



The Impact of Organizational Power Sources on Time Management from the Perspective of Governmental Departments' Managers in Al-Balqa' Governorate

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Abstract

The purpose of this study was to identify the impact of organizational power sources on time management from the perspective of governmental departments' managers in Al-Balqa' governorate. The study also investigated the impact of personal variables on both of the organizational power and time management. The sample of this study consisted of 42 governmental departments; 9 departments were randomly selected. These departments included 298 employees working in leadership and supervisory positions; 71 employees were chosen to comprise the study sample. Data were collected and then analyzed using SPSS. The study revealed several significant results including: there was an impact for some of the personal variables on the organizational power and time management. Also, there was correlation between organizational power and time management, and a high positive effect of the study variables on the perspective of governmental departments' managers. Moreover, the study revealed different impact of the organizational power sources on time management and conversely true. Several recommendations were presented in this study including: to conduct more in-depth research on the study's variables in Jordan and to take into consideration the importance of training managers how to use their positional power, privileges and to improve their time management skills.

Key words: Al-Balqa'; Governmental departments; Organizational power; Time management

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INTRODUCTION

Organizations leading of societal change, which effective force to guide and accomplish sustainable development processes, particularly non-governmental organizations, which is the way and the support of the state to achieve the goals of public and satisfy, subject these organizations to a lot of environmental pressures, which imposes upon to respond to the requirements of the community, efficient and highly effective in with scarce resources and the large number of urgent public requirements, and will not be possible to do so, but possess different directorates and units and directors of force necessary regulatory and organizations to enable them to lead and manage their activities within the time frames estimated to raise their ability to adapt to the environment for the benefit of the organization (Dosa, 2009).

Time the phenomenon of life uncertain, and agreed in all cultures, a two-dimensional after about what passed him and the future and social dimension in understanding or perception of time and this explains the discrepancy world's peoples and cultures to recognize the importance of time and use, and this importance and usage are that explain the progress of peoples or catch up with developed countries, in terms of time the most important resource of all is the only resource that drained, non-refundable or compensation, and invest efficiently and effectively is the most important criteria that characterize the behavior of administrative governance and successful than others because all the work carried out by the organization requires a specific time to accomplish not measured effectiveness or time spent success to accomplish, but the ability of the director in the management of the time (Hamouda, 2003).

The managers planning several functions, organization, supervision, guidance, and guidance, coordination, and all of these functions need to be given time to complete, so that the work of his unit successful and effective, so it must have managers force necessary regulatory, in addition to

the potential required to be able to influence workers have, to exploit the opportunities available under the restrictions prediction the time required to complete the work.

1. IMPORTANCE OF THE STUDY

The study comes at a time when growing the demands of users and workers in government departments under the scarcity of economic resources and attempts to political and economic reform stalled, and note the inability of the administration to respond to these demands on time, where is in poor organizational strength of managers to exploit the time and maximize achievement to deal with environmental stressors response times and mitigate them at other times, this shows the importance of the study of the practice being revealed about the relationship and impact of organizational strength as a weapon and the means possessed by the administrator to affect personnel and administrative units and their leadership forced or desire to invest the time to raise the performance levels of individual and collective down to adapt to the environment, as well as from the scientific this study is one studies the rare, at least in the Jordanian environment that were not only within the limits of informed researchers linking variable organizational strength and time management, where they can contribute to the open horizons research to others and to guide practice owners authority of the decision-making in the construction of their decisions on a scientific basis, particularly in the regulatory area and to enable managers and administrative units to become agile in responding to the demands of the environment.

2. PROBLEM OF THE STUDY AND ITS QUESTIONS

The main problem, including surrounding the concept of organizational strength and the mechanism for its implementation, and patterns and regulations essential ambiguity, especially the exercise of time management and how to exploit in order to meet the responsibilities of leadership positions and how to adopt power basis in the process of influence to guide workers, and from the urgent need to assimilate and framed in the administrative aspects of the various as much as possible and contribute to evacuate some shortcomings surrounding this vital phenomenon, which has become an obsession administrators and decision-makers in the departments of government departments to carry out their responsibilities and invest the time to achieve the highest level of efficiency and effectiveness.

Therefore become necessary to develop an approach and clear to the managers of these government departments, which helps them to understand the meaning of power, and then develop their ability and their ability influential, by introducing them of all kinds,

which they own, and what are the sources, and how to develop them, in an environment of their organizations, such as influential in others around them, Does this link associated function relationships essential in order to achieve harmonization, among a force, and trends on the one hand, awareness and priorities goals of individuals in terms of time management, which has become an untapped well of the impact the effectiveness of the government departments in the province of Balqa on the other hand. Fractionations can this problem to the following questions:

(1) What degree of significant correlation between force organizational and time management?

