Impact of Time Management and Workplace Bullying on Organizational Commitment among Employees at Zahedan University of Medical Sciences

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A B S T R A C T

This study examined the influence of time management practices and workplace bullying on organizational commitment amongst employees at Zahedan University of Medical Sciences. This study employed a descriptive-correlational research design. A convenience sample of 195 participants (93 women and 102 men) was recruited. Data collection utilized questionnaires that measured time management, workplace bullying, and organizational commitment. Pearson correlation coefficients and stepwise multiple regression analyses were conducted using SPSS software version 26. Analysis revealed significant positive correlations between organizational commitment and short-range planning skills and total time management scores. Conversely, negative correlations emerged between organizational commitment and victimization experiences, instances of fighting, and overall workplace bullying. Stepwise multiple regressions indicated that workplace bullying scores entered the model first, explaining 12.4% of the variance in organizational commitment. Short-range planning scores entered the second step, explaining an additional 2.3% of the variance. Interestingly, however, bullying and short-range planning emerged as negative and positive predictors of organizational commitment, respectively. These findings suggest that fostering short-range planning skills and addressing workplace bullying could be beneficial in enhancing employee organizational commitment. Future research could investigate potential interventions to improve time management and mitigate bullying behaviors within similar organizational contexts.

Introduction

Within the complex interplay of organizational dynamics, time reigns supreme as the most critical resource, demanding meticulous prioritization (Baum, Greenwood, & Jennings, 2022). The very success of any organizational endeavor hinges fundamentally on the judicious allocation of time. This factor invariably influences the requisition of all other resources – essential tools for achieving the

predetermined objectives and aspirations of the organization (Gardezi et al., 2022). The simultaneous fulfillment of organizational imperatives and individual pursuits requires strategic time management (Wolters & Brady, 2021). This complexity necessitates multifaceted approach. It encompasses the discernment of tasks, the methodical alignment of organizational objectives with undertakings, the hierarchical arrangement of these undertakings based on their relative impact on productivity, the mitigation of disruptions, and the institution of mechanisms to ensure that requisite attention is accorded to truly pivotal (Von Thiele Schwarz et al., 2021). Undoubtedly, proficient time management stands acknowledged as a potent instrument of competitive advantage, demonstrably augmenting organizational efficacy and performance (Heras-Saizarbitoria, Urbieta, & Boiral, 2022).

The pressing need to navigate tight time constraints can inadvertently fuel the emergence of workplace bullying by constricting avenues for resolving interpersonal conflicts amicably (Abdulmuhsin, Abdullah, & Basheer, 2021; Nooripour, Hosseinian, Ghanbari, Wisniewski, & Sikström, 2024). Characterized by a recurrent pattern of deliberate, harassing, and intimidating behaviors, workplace bullying encompasses the intentional infliction of psychological or emotional distress upon a colleague. More broadly construed, it encompasses acts of harassment, assault, or social ostracization directed towards coworkers, often accompanied by attempts to hinder their professional performance(Busby, Patrick, & Gaudine, 2022). Extensive research has firmly established a causal relationship between workplace bullying and the erosion of organizational commitment, a key metric reflecting employees' loyalty to the organization(Levia & Kaur, 2023). Organizational commitment signifies an employee's psychological attachment to the organization, manifested by their identification with its goals and values (Longpré & Turner, 2024). This attachment translates into a strong sense of organizational loyalty. Employees with a high degree of commitment believe they have an obligation to prioritize the organization's well-being. This loyalty manifests in their willingness to go the extra mile and serve the organization's needs (Abd-El-Salam, 2023). High organizational commitment plays a critical role in achieving both organizational and individual goals (Yan, Espinosa-Cristia, Kumari, & Cioca, 2022). Conversely, employees with low levels of commitment may exhibit counterproductive work behaviors, such as absenteeism, tardiness, or a lack of effort (e.g., leaving work early). Studies consistently demonstrate the detrimental effects of workplace bullying on organizations, with a reduction in organizational commitment being a key negative outcome (Fadhila & Sulistiyani, 2022; Rodríguez-Rad & Sánchez Del Rio-Vázquez, 2023). Conversely, research suggests a positive correlation between effective time management and organizational commitment (Xia et al., 2023). Some studies supported this relationship and indicated that organizations emphasizing time management practices can significantly increase employee commitment (Wang & Hou, 2023).

