

The Role of Time Management in Mitigating Occupational Stress among Employees of the Faculty of Economic, Commercial, and Management Sciences at the University of Blida 2

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Abstract:

This study aims to explore the nature of the relationship between time management skills and occupational stress experienced by employees at the Faculty of Economic, Commercial, and Management Sciences, University of Blida 2. To achieve this objective, the study adopted a descriptive-analytical approach, utilizing a questionnaire as the primary tool for data collection. The questionnaire was distributed to a random sample of 30 individuals, and the collected data were processed and analyzed using JASP software.

The study concluded that there is no statistically significant relationship between time management and the dimensions of occupational stress (role overload, role conflict, role ambiguity, and work environment) within the faculty under study. This result can be interpreted by the fact that time management is a consistent skill among employees, enabling them to overcome the impact of professional pressures, the intensity of which varies across different administrative departments.

Keywords: Time management, Occupational stress; Faculty of Economics, Commercial, and Management Sciences; Blida 2 university.

Jel Classification Codes:M12, J81.

1. INTRODUCTION

Time management is a fundamental and indispensable skill required by individuals in both their personal and professional lives, particularly given the rapid acceleration of contemporary work environments. Consequently, the optimal organisation and utilisation of time represent the sole means of addressing increasing responsibilities and achieving objectives with efficiency and effectiveness.

Exposure to occupational stress may lead individuals into a state of distraction and disorder, resulting in the accumulation of tasks and a deficiency of time for their completion. It is within this context that the importance of time management becomes most evident; it facilitates the prioritisation of tasks and the balanced distribution of effort to enhance productivity, thereby mitigating such pressures. Building upon this premise, this study examines the relationship between time management and its impact on occupational stress within the Faculty of Economic, Commercial, and Management Sciences at the University of Blida 2.

1.1. The Research Problem

How does time management contribute to mitigating occupational stress experienced by employees at the Faculty of Economic, Commercial, and Management Sciences at the University of Blida 2?

To address this problem, the following sub-questions have been formulated:

- Is there a statistically significant relationship between time management and **role conflict** among employees at the Faculty of Economic, Commercial, and Management Sciences at the University of Blida 2, at a significance level of 0.05?
- Is there a statistically significant relationship between time management and **role ambiguity** among employees at the Faculty, at a significance level of 0.05?
- Is there a statistically significant relationship between time management and **role overload** among employees at the Faculty, at a significance level of 0.05?
- Is there a statistically significant relationship between time management and the **work environment** among employees at the Faculty, at a significance level of 0.05?

1.2. Hypotheses

1.2.1. Main Hypothesis:

There is no statistically significant relationship between time management and occupational stress among employees at the Faculty of Economic, Commercial, and Management Sciences at the University of Blida 2 at the « 0.05 » significance level.

1.2.2. Sub-Hypotheses:

- **H1:** There is no statistically significant relationship between time management and **role conflict** at the 0.05 significance level.
- **H2:** There is no statistically significant relationship between time management and **role overload** at the 0.05 significance level.

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- **H3:** There is no statistically significant relationship between time management and **role ambiguity** at the 0.05 significance level.
- **H4:** There is no statistically significant relationship between time management and the **work environment** at the 0.05 significance level.

1.3. The importance of the Study :

The importance of this study lies in the premise that time management skill is essential for employees to effectively control and mitigate workplace pressures to the greatest extent possible.

1.4. Objectives of the study:

This study aims to achieve the following objectives :

- To evaluate the proficiency of faculty employees in managing their time.
- To identify the various manifestations of occupational stress encountered by employees within the faculty.
- To examine the relationship between time management and occupational stress at the Faculty of Economic, Commercial, and Management Sciences at the University of Blida 2.

1.5. Methodology of the study:

This study adopts both descriptive and analytical methods:

- **The Theoretical Framework:** Utilises the descriptive method to review the existing literature related to the study variables.
- **The Empirical Study:** Employs an integrated approach combining both methods:
 - The descriptive method is used to outline the research methodology, define the study population, and describe the sample.
 - The analytical method is applied to interpret the findings and test the formulated hypotheses.