(2) To what extent the impact of organizational strength enjoyed by managers in government departments in the province of Balqa on time management in their constituencies?

(3) Are there any statistically significant differences for personal variables on each of the organizational strength and time management?

3. HYPOTHESES OF THE STUDY

To achieve the objectives of the study were measured following assumptions:

The First Major Hypothesis (H1): There is a significant correlation with statistical significance between the independent variable (organizational strength) and the dependent variable (time management) at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate.

The Second Major Hypothesis (H2): There is a significant statistical effects of organizational strength in the dimensions of time management at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate.

The Third Major Hypothesis (H3): There is a statistically significant effect for each dimension of organizational strength in (time management) at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate.

4. METHODOLOGY STUDY, VARIABLES & TOOL

The researchers was adopted on the descriptive analytical method for the analysis of correlations between variables of the study and the effects of the independent variables on the dependent variables, where This study addresses three variables president, have been defined and measured by the questionnaire was developed and tested include 66 items distributed in three parts as follows:

Part I: The information on the sample of managers of public utilities in Balqa Governorate and includes five paragraphs.

Part II: Representing b (41) paragraph to measure the sources of the power of managers, with the development

of the questionnaire based on the study of each of the (French & Raven, 1959) (3) as well as the study (Sarayreh, 2010) (4) In addition to the study Assaf, 2005).

Part III: Represents b (25) to measure the paragraph, time management, in terms of exploitation time,

Amadaath, authorization, prioritization based on each of the study (Sarayreh, 2010) and (Selim, 2007).

All results were values of Cronbach Alpha coefficients are valid for the purposes of analysis and investigation results of this study, as shown in the following Table.

Table 1
Cronbach's Alpha Coefficients to Test the Stability Study Tool

Area	Cronbach's Alpha Coefficient
Force majeure and coercion	0.82
The authority of experience	0.88
Legitimate power	0.86
Reference power	0.81
The power of persuasion and conflict management	0.88
The authority of the bonus	0.88
Structural strength	0.89
Power sources	0.80
Use of time: - is the time recording and analysis as well as the tasks are arranged according to precedence and importance	0.90
Wasting time: - is the wrong order of priorities and personal visits and lengthy meetings	0.92
Authorization: - is to transfer or authorize the temporary powers from the President to subordinates	0.83
Order of priority: - work must be done before other business	0.87
Time Management	0.82

5. OBJECTIVE OF THE STUDY

This study intending to achieve the following objectives:

To identify the extent of the impact of organizational strength on every dimension of time management.

(1) Check the impact of each source of organizational strength on time management as the dependent variable totally.

(2) Statement of the reality of the practices of organizational strength in the non-governmental organizations in Balqa governorate and recommendations on this building actually enhance the curriculum and practices involved in the organizational strength in influencing employees to invest the time and thus achieve the desired interest of this study.

6. POPULATION AND SAMPLE OF THE STUDY

The community total to study several forms of public utilities and the (42) attached, which differ in terms of their size and the nature of their work and denominations (Directorate, circle, Foundation), a branch of the central administration at the county level, were selected 9 facilities which works out (298) director as a society for the study and stratified random sample selection intentional, as the volume of the sample (71) single (24%) of the study as described in the following table:

Table 2
Community and the Distribution of the Study Sample by Government Departments and Directorates in the Balqa Governorate

No.	Department / Directorate	Number of Directors	Distributed	Recovered	Suitable for analysis	Percentage
1	Department of Health	95	22	16	16	0.17
2	Directorate of Education	141	28	17	17	0.12
3	Directorate of Public Works	23	18	9	9	0.39
4	Directorate of Labour	7	8	7	5	0.71
5	Directorate of Social Security	9	12	8	7	0.78
6	Water Authority	11	12	6	6	0.55
7	Directorate of Culture	5	5	5	5	1
8	Environment Directorate	4	5	4	4	1
9	Orphans Fund Development Foundation	3	3	1	1	0.33
Total		298	113	71	73	0.24

7. STATISTICAL METHODS

- (1) To test the stability of the study was to find the tool Cronbach's alpha coefficients.
- (2) To find averages and standard deviations and percentages and duplicates.
- (3) One Way ANOVA.
- (4) Independent sample T-test.
- (5) Simple regression, multiple regression and Pearson correlation.