Current research on employee organizational commitment presents a critical gap. While studies have examined the independent effects of time management and workplace bullying on commitment, a significant lack exists regarding their interplay and its combined impact within specific organizational contexts. This research aims to address this gap by focusing on the intervening roles of time management and workplace bullying in the organizational commitment of university employees in the Medical Science at Zahedan.

Method

Sample and Sampling Method

This study employed a descriptive-correlational research design. This study included all employees of Zahedan University of Medical Sciences (n = 195; 93 women, 102 men) recruited using a convenience sampling method. Pearson's correlation coefficient assessed bivariate relationships, and stepwise multiple regression identified significant predictors of the outcome variable. All statistical analyses were conducted using SPSS software version 26.

Tools Used

The Workplace Bullying Questionnaire (WPB)

It was developed by Einarsen, Hoel, & Notelaersin (2009) to assess the workplace bullying. It is an 18-item instrument designed to assess workplace bullying. It utilizes a 5-point Likert scale (ranging from "completely disagree" to "completely agree") to measure both total and dimensional scores. These dimensions include bullying, victimization, and conflict. The WPB's multifaceted approach goes beyond simply measuring the overall prevalence of workplace bullying. It delves deeper, evaluating distinct dimensions like victimization and conflict. This comprehensive design allows for holistic assessment of interpersonal interactions within organizational settings. Some studies reported a reliability coefficient of 0.76 for this questionnaire, confirming its three-factor structure through confirmatory factor analysis(Verkuil, Atasayi, & Molendijk, 2015). This analysis further underscores the WPB's robustness and validity in capturing the complexities of workplace dynamics. In our study, the Cronbach's alpha was 0.71.

The Organizational Commitment Questionnaire (OCQ): It was developed by Metcalf and Dick in 2002 (Metcalfe & Dick, 2002).It is a 15-item instrument that measures an employee's attachment to their organization. It utilizes a Likert scale ranging from "completely opposed" to "in agreement" to assess commitment levels. Scores on the OCQ indicate the degree of an employee's commitment. Scores between 30 and 45 typically reflect moderate organizational commitment, while scores above 45 suggest a very good level of commitment. The OCQ's validity has been established through multiple methods. A research reported a reliability coefficient of 0.86, demonstrates the instrument's ability to produce consistent results (Aghalari, Dahms, Jafarian, & Gholinia, 2021). In our study, Cronbach's alpha was 0.81.

The Time Management Questionnaire (TMQ): It has undergone significant development since its introduction by Britton and Tesser in 1991 (Britton & Tesser, 1991). Originally consisting of 18 items, it was subsequently revised by Truman and Hartley in 1996, resulting in a more streamlined 14-question format with two additional sub-questions(Trueman & Hartley, 1996). This revision aimed to improve the questionnaire's accuracy and applicability in measuring time management abilities. The TMQ utilizes a 5-point Likert scale, allowing respondents to express their level of agreement or disagreement with each statement related to short-term and long-term planning. This dual focus facilitates a comprehensive assessment of an individual's temporal organization strategies, encompassing both immediate tasks and future goals. A study about psychometric analysis of the revised TMQ, reporting strong Cronbach's alpha coefficients: 0.77 for the total scale, 0.81 for short-range planning, and 0.48 for long-term planning sub-scores(Roshanay, Janeslätt, Lidström-Holmqvist, White, & Holmefur, 2022). A recent study further supported the TMQ's internal consistency, with a Cronbach's alpha of 0.74, thus reaffirming its value as a dependable tool for evaluating time management skills(Goudarzian, Ranjbar, Babaei Hatkehlouei, & Heidari Gorji, 2017). Our study also yielded a Cronbach's alpha of 0.74.

In collecting data for the aforementioned article, ethical principles and human foundations have been observed throughout all stages of the research. As a scholar, academic researcher, and professional, ethical considerations were paramount in ensuring the well-being and rights of the participants involved. Prior to the commencement of the study, informed consent was obtained from all participants, outlining the purpose, procedures, and potential risks involved. Confidentiality and anonymity were strictly maintained, with data being securely stored and accessible only to authorized personnel. Participants were assured of their right to withdraw from the study at any point without repercussion. Moreover, the research adhered to the guidelines set forth by relevant institutional review boards and ethical standards in accordance with the Declaration of Helsinki. This commitment to ethical practice underscores the integrity and credibility of the research findings while prioritizing the dignity and welfare of all individuals involved.