1.6. Literature review :

- 1.6.1. **Hayat Belaid, (2022)**, The impact of time management on employees performance : Case study « Mobilis company of Bechar », El-Bashaeer Eliqtissadia, Volume 8, Issue 01. This study aims to find the effect of time management on employees performance at mobilis company of Bechar, the researcher used the questionnaire as a data collection tool, and adopted the descriptive and the analytical methodology

The findings showed that time management and its component have a positive impact on the performance of the employees, and its enables the company mobilis to survive competition and get more business. It was concluded that there is a significant and positive relationship between time management practices and employees performance.

- 1.6.2. **Naima Mezrara (2021)**, Sources of work stress for special education teachers in pedagogical psychological centers -Algeria center as a model-, Rawfid Review, Volume 05, Issue 02. This study aims to find the sources of work stress for teachers in Algeria center, adopting the descriptive approach, and utilising a scale of Iheb Elbilbawi as a data collection tool.

the results concluded that there are many sources of work stress. Special education teacher have Pressures related to the field of work in special education, Stresses related to students with disabilities, Pressures related to the social climate.

Added Value : The uniqueness of this study and its contribution to the existing literature lie in two main aspects :

- **Conceptually:** while previous studies either linked time management to employee performance or adopted a univariate approach focusing on the independent variable, this study fills the gap by integrating both variables (time management and workplace stress) to examine the correlation between them.
- **Methodologically:** unlike previous researches that relied on the traditional SPSS software, this study utilizes **JASP** for statistical analysis, providing a modern, robust, and updated methodological approach to data processing.

2. Theoretical Framework of the Study

2.1. Time Management

2.1.1. Time Management Definition :

Time management is defined as the effective use of time and other available resources to achieve an organisation's expected objectives within a specified time frame (Berrabah & Ouchene , 2018, p. 304).

It is also described as a set of principles, skills, tools, and systems designed to facilitate the use of time for goal attainment. it refers to the techniques and strategies employed by individuals to optimise and maximise their output. Managing the time effectively contributes to developing a better personality in the organization (Bouزيد, 2023, p. 597).

Moreover, time management is the process through which individuals achieve the optimal use of time to enhance their performance efficiency. So it is a set of principles, practices, skills, tools and systems that enable an individual to use their time in the best possible manner (Belaid, 2022, p. 958).

Based on the previous definitions, time management can be defined as a set of fundamental skills and strategies utilised by an individual to maximise the utility of time as a resource for achieving their objectives.

2.1.2. Importance of Time Management

Effective time management provides substantial benefits to both the individual and the organisation (Time management, 2025, p. 06):

- **Increased productivity:** Efficient time management enables individuals to accomplish more tasks in a shorter duration.

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- **Reduced stress levels:** Organising and planning time helps mitigate stress, as individuals feel less pressure regarding their ability to complete tasks by the specified deadlines.
- **Improved work-life Balance:** Managing time effectively allows individuals to allocate and organise time between professional obligations and personal activities, leading to a healthier balance.
- **Increased free time:** It assists individuals in securing more free time for rest and the acquisition of new skills.

2.1.3. Dimensions of Time Management

There are four dimensions of time management (Korichi, 2025, p. 695):

- **Time planning:** is a process in which the importance of activities and their interaction with goals are assessed. Priority is given to the most significant and goal-oriented tasks. Scheduling is making every minute more efficient.
- **Organizing time:** means investing the time more effectively to accomplish desired activities, achieve goals and ambitions, and maintain a balance between professional and personal life; ultimately leading to success and happiness to the person.
- **Perceived time control:** it refers to the feeling that one can control how time is spent, which also indicates the individual's ability to deal with the situation. As well as having the ability to complete tasks according to the established program and on time.
- **Time oversight:** Comparing the actual time with the planned time, identifying deviations and analysing them to find out its causes and make corrective decisions.

2.2. Occupational Stress

2.2.1. The Concept of Occupational Stress

Occupational stress occurs when the employee perceives a situation to be too difficult to handle, and is threatening to their well-being. So it is the result of the interaction of the worker and the conditions of work (Sharma & Jain, 2018, p. 541).

It is further characterised as a psychological state of tension and strain resulting from an imbalance between work requirements and an individual's perceived capabilities or resources to meet them. Such stress may arise from excessive workloads, role conflict, and an imbalance between work and life (Fitri , Ayi , & Zainnur , 2025, p. 4536).