8. THEORETICAL FRAMEWORK & PREVIOUS STUDY

8.1 Organizational Power

8.1.1 Concept of Power

The power is a form of organizational behavior in organizations and is seen as a behavior exists should study and work to understand and develop a plan to manage it as well as the analysis, it is necessary for each of the managers and staff to be aware of and learn by force based upon their existence and the extent of their interaction within organizations to enable them to identify the behavior and the actions of employees in organizations are useful and effective (Sarayreh, 2006) The power is not absolute in the sense that they change as circumstances change, they are characterized by the movement changing (dynamic), and individuals change and times (Mutairi, 2008). In the past, the ministries and government departments and large corporations power in the selection process for employees qualified among those who apply to work out, at the present time, these institutions find it difficult to attract these competencies because of the shift of power of these institutions to these individuals. The same thing happens for some disciplines and individuals. The change in the force include the relationship between the employee and the employer (Baker, 2009) It is noteworthy that the force can be used in a way where everything from injustice or harm, and thus be one of the factors that contribute to the weakening of the organization and reduce efficiency in the performance of their tasks, from here defines power as the ability or power to influence the behavior of others. And that the term power applied to the individual, groups and work teams and departments within organizations, as well as organizations and countries (16) and on the whole power is moving workers and directed behavior different without it performs work in other organizations, it's also found in any relationship between two or more.

8.1.2 The Power Sources

Sarayreh (2006) explain that the sources of power consist of the relationships between individuals and it is classified according French (2000) to: The reward power, it is the individual's ability to reward the desired behavior, when the individual feels that a certain behavior consequent

reward so does this behavior. The power of punishment: It is the individual's ability to punish unwanted behavior. Legitimate power: the power that derives from the force of law, and is in the power of the director based on his official website of the organization. The power of experience: The in those estimated based on the skills and talents and specialized knowledge recognized. The power of reference: It means the power of influence that stems from the admiration and respect and love carried by an individual to another individual.

There are many explanations for the nature of the relationship between power and their ratings and influence and determine the sources and methods and tools to influence that can be used by the commander in the impact on individuals and modify their behavior and actions, the individual who has the authority necessary other obedience, and this strength may take one of the following sources (Assaf, 2007; Saud, 2009):

- (1) The traditional power: it depends on the sanctity of the traditions of the director and a group of people possess the right to power others (employees) by virtue of tradition.
- (2) The attractive power that rely on the principle of inspiration or creativity, which is characterized by the commander, and legitimate legal force that rely on the principle of the rule of laws, regulations and superiority.

There are other trends identified sources of strength in fundamental areas of authority and their ratings are: legitimate power under the right of ownership and the law: and arise in businesses such as shareholders where this necessary power mandates from senior management to the central authority to accept subordinates: that authority of the Director comes from the bottom to the top and depends on the acceptance of subordinates to his orders, and can say that through these relationships that grow between people, embodied norms and values and symbols, and determined their meanings, though every social relationship is a relationship between persons (Mutairi, 2008).

Sarayreh (2006) distinguish between the power objectivity which is based on the efficiency of owning power, typically used for guidance and construction, are usually acceptable, and force non-substantive, is based on force, oppression and domination and fear oppressed and obedience blind. That power in most organizational cultures tends to be unreasonable, individuals adapt to their roles determined by the culture for them to give up part of their management and innovation and spontaneity.

Saud (2009) pointed that the manager acquire sources of power toward others when it is skillful and expert and proficient in the field of work or when it is truly a role model and an example for other coworkers or profession, the force will be extended from personal genius or an influential figure or of qualities and characteristics Gethsemane to others. Baker (2009) analyze the power sources by classifying the power and its relationship with

various organizational outcomes, was the most prominent of the following sources: classification Babdi power and influence through which he went to the sources of strength rating to the following: legal power or legitimacy. And the power center and include penalties that permitted by the Center for the incumbent. In addition to the authority based on competence, skill and experience. Finally, the power of the person and containing leadership abilities, skills and human relations at the person. The classification (Nsbet) power and influence which took a different grants for his administration scholars in this field, distinguished the (Nsbet) between the power and authority opines that the power is control, coercion or duress practiced by responsible individuals and their without taking the choices behavior and desires, the authority sees the neglected human side (Baker, 2009).