Results

To analyze the data descriptive statistics such as frequency, percentage, mean, and standard deviation was used and to analyze the role of time management and workplace bullying in the organizational

commitment of in employees Pearson correlation coefficient and multiple stepwise regression was utilized and Tables 1 and 2 summarize data on the study participants.

Table 1- Frequency Distribution of Variables.

Variables		Frequency	Percentage
Gender	Woman	93	41.7
	Man	102	45.7
Marital	Single	24	10.8
	Married	163	73.1
	Divorce	5	2.2
	Widow	1	.4
Education	Diploma	13	5.8
	Associate's Degree	15	6.7
	Bachelor's Degree	109	48.9
	Master's Degree and higher	55	24.7

Table 1 presents the frequency and percentage distribution of demographic characteristics (gender, educational level, marital status).

Table 2- Mean and SD of organizational commitment, time management and workplace bullying.

Variables	Mean	SD
Organizational commitment	59.8821	9.77486
Short-range planning	17.6923	4.63488
Long-range planning	30.6754	6.42932
Total time management	48.3508	10.27708
Bullying	14.8256	5.36314
Victim	6.0615	2.63918
Fighting	8.3641	3.34074
Total Bullying	29.2513	10.22345

Table 2 shows descriptive statistics (mean and standard deviation) for the research variables.

Table 3- Pearson correlation between organizational commitment, time management and workplace bullying (n=195).

Variables	1	2	3	4	5	6	7	8
Organizational commitment	1							
Short-rang planning	.194**	1						
Long-tang planning	.131	.717**	1					
Total time management	.172*	.900**	.949**	1				
Bullying	-.353**	-.130	-.099	-.124	1	.		
Victim	-.204**	-.060	-.029	-.046	.653*	1		
Fighting	-.256**	-.170*	-.150*	-.176*	.784*	.626*	1	
Total Bullying	-.321**	-.140	-.109	-.135	.949*	.805*	.900*	1

Table 3 shows a positive correlation between organizational commitment and short-term planning (r = .194, p = .007). The organizational commitment was positively correlated with total time management scores (r = .172, p = .0017). Conversely, organizational commitment exhibited negative correlations with all three workplace bullying subscales. Specifically, it was negatively correlated with the victim subscale (r = -.204, p = .004), the fighting subscale (r = -.256, p = .0001), and the overall bullying score (r = -.321, p = .0001).

Table 4- Summary of stepwise regression analyses of bullying and organizational commitment.

Model	R	R^2	Adjusted R^2	R^2 Change	F	B	SD	Beta	T	P	Tolerance	VIF
1	.352	.124	.119	.124		-.621	.128	-.331	-4.868	.000	.981	1.019
2	.383	.147	.138	.023	16.203	.325	.144	.153	2.254	.025	.981	1.019

Multiple regression analysis (Table 4) revealed that bullying scores entered the regression equation in the first step, explaining 12.4% of the variance in organizational commitment scores. In the second step, short-range planning scores entered the equation and explained an additional 2.3% of the variance. Notably, bullying was a negative and short-range planning scores were positive predictors of organizational commitment.