Stress is also defined as the inability to cope with pressures in a job, because of a poor fit an individual's abilities and work requirements and conditions. It is a psychological and physical condition which affects an individual's productivity, effectiveness, personal health, and the quality of work (Burman & Goswani, 2018, p. 113).

Based on the previous, occupational stress can be defined as **a psychological and physical state that manifests in an employee as a response to their inability to manage work demands that exceed their personal capabilities, knowledge, and skills.**

2.2.2. Dimensions of Occupational Stress

The dimensions of occupational stress are identified as follows (Mezrara, 2021, p. 449) :

- **Role Overload:** This occurs when an employee is burdened with numerous tasks that cannot be completed within a specified timeframe, or is assigned tasks that exceed their scientific and technical skills. This leads to stress that deteriorates both psychological and physical health, ultimately resulting in a decline in performance.
- **Role Ambiguity:** This refers to a lack of sufficient information regarding the nature of the tasks required of an employee. Such ambiguity renders the employee unable to integrate into their work due to the fear of committing errors.
- **Role Conflict:** This signifies a contradiction between the orders and responsibilities assigned to an employee by a direct supervisor, or by multiple supervisors simultaneously.
- **Physical Work Environment:** This encompasses the tangible conditions of the workplace. These physical factors directly influence employees, either by fostering a positive attachment to their work or by creating a sense of aversion towards it.

3. The Field Study

3.1. Study Sample

This study was designated for the employees working at the Faculty of Economic Sciences, Commercial Sciences, and Management Sciences at the University of Blida 2, totaling 80 employees. The questionnaire was randomly distributed to half of the study population (40 questionnaires). The number of retrieved questionnaires was 28, all of which were valid for analysis. The characteristics of this sample are presented in the following figure:

Table (01): Characteristics of the Study Sample

Category	Classification	Frequency	Percentage
Gender	Male	11	39.3%
	Female	17	60.7%
Total		28	100%
Age	30 years and below30	01	03.6%
	31 to 40 years	20	71.4%
	41 to 50 years	07	25%
	Over 50 years	00	00%
Total		28	%100
Professional experience	Less than 5 years	05	17.9%
	5 to 10 years	12	42.9%
	10 to 15 years	05	17.9%

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	More than 15 years	06	21.4%
Total		28	%100
Job	Execution staff	06	21.4%
	Controle staff	08	28.6%
	Cadre	10	35.7%
	Senior cadre	04	14.3%
Total		28	%100

Source: Prepared by the researchers, based on the statistical outputs of **JASP** software.

It is evident from the table above that the characteristics of the study sample are distributed as follows:

- **Gender:** The majority of the study sample are female, comprising 17 respondents at a rate of **60.7%**, while males represent **39.3%**. This disparity may be attributed to the significant attraction of administrative work for women, as it is often perceived to align with their preference for office-based environments.
- **Age:** The predominant age group within the sample is those aged between 31 and 40 years, accounting for **71.4%**, followed by the 41 to 50 age group at **25%**. Meanwhile, the group aged 30 and below recorded a mere **3.6%**. These figures indicate that the Faculty relies heavily on a workforce that balances professional maturity with high functional output.
- **Professional Experience:** The table illustrates that **42.9%** of the respondents possess moderate experience (between 5 and 10 years), followed by those with extensive experience (more than 15 years) at **21.4%**. The remainder of the sample is divided equally between the categories of "less than 5 years" and "11 to 15 years," each at **17.9%**. This reflects a diverse range of cumulative professional expertise among the employees.
- **Job Position:** The prevailing category in the study sample is "Management (Cadre)" at **35.7%**, as the study specifically targeted department heads and administrative academic staff. This is followed by "Control/Supervisory Staff" at **28.6%**, "Execution Staff" at **21.4%**, and finally "Senior Management" at **14.3%**.

3.2. Evaluation of the Research Instrument

The questionnaire was adopted as the primary tool for data collection from the selected sample at the Faculty of Economic, Commercial, and Management Sciences, University of Blida 2. The instrument was designed based on the five-point Likert scale, as illustrated in the following table:

Table (02) : likert scale

Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Degree	1	2	3	4	5

Source: Ben Ksir, I. and Jaitli, M. S. (2016) ‘The Role of Innovative Marketing in Customer Retention: A Case Study of N'Gaous Fruit Juice and Preserves Company, Batna’, *Journal of Industrial Economics*, Vol. 6, No. 2, University of Batna 1, p. 17.