8.1.3 The Relationship Between Power Sources and Effective Use

The relationship between the sources of power described as sources that do not operate independently of each other, the use of the means of force may enhance or reduce the effectiveness of the use of sources of power other and derive strength bonus and the power of punishment and the strength of the legality of the organization means that the organization can increase or reduce or eliminate these sources, in addition to the reference that the strength and power of personal experience derived. In the sense that the character of the manager are determined by the strength of the effect of such a force and the organization can not increase or reduce or eliminate these sources (Allozi, 2005).

Shawki (2010) and Salah (2004) confirm the use of force is through strategies called strategies influence, which is about ways of trying to individuals and groups through which to influence the behavior of others to walk in the desired behavior, whether taking the form of influencing the decisions are in their best interest or to prevent decisions does not represent a benefit to them. consists of these strategies of the nine strategies to influence, she (persuasion mental appeal inspirational, and consultation, and ignore and exchange, and the Alliance, and legitimize, and pressure) from here and using these strategies is the effective use of power is the ability of the director to apply the law of exchange that based on the exchange of followers of a particular behavior by individuals should result in certain benefits. The individual works paid and paid in performance continues, and the manager's ability to make a useful exchange means being able to confirm to follow the desired behavior and avoid unwanted behavior.

8.2 Time Management

8.2.1 The Concept of Time Management

The time is important as one of the important resources, rare and precious, however, the concept of time was still a mystery to many scholars and researchers, but in

terms of how planning and organization, and to identify the wasting and methods of dealing and exploited and managed effectively are issues still new to the general public, even among workers in organizations. Where time management algorithms has become a common language to provide synchronization between non-interrelated events in a distributed network (Syed, 2010), It's something with the privacy of any aspect of decision support for managers and therefore maximize efficiency and effectiveness, as the work effectively embodies the goal of time management during the high professionalism (Matthew, 2010).

The concept of time is the existence of a relationship logical relevance of Activity or actively particular event or other event, and is expressed in the past tense or the present or the future, time is one of the determinants of the production process in various organizations. Where the affected organizations, a number of environmental variables different, and the organization can control some of them, and lose their ability to control others, and that the time is one of the environmental variables external to the organization, which does not have any authority or ability to control it (28). As the time is a resource available that must be invested efficiently and effectively in the present, and planning to take advantage of it effectively in the future in achieving the objectives of the organization Salah (2004) identifies two main dimensions of existence: the time and place, The place is when there is a dimension of things, time is a dimension in which change these things, Here had the issue of time management to study because of its importance in light of the massive development witnessed by modern organizations and management inflated the size and diversity of forms that must-have and exploited in various aspects of administrative work, from here, some researchers emphasized the most important drivers and factors that are required when considering the time and well managed, efficient and there are motives which calls for the organization time to study all its aspects, and knowledge of the factors that may harm exploited and these motives (Salama, 1988).

Determine the quantity and quality of production, whether services or goods and the extent of use of the time to complete transactions or commodity production in the organization, and determine the time allocated for the production of which is which determine the time required for all activities that will be carried out in the official hours of work, and determine the quality of those who work with their abilities and skills in the organization which vary in terms of the level of performance and production, as well as determine the effectiveness of assistive devices and methods of the organization that will support various activities (Salim, 2007). In the era of information and information technology increased competition and increased with the tools to measure

and improve the productivity of time and emerged with the so-called competition time, and time is one of the most important indicators of economic development and economic growth among the advanced industrial countries (Hariri, 2008)

8.2.2 The Characteristics of Time Management

There are several characteristics of time management as it is available to everyone at the same moment and the same quantity and size and shall be entitled to all the used and exploited without restrictions or conditions, and needs to understand and recognize an inclusive and broad and deep as it's an integrated process with the contents and dimensions of behavioral self-interaction (Sarayreh, 2010), as well as equality for all property and the same amount of information one cannot be increased or decreased, but the difference is in the way exploited efficiently and effectively. It also has a value that can be calculated for money every amount of time have a certain price, according to the nature of the work (Shraideh, 2005).

8.2.3 Types of Time

Salah (2004) confirmed that the time is divided into four main types can be introduced when the allocation process to complete the work and activities to be carried out, namely:

A - Productive time: which relies period of time it takes to implement the work that has been planned in creative and time to prepare for it in the preparatory time.

B - Preparatory time: any associated time period preceding the start preparatory work, and it may take to gather information and others.

C - Creative time: which is devoted to the process of thinking, analysis and future planning, as well as the organization of work and assess the level of achievement.

D - Indirect time: which is allocated to carry out activities subaccounts public have a clear impact on the future of the organization and its relationship with a third party, such as social responsibility of the organization, attend seminars and meet the calls or the opening of certain institutions (Salah, 2004).