Discussion

The findings of this study illuminate the intricate relationship between time management, workplace bullying, and organizational commitment among employees at Zahedan University of Medical Sciences. The positive correlations observed between organizational commitment and both short-range planning and total time management underscore the critical role of effective temporal organization in fostering employee dedication to their organization. These results resonate with prior research emphasizing the significance of time management skills in enhancing workplace engagement and commitment (Kasalak, Güneri, Ehtiyar, Apaydin, & Türker, 2022; Sungu, Weng, & Xu, 2019). Conversely, the negative correlations between organizational commitment and various dimensions of workplace bullying highlight the detrimental impact of hostile work environments on employees' allegiance to their organization. The findings align with previous studies indicating that workplace bullying diminishes organizational commitment and undermines employee morale (Jiatong et al., 2022; Sharma, Chaudhary, & Singh, 2019; Sypniewska, Baran, & Kłos, 2023). These correlations underscore the imperative for organizations to address and mitigate instances of workplace bullying to cultivate a supportive and conducive work environment.The multiple stepwise regression analysis elucidated the respective contributions of bullying and short-range planning to organizational commitment. The inclusion of bullying scores in the regression equation elucidated a significant portion of the variance in organizational commitment, emphasizing the pivotal role of addressing workplace harassment in fostering employee allegiance. Subsequent incorporation of short-range planning scores into the model underscored the additional explanatory power of effective time management strategies in influencing organizational commitment, albeit positively. These findings highlight the multifaceted nature of factors influencing organizational commitment and underscore need for comprehensive interventions addressing both interpersonal dynamics and temporal management practices within organizations.The study acknowledges several limitations, which, despite the insightful findings, warrant acknowledgment and consideration for future research endeavors. Firstly, the utilization of a convenience sampling method may limit the generalizability of the results beyond the specific context of Zahedan University of Medical Sciences. While convenient for practical reasons, such as accessibility to participants, this sampling approach may introduce selection bias and compromise the representativeness of the sample. Future research endeavors could employ more diverse and representative sampling techniques, such as stratified or random sampling, to enhance the external validity of findings and ensure broader applicability to other organizational settings. The reliance on self-report measures introduces the potential for response bias and social desirability effects, which may influence the accuracy of reported data. Participants may provide responses that they perceive as socially desirable rather than reflective of their true experiences or behaviors. To mitigate this limitation, future studies could incorporate objective measures or multi-method approaches, such as observational data or peer evaluations, to triangulate findings and provide a more comprehensive understanding of the constructs under investigation. The cross-sectional nature of the study design precludes the establishment of causal relationships between variables. While correlational research provides valuable insights into associations among variables, it cannot ascertain causality or temporal precedence. Longitudinal studies or experimental designs with repeated measures could offer insights into the temporal dynamics and causal pathways underlying the observed associations between time management, workplace bullying, and organizational commitment. By examining changes in variables over time, researchers can elucidate the directionality of effects and better understand the mechanisms driving these relationships. The study's reliance on a single method of data collection may limit the depth of understanding and overlook important nuances in participants' experiences. Employing mixed-method approaches, such as combining

quantitative surveys with qualitative interviews or focus groups, could enrich the data and provide a more comprehensive understanding of the complex phenomena under investigation. Qualitative methods can capture subjective experiences, perceptions, and contextual factors that quantitative measures alone may not fully capture, thus enhancing the richness and depth of the research findings.In this study, several recommendations emerge for practitioners and organizational stakeholders aiming to enhance employee commitment and well-being. Firstly, organizations should prioritize the implementation of comprehensive anti-bullying policies and interventions aimed at fostering a culture of respect and inclusivity. This entails providing training programs for employees and managers on recognizing and addressing instances of workplace harassment effectively. Additionally, organizations should establish clear reporting mechanisms and avenues for support for employees who experience bullying or witness such behaviors. Regular training sessions and workshops can help raise awareness about the detrimental effects of workplace bullying and empower employees to take proactive measures to prevent and address such incidents. Initiatives aimed at promoting effective time management skills among employees are paramount. Time management workshops, seminars, or coaching sessions can equip employees with practical strategies for prioritizing tasks, managing deadlines, and optimizing their work efficiency. Organizations should also encourage the use of productivity tools and techniques to assist employees in better organizing their workload and maximizing their time utilization. By investing in employees' time management skills, organizations can enhance productivity, reduce stress levels, and improve overall job satisfaction. Establishing formal mechanisms for conflict resolution and grievance handling can help prevent the escalation of bullying behaviors and promote a harmonious work environment. Transparent procedures for addressing workplace conflicts and grievances should be communicated to all employees, ensuring that they feel supported and empowered to address issues as they arise. Additionally, organizations should foster a culture of open communication and collaboration, where employees feel comfortable expressing concerns and seeking assistance from management when needed. Leadership involvement in addressing instances of workplace bullying is crucial, as it sends a strong message of commitment to employee well-being and organizational values. By these recommendations, organizations can create a supportive and conducive work environment that fosters employee engagement, satisfaction, and long-term commitment. Investing in measures to prevent workplace bullying and promote effective time management not only enhances employee well-being but also contributes to organizational success and sustainability in the long run.This study sheds light on the complex relationships among time management, workplace bullying, and organizational commitment. It highlights the significance of nurturing a conducive work environment that promotes effective time management skills while eliminating instances of bullying. By addressing these aspects, organizations can cultivate an atmosphere of engagement, dedication, and efficiency among their workforce, thereby bolstering their resilience and viability in the long term. Moreover, fostering a culture of respect and support not only enhances employee well-being but also fortifies organizational integrity and reputation, positioning them for sustained growth and prosperity.

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