To ensure the rigour of the study, it is imperative to verify the psychometric properties of the questionnaire, specifically its construct validity and reliability.

3.2.1. Construct Validity

To verify the internal consistency of the research instrument, Spearman’s Correlation Coefficient was employed to measure the correlation between the study dimensions and their respective axes, as well as their correlation with the overall score of the questionnaire.

Table (03): Internal Consistency of the Questionnaire

Axes and dimentions	Correlation with axis	Correlation with total degree
Time management	/	0.424
Role conflict	0.826	0.590
Role ambiguity	0.733	0.525
Role overload	0.827	0.574
Work environment	0.391	0.362
Occupational stress	/	0.736

Source: Prepared by the researchers, based on the statistical outputs of **JASP** software.

The table indicates that Spearman’s correlation values range between **0.362** and **0.827**, signifying a positive and statistically significant correlation. Thus, the instrument possesses adequate internal consistency and is valid for its intended purpose.

3.2.2. Reliability of the Instrument

Reliability was tested using Cronbach’s Alpha coefficient:

Table (4): Cronbach’s Alpha Results

statement	Number of items	Reliability value
First axis	09	0.664
Second axis	21	0.713
Total	30	0.778

Source: Prepared by the researchers, based on the statistical outputs of **JASP** software.

The results show that Cronbach’s Alpha values for both axes and the overall instrument fall within the statistically acceptable range. The overall reliability of 0.778 indicates that the questionnaire demonstrates good stability and reliability.

3.3. Respondents’ Attitudes Towards the Questionnaire Items

The following tables present the attitudes of the study sample regarding the questionnaire items, based on arithmetic means and standard deviations.

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3.3.1. Attitudes of the Study Sample Towards the First Axis: Time Management

The results are detailed in the table below:

Table (05): Arithmetic Means and Standard Deviations for the Time Management Axis

No	Statements	Mean	Standard Deviation	Degree of agreement
01	I plan my tasks before commencing them.	0.488	4.36	Strongly Agree
02	I maintain a daily to-do list of tasks.	0.819	3.82	Agree
03	I complete my tasks according to their importance.	0.476	4.32	Strongly Agree
04	I have the ability to maximise the use of time at work.	1.005	3.75	Agree
05	I execute my tasks within the specified deadlines.	0.559	4.36	Strongly Agree
06	I set specific deadlines for the completion of tasks.	0.744	3.96	Agree
07	I receive administrative guidance regarding work schedules.	0.997	3.43	Agree
08	I am notified regarding any adjustments to work schedules.	1.101	3.21	Agree
09	I believe that the administration monitors task completion on time.	0.786	3.61	Agree
Total		0.419	3.87	Agree

Source: Prepared by the researchers, based on the statistical outputs of JASP software.

It is observed from the table above that the overall arithmetic mean for the Time Management axis reached 3.87, which falls within the "Agree" category. This is accompanied by a low dispersion value (Standard Deviation) of 0.419. These findings indicate that the faculty employees possess proficient time management skills, which they employ significantly during the execution of their duties. This reflects their capacity for effective time control and the efficient organisation of their schedules across all assigned responsibilities.

3.3.2. Respondents' Attitudes Towards second axis

The following tables present the attitudes of the study sample regarding the questionnaire items, based on arithmetic means and standard deviations.

Table (06): Arithmetic Means and Standard Deviations for occupational stress Axis