8.2.4 The Dimensions of Time Management

There are a range of dimensions for the technical management of time management is to exploit the time, wasting time, the allocation and prioritization.

Use of time: time is one of the most expensive resources that must be exploited efficiently and effectively in the present and planning for the future benefit through the exploitation and order tasks and activities according to their importance and priorities effectively in the future through several methods (Matthew, 2010).

8.2.5 Wasting Time in the Administrative Dimensions

Sarayreh (2010) Confirmed that there are wasting time at the dimensions of the administrative represented in

wasting time planning , including: the lack of specific targets for planning, not taking into account the priorities in the planning process , and the transition to the activities again before the finish, which is under way, and try to accomplish Break of work at one time, non-compliance with the time limit for planning either speed or slow is planned for them, and emergency problems that may occur, as well as not to undergo training programs Cafe.

As for wasting time into (Slim, 2007) it is represented in the organization there is wasting time in the regulatory process with the Department, including; cry from the organization when the person, and the efforts of refined work, delay or absence from the workplace, and problems with work, in addition to the lack of clarity in the power and responsibility, as well as multi- presidents responsible for per employee. terms of wasting time in the direction represented in the poor or the lack of guidance in the process of time management , which would lead to loss of time through the tendency authoritarian director and indulge in fine detail, and also mandate force is effective and feasible, and the lack of team spirit among employees, and the weakness of resolving differences and conflicts and finally an impaired ability to adapt to career and coordination and chime wasting time in control in many datum represented in the provincial multi, and an inability to answer "no" if necessary, and the lack of standards and methods of effective regulatory and court, and finally excessive control (Sarayreh, 2010).

8.2.6 Administrative Dimensions of Time Management

It is known that there are dimensions of time management related functions and tasks and activities of the post of director, which is planning to time management as a process that would enable administrators to get their goals and appreciate the future and work on the development trends of work to achieve the goals, set goals, and choose the appropriate time to implement it as well as he accompanied the planning processing all the steps, which connects the main parts of the administrative process and productivity (Abu Sheikha, 1991). The planning time is the art of achieving the future as it should be and not as it can be, and is therefore based on the fee scenarios and perceptions of intelligent adult to deal with the constants and variables, and the planning process foreseeing the future and predict what we will have to do it from the activities.

9. DATA ANALYSIS AND HYPOTHESIS TEST

9.1 Data Analysis

First: the independent variable: the practice of power sources by the administrative unit managers and department heads:

Table 3
Averages and Standard Deviations for Expressive Areas of Study for the Independent Variable

Domains	Mean	Standard Deviation	Percentage	Degree of Approval	Rank
Force majeure and coercion	3.7277	0.64687	74.6	High	4
The authority of experience	3.8732	0.53389	77.5	High	3
Legitimate power	3.7014	0.57656	74.0	High	5
Reference power	3.2507	0.59013	65.0	Medium	7
The power of persuasion and conflict management	4.3296	0.46118	86.6	High	1
The authority of the reward	3.9366	0.6308	78.7	High	2
Structural strength	3.6338	0.55178	72.7	Medium	6
Power sources	3.779	0.32208	75.6	High	

Shown in Table 3 that the values of arithmetical averages ranged to the degree approval study sample on the areas of variable study independent “sources of power” from 3.94 percentage 78.7% at its highest for the field of “the power of reward” degree of approval are high, and has been in the field of “Strength of reference” 3.25 percentage 65.0% in the minimal degree of approval medium, and got the rest of the domains on the steps of the approval of high except for the area of “structural strength” has obtained a consent medium amounted to 3.63 and by a percentage equal to 72.7, the arithmetic average

of the combined areas of study 3.78 and the equivalent percentage 75.6%, which is the average with a high degree of approval.

9.2 Hypotheses Test

The First Major Hypothesis (H1): There is a significant correlation with statistical significance between the independent variable (organizational strength) and the dependent variable (time management) at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate.

