tasks.(Sunnan Tirmizi)

Perceived Impact of Time Management on Performance and Productivity

Al-Hindi as cited in Mohamed (n.d.) says that time is so valuable and irreplaceable that countries and organizations are all concerned with its proper

investment. So, if it is not effectively utilized, so much will be lost. Time lost never comes back". If time is properly used it can maximize the output of other resources.

According to Zerihun & Krishan (2012), "Proper Prior Planning Prevents Poor Performance" (P.33). Time management is positively related to academic performance (Adamson, Covie & Lincoln,2004; Britton & Tessor,1991; Lahmers & Zulauf, 2000 as cited in Burrus, Jackson, Holtzman, Roberts and Mandigo,2013). Interventions have potential to become a useful tool in improving the quality of students' academic achievements level (Burrus et al., 2013).

According to Clasesens et al, thirty two (32) studies on time management conducted between 1982 to 2004 indicated that time management behaviors relate positively to perceived control of time, job satisfaction, health and negatively to stress. Thus, perceived control of time was found to be associated with the highest level of job satisfaction.

Time wasters and its proper management should be kept in view for having better impact of time management upon the productivity and performance. According to Zerihun & Krishna, the time wasters follow thus: Telephonic interruptions;Inability to say 'No'; Lacking self-discipline; Management by crisis; Ineffectual delegation; Massive paper work; Socializing flavour. According to Proudfoot (n.d.), 2007 survey covering 2500 business over 04 years and 38 countries, the causes of wasted time were found in this proportion:

Inadequate workforce supervision=31%; Poor management planning=30%; Poor communication=18%;IT problems, low morale, mismatch of skills =21% (Cited in Chapman, n.d.) Jaffe (2013) points out these traits which cause procrastination and thus retard the performance. They are: Suffering a lot/performing bad; A gap between intention and action; Frustrating the future self. According to Northwestern University (n.d.), there are three things to be mindful for better perceived impact of time management: Avoiding over-commitment; Showing purposefulness; Long term thinking.

Time management skill has been reported significantly greater in women students. In a study, it were examined the scores obtained from 293 first-year students of Psychology on a British version of an American Time Management Scale. The students were divided into 3 age groups:

1. Traditional entry students-aged less than 21 years, N=172
2. Borderline mature students-21-25 years, N=50
3. Older mature students-aged more than 25 years, N=71

Analysis indicated:

1. Women students in general reported significantly greater time management skills than did male students.
2. Older mature students reported significantly better time management skills than did the others two groups.(Trueman & Hartly, 1996)

Use of acronyms has also positive impact on the workers performance. For example, 'PAY': Prioritize Activity by Yield and 'MILE': Maximum Impact, Little Efforts can be used as principles of optimizing productivity. With reference to Islamic Model of time management, early start of work and morning time has been reported divinely blessed and productive. Following easier lawful path has been appreciated for task fulfillment. Wastage of time in useless pursuits has been forbidden. Accountability for the consumption of every a single moment has been stressed upon. The believers have been informed about deadlines and limits of time for the fulfillment of responsibilities. Thus, one should not be forgetful of these deadlines.

The quoted specimens of the Quranic orders and Holy Hadiths give us clear perception that phenomenon of time management is visible in creation of whole universe and man's activities on this globe are needed to be self-managed and time managed in the light of Creator Almighty's orders.

Results:

In line with the objectives, thematically results of the study were as under:

1. So far the concept of time management was concerned, more appropriately it was- *self management*.
2. *Different studies have given different number and different type of of time management techniques in different situations and settings.* (Chapman, n.d.; Ferner 1995; Trikha,2012;Zerihum & Krishna,2012; Bates ,2014 ; Sayyed Asim Mehmood ,2016)
3. Only that would be the most effective technique of time management which would bring more increase in the achievement or performance or outcome with less time wastage or less performance retardation or less procrastination.
4. The impact of time management upon performance was found positive and statistically significant as cited in Aeon, Faber and Panaccio (2021).

Discussion

Many points have been found common in different citations related to the techniques of time management with difference in the phraseology used thereby. For

example, Ferner (1995) proposes: ‘find a hide way’; Bates (2014) proposes: ‘Lock yourself in’.

There is relatively little research available on the process involved in using one’s time effectively. Time management theory still lacks. Some research is available about the instruments for the measurement of time managements, e.g. TMBS-Time Management Behavioural Scale (Macan et al,1990); TSQ-Time Structure Questionnaire (Bond & Feather,1988); TMQ-Time Management Questionnaire (Britton & Tesser,1991) (Cited in Claessens et al,2005). These instruments are based on different definitions of time management. Time management is not a well-defined construct. The concise, compact and complete development of Islamic Model Time Management is needed in the arena of educational research.

Results

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Conclusion

Time management is learning to use time judiciously. It is an ability to predict how much time is needed for the identified activity. It depends upon self-regulation for the better accomplishment of goal-oriented activities. This skill is learnable through practice and training.

So far the effective technique of time management is concerned for enhancing the productivity and performance; one may spend the day by eliminating time wasters. He may prioritize tasks; get the main things done without multi-tasking. Performance and productivity can be highest if the tasks that take less time are completed first. The principle of five (05) Ps: “Prior Planning Prevents Poor Performance” is important in time management. Eating healthily, making exercise and sleeping at least 7-8 hours daily impart positive impact on time management.

Time management in the Quranic and Islamic prospective is the most effective and the highest productive technique to be followed by everyone, everywhere. It ensures good in this world and hereafter. It encourages instant initiative and discourages laziness. It does not allow oneself to burden anyone with the responsibilities beyond his capacities. It holds essentially accountable oneself to the masses and the creator for the usage of time asset. It serves the role of permanent reminder and supervisor for the follower. It is, concluding, easier, in adoption and practice. It is, surely, optimistic and rewarding in the form of noble intentions and good actions.

Recommendations

The results of this time management study lead towards following recommendations:

1. Time is the most important asset in life. Once passed can never come back. So, students in schools and people at work in the organizations may be realized by their immediate supervisors the importance of time and time management in life for gaining better academic achievements, better performance and better well-being of life.
2. Students, workers, employees and employers may be trained about the application of effective techniques of time management. They may be well informed about key time-savers.
3. Time wasters, drifters and procrastination-causers retard the performance and outcome. The administrators and supervisors should scrutinize and monitor such time wasters in their organizations. We may remain mindful of over commitment and long term thinking.
4. The principles and techniques of time management derived from the Quran and Sunnah are complete, perfect and universal. They are most productive and most fruitful for every individual. They may be studied, disseminated and followed in true sense for ensuring better performance of the deeds in this world and hereafter

Implications

Time management may be fostered as a habit. The organizations may impart training to the employers and workers about the proper techniques of time management. Documentaries of the workers who have been very productive, efficient and effective in time management may be shown from the local and international literature. Seminars and workshops upon time management may be conducted in the educational institutions.

Procrastinators and time wasters may be identified for the students and teachers and workers of the business organizations. Decision-making skill under time-pressure in the modern era may be advertised and popularized among the masses.

Religious teachings about the judicious and useful usage of time as the most important asset of life may be projected and catered to the readers, workers, researchers, educators and educationists. The studies about the impact of time management upon the performance and usage of national resources in the offices, schools, colleges, universities, factories and assemblies may be organized further.

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