No	Statements	Mean	Standard Deviation	Degree of agreement
1	I am sometimes asked to perform tasks that conflict with my personal principles.	2.32	1.249	Strongly Disagree
2	I am required to perform tasks unrelated to my assigned job description.	2.82	1.219	Neutral
3	I feel management interferes in my tasks without respecting the administrative hierarchy.	2.96	1.290	Neutral
4	I receive contradictory orders from multiple supervisors.	2.75	1.041	Neutral
5	I find the distribution of work between my	2.89	1.257	Neutral

	colleagues and me is unfair.			
Role conflict		2.75	1.192	Neutral
1	I do not receive clear and sufficient information to complete my work.	2.82	1.090	Neutral
2	I do not clearly know the correct method to perform the required tasks.	2.36	0.826	Disagree
3	I do not clearly know my authorities and responsibilities at work.	2.46	1.105	Disagree
4	I believe the institutional regulations and instructions are unclear.	2.89	1.166	Neutral
5	I feel that the specific objectives of my job are ambiguous.	2.64	1.062	Neutral
Role ambiguity		2.82	1.192	
1	Sometimes, the tasks assigned to me are extremely complex and difficult	2.86	1.113	Neutral
2	I find there is no time for rest during working hours.	3.07	1.274	Neutral
3	I bear burdens outside of my official working hours.	3.43	1.136	Agree
4	I do not receive adequate appreciation and respect from my supervisor.	1.96	0.793	Disagree
5	The required work does not match my capabilities and qualifications.	2.21	1.031	Disagree
6	I believe that the administration does not respond to my needs.	2.86	1.079	Neutral
Role overload		2.73	1.071	Neutral
1	I feel my workplace in the faculty is cramped and uncomfortable.	2.86	1.208	Neutral
2	I believe the faculty provides modern communication tools.	2.61	0.994	Neutral
3	I find that the faculty possesses modern technological means.	2.54	0.881	Disagree
4	I believe there are prayer areas available within the faculty.	3.64	1.170	Agree
5	Equipment and facilities are periodically maintained within the faculty.	2.93	1.052	Neutral
Work environment		2.88	1.061	Neutral
Total		2.75	1.093	Neutral

Source: Prepared by the researchers, based on the statistical outputs of **JASP** software.

The results indicate that the overall arithmetic mean for the Occupational Stress axis is 2.75, falling within the "Neutral" category. The standard deviation of 1.093 suggests a significant dispersion in responses, reflecting a variance in the employees' perceptions. This variance is further clarified through the following dimensions:

- **Physical Work Environment:** Ranked first with a mean of 2.88. The high dispersion suggests differing perceptions of workplace conditions; while some find the

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environment motivating, others perceive it as inadequate due to varying psychological and physical circumstances.

- **Role Conflict:** Ranked second with a mean of 2.75. This neutrality and high dispersion arise because some administrative levels suffer from overlapping authorities, whereas others enjoy clarity and independence.
- **Role Overload:** Ranked third with a mean of 2.73. The high variance is attributed to the sensitive nature of certain positions that carry significant responsibilities, compared to other roles that operate under less pressure.
- **Role Ambiguity:** Ranked fourth with a mean of 2.64. The results show a disparity between new employees who may find tasks ambiguous and veteran staff who benefit from their long-standing experience and institutional knowledge.

3.4. Hypothesis Testing

To test the primary and sub-hypotheses, Spearman's Correlation was utilised. The null **H0** and alternative **H1** hypotheses were formulated as follows:

3.4.1. Testing the Main Hypothesis

- **H0:** There is no statistically significant relationship between time management and occupational stress at the 0.05 significance level.
- **H1:** There is a statistically significant relationship between time management and occupational stress at the 0.05 significance level.

Table (07) : Correlation between time management and occupational stress

Time management	Correlation Coefficient R	Sig
Occupational stress	-0.068	0.731

Source: Prepared by the researchers, based on the statistical outputs of JASP software.

The correlation value is **-0.068** with a significance level of **0.731**, which is greater than 0.05. Therefore, the correlation is negative, weak, and statistically insignificant. Consequently, we **reject the alternative hypothesis** and **accept the null hypothesis**.

3.4.2. Testing the first sub-hypothesis :

- **H0:** There is no statistically significant relationship between time management and role conflict at the 0.05 significance level.
- **H1:** There is a statistically significant relationship between time management and role conflict at the 0.05 significance level.

Table (08) : Correlation between time management and Role conflict

Time management	Correlation Coefficient R	Sig
Role conflict	0.183-	0.351

Source: Prepared by the researchers, based on the statistical outputs of JASP software.

The correlation value is **-0.183** with a significance level of **0.351**, which is greater than 0.05. Therefore, the correlation is negative, weak, and statistically insignificant. Consequently, we **reject the alternative hypothesis** and **accept the null hypothesis**.