Table 4
Pearson Correlation Coefficients to Test the Hypothesis of the First Major Study

Domains	Use of time	Wasting time	Authorization	Prioritization	Time management
Force majeure and coercion	.295(*)	0.022	0.1	0.102	0.181
The authority of experience	.264(*)	0.101	0.157	0.191	.244(*)
Legitimate power	0.189	.315(**)	.417(**)	0.088	.343(**)
Reference power	0.137	.496(**)	.289(*)	-0.001	.311(**)
The power of persuasion and conflict management	.401(**)	.406(**)	.535(**)	.387(**)	.587(**)
The authority of the reward	.371(**)	0.137	.357(**)	.477(**)	.455(**)
Structural strength	0.136	.269(*)	0.21	0.229	.284(*)
Power sources	.451(**)	.428(**)	.509(**)	.365(**)	.596(**)

Through a Table 4 note that the value of the Pearson correlation coefficient was statistically significant at the level of significance is less than (0.05), leading us to accept the hypothesis which states: There is a correlation moral statistically significant between the organizational strength and time management at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate.

The Second Major Hypothesis (H2): There is a significant statistical effects of organizational strength in the dimensions of time management at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate through the following sub-hypotheses:

To test the second hypothesis the multiple regression analysis has been used, the following table shows:

Table 5
The Results of Multiple Regression Analysis to Test the Second Hypothesis

Domains	B	T	Sig.
Force majeure and coercion	-0.051	-0.774	0.442
The authority of experience	0.124	1.58	0.119
Legitimate power	0.088	1.279	0.206
Reference power	0.113	1.666	0.101
The power of persuasion and conflict management	0.333	3.348	0.001*
The authority of reward	0.119	1.592	0.116
Structural strength	0.027	0.364	0.717
R2	0.46		
F	7.666		
Sig.	0.000*		

The Table 5 to the sources of organizational strength exert a significant influence on time management in the branches of the central administration and it shows through the value of F (7.666) which is the value at the level of 0.05, which also shows the significant paradigm.

The results also show that 46.0% of the variations occurring in time management back to the sources of organizational strength, while 54.0% due to other variables not included in the model.

The partial results of the analysis in the Table 5 that the power of persuasion and conflict management are the most contribution to this effect.

Which leads us to accept the hypothesis which states: no statistically significant effects of organizational strength in time management at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate.

The Third Major Hypothesis (H3): There is a statistically significant effect for each dimension of organizational strength in (time management) at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate.

The presence of a statistically significant effect expect of coercive power and coercion in time management at the level of significant ($0.05 \leq p$).

Table 6
Simple Regression Analysis Results for the Third Test the Hypothesis

Domains	B	T	Sig.
F1	0.108	1.53	0.131
R2	0.033		
F	2.34		

The Table 6 that the force majeure and coercion does not practiced a significant influence on management time and shows it by the value of F (2.34), a value that is not significant at the level of 0.05.

Which leads us to accept the hypothesis which states: No statistically significant effect of coercive power and coercion in time management at the level of significant ($0.05 \leq p$).

10. RESULTS AND RECOMMENDATIONS

10.1 Results

Based on the analysis of data the study found the following results:

(1) The study showed that the degree of approval managers to study variables are high, where he was the arithmetic average of the sources of organizational strength 3.78, the percentage 75.6% and the arithmetic average of time management 4.01, the percentage 80.6%.

(2) The study proved the existence of a correlation statistically significant correlation between organizational strength and time management at the significant level $p \leq 0.05$.

(3) The sources of organizing power affecting significant on time management, as the value of (F) 7.666 and 46% of the differences occurring in time management, dating back to the sources of organizational strength.

(4) The study showed that the impact of sources of organizing power on time management was significant, according to the following order: (the power of persuasion, conflict management, power bonus, structural strength, legitimate power, the power of reference, the authority of experience), but for the coercive power and coercion did not exercise a significant effect.

10.2 Recommendations

Depending on the results, the following recommendations can be submitted to the management of branches of the central administration in Balqa Governorate:

(1) Conduct in-depth studies by researchers and scholars interested in the factors affecting the dimensions of time management, the importance of the process of the investment of time.

(2) Need the attention of managers, in priority order, and use the time with the same level of interest AoI for other dimensions.

(3) Strengthening the powers of the managers in the departments and branches of the central administration in the provinces, to allow an investment of time, and improve levels of achievement and organizational effectiveness or reduce the concentration of power and authority in the central departments.

(4) Work to reduce the degree of conflict in these departments, because it drains a large percentage of time managers to use their persuasive power in his administration or to resort to other strategies to manage it and not burden pressures exerted on them.

In order for the administration of the activation of these recommendations must be reviewed first in the civil these managers to fill these jobs based on objective criteria neutrality applied in a transparent manner, and secondly training for managers to understand the sources of their power on the one hand and understand the process of time management and its importance on the other hand, taking into account factors other influential on time management or those that limit the impact of their power sources, which he could improve the process of investing time and organizational effectiveness.

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