3.4.3. Testing the second sub-hypothesis :

- **H0:** There is no statistically significant relationship between time management and role ambiguity at the 0.05 significance level.
- **H1:** There is a statistically significant relationship between time management and role ambiguity at the 0.05 significance level.

Table (09) : Correlation between time management and Role ambiguity

Time management	Correlation Coefficient R	Sig
Role ambiguity	-0.153	0.436

Source: Prepared by the researchers, based on the statistical outputs of JASP software.

The correlation value is **-0.153** with a significance level of **0.436**, which is greater than 0.05. Therefore, the correlation is negative, weak, and statistically insignificant. Consequently, we **reject the alternative hypothesis** and **accept the null hypothesis**.

3.4.4. Testing the third sub-hypothesis :

- **H0:** There is no statistically significant relationship between time management and role overload at the 0.05 significance level.
- **H1:** There is a statistically significant relationship between time management and role overload at the 0.05 significance level.

Table (10) : Correlation between time management and Role overload

Time management	Correlation Coefficient R	Sig
Role overload	-0.141	0.473

Source: Prepared by the researchers, based on the statistical outputs of JASP software.

The correlation value is **-0.141** with a significance level of **0.473**, which is greater than 0.05. Therefore, the correlation is negative, weak, and statistically insignificant. Consequently, we **reject the alternative hypothesis** and **accept the null hypothesis**.

3.4.5. Testing the fourth sub-hypothesis :

- **H0:** There is no statistically significant relationship between time management and work environment at the 0.05 significance level.
- **H1:** There is a statistically significant relationship between time management and work environment at the 0.05 significance level.

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Table (11) : Correlation between time management and Work environment

Time management	Correlation Coefficient R	Sig
Work environment	-0.092	0.641

Source: Prepared by the researchers, based on the statistical outputs of JASP software.

The correlation value is **-0.092** with a significance level of **0.641**, which is greater than 0.05. Therefore, the correlation is negative, weak, and statistically insignificant. Consequently, we **reject the alternative hypothesis** and **accept the null hypothesis**.

4. Conclusion

The most prominent challenges facing institutions operating in dynamic and highly competitive environments is the pressure exerted on employees, which either reflects positively on their performance and time or results in negative impacts. The following is a presentation of the most important results reached after the completion of this study:

- There is an understanding and awareness of the nature and methodology of time management by the faculty employees; they possess the skill of prioritising, planning, and organising tasks, as they use the skill of time management as an effective tool in improving their performance.
- There is a noticeable variance in stress levels within the faculty, indicating that some departments suffer from high pressure, such as department management, while other departments operate in a lower-stress environment. This variance is due to the different nature of tasks and the density of students and service seekers.
- Employees in the faculty are fully aware of their tasks and responsibilities related to their job positions; these are characterised by clarity because they suit their skill abilities and academic qualifications.
- A culture of appreciation and respect prevails in the faculty's organisational environment, where employees enjoy positive relationships with their direct supervisors, and this acts as a strong incentive to achieve job satisfaction.
- The lack of modern technological means in the faculty constitutes an obstacle for employees to perform their tasks with the required speed and efficiency, and to utilise the remaining time for other work.
- There is no relationship between any dimension of occupational stress and time management among the employees in the faculty. This can be explained by the variance of pressure between different administrative departments, as the time management skill among employees is a stable skill whether they work in departments with pressure or not.

Based on the previous results, a set of suggestions can be formulated:

- Updating the technical infrastructure by providing advanced office and digital equipment to improve the efficiency and productivity of employees in the faculty ;

- Enhancing positive relationships between employees and officials, because they constitute a primary support and incentive for employees' loyalty to their institutions, and to increase their effectiveness and contribution to the overall goals of the faculty ;
- Improving the work environment in the faculty, whether physical or psychological, because it reflects negatively on employee performance and their job satisfaction ;
- Reducing pressure on crowded departments by redistributing burdens and tasks between departments and employees ;
- Organising training courses for employees in the faculty to enhance their time management skill and to enable them to use it in the best possible way ;
- The necessity of conducting periodic studies in the field of time management and workplace stress within the faculty and university, in order to detect any changes that may arise over time.

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