

IMPACT OF TIME MANAGEMENT ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

To survive and succeed in the competent world in today's increasingly hostile and fast-moving business environment, organizations have to manage time efficiently. Employee motivation and satisfaction are the prime aspects of all the organizations nowadays. Proper management of time plays a vital role in motivating the employees and thus improving the performance of the organization. The innovation based organization with the effective use of time management lead towards business growth, enhanced organizational performance and helps in increasing employee's comfort level. This research study is intended to assess the level of time management in public and private sector organizations and then to find the impact of time management on employee satisfaction and the overall performance of the organization. Close ended questionnaires were administered from 260 male and female faculty members and students of public and private universities of Hyderabad and Jamshoro districts. Data was analyzed through independent sample T-test and correlation. The results of the test indicated that employees of both type of organizations act on time management almost equally. The result also indicated that females are more time conscious as compared to

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males. The result also showed that time management increases employee satisfaction and motivation and also increases the performance of the organization.

Keywords: *Time management, employee satisfaction, customer satisfaction, organizational performance.*

INTRODUCTION

One of the most frequent concerns and complain of people now a days is lack of time. It is all because of 24/7 fast-paced world in which we live. Time is the valuable resource for everyone. It has equal importance for personal and for professional success. Time is constant and irreversible. It is perishable and cannot be stored for further use (Adejo, 2012). It is finite in nature that is why everyone should spend time carefully (Ojo&Olaniyan, 2008). A set of certain skills and methods to achieve targets, goals and objectives such as setting goals, analyzing, allocating and organizing the available time is known as time management (Abd-el-Aziz, 2012). Time management does not mean to do most stuff rather it means to do what is deemed important. It also emphasizes to eliminate the inessentials. Better time management results quality work, quality social life and an organized personality but constant planning, review and revision is required until it become a habit (Hisrich& Peters, 2002). Time management can be learned by planning and to stay with it (Steven, 2009). An important part of planning is prioritizing. Prioritizing means list out the tasks you have to do and classify them according to their priority, and then spend most of time to the important and urgent tasks (Tavakoli et al, 2013). Like any other person proper management of time is also important for the managers. Manager's work is closely related to time as he has to fulfill numerous working demands in limited time. Effective leaders manage time, the more likely opportunities exist to resolve issues and complete projects in a timely manner, which could result in organizational success (Charlton, 2000). Managers who complain not having sufficient time actually fail to

organize themselves. Mostly they focus on the issues that will have a great impact on the performance of the organization and ignores the trivial things (Aniwura, 2011). Time management skills helps them to better utilize their scarce time resources, allow them to put their attention on the matters of highest priority that results improved job performance (Claessens et al, 2007). Today's competitive world requires various demands to be accomplished in limited time period (Orlikowsky&Yates, 2002). Organizations must also ensure that they meet the demands and requirements of customers, and are adaptable to specific requirements, responds to the changes in the external environment and the demands of the situation (Valleria, 2009). Performance is the combination of efficiency and effectiveness. Organizations require workers that are efficient and effective in their work. The effectiveness of organizations depends upon the effectiveness of their time utilization. According to Philpot (2011), In order to make more efficient and effective use of your time, you must be able to plan for the future and prioritize the present. Time increases productivity and thus productivity increases profits. This makes time management one of the most important aspects of a successful business. In spite of its high significance organizations do not treat it as the essential ingredient of survival (Adebisi, 2013). Time management is now taken as a separate field of study and it has become imperative for the organizations to hire consultants to teach employees how they can better employ their time. Some organizations now arrange time management workshops and seminars that are quite helpful for the employees to better manage their time (Abd-el Aziz, 2012).

REVIEW OF LITERATURE

Adejo (2012) conducted research titled "Effective time management for high performance in an organization" with the objective to explain that how effective time management can improve the productivity and efficiency of the employees. The quantitative approach was used for the research. The management and staff of the Lasco assurance plc, Nigeria was used as the study population and they were sent a

questionnaire. The questionnaire was based on close-ended questions. The sample size of the study was 80 respondents that were selected randomly. Simple regression technique was carried out by SPSS to analyze the collected data. The result then tested with the standard error test and T-test to confirm the results. The data analysis showed a positive relationship between the two variables in the research work. The findings revealed that effective time management is a key to excel organizational performance. Ojokuku & Obasan (2011) worked on "Time management and organizational performance" with the objective to examine the concept of Time management in the public sector. A self-administered questionnaire was designed to record the responses of 1500 civil servants randomly selected in South-west Nigeria. Collected data was analyzed by using the correlation analysis. The findings pointed out that time management is important for effective service delivery, timely completion of assignments and for the promotion of excellence. The result indicated that there is a positive relationship between adequate time management and organizational performance. The findings showed time management as a key to achieve organizational objectives regardless of location, size and nature of the business. Adebisi (2013) has carried research work on "Time management practices and its effects on business performance" with the objective to determine the time management effect on business performance. The study focused small and medium enterprises as a case study. The research used both primary and secondary data. 43 small and medium enterprises were selected in North Central Nigeria. A total of 118 self-administered questionnaires were used and analyzed for the study. Analysis of Variance was used to test the hypothesis. From the findings, the researcher deduced that performance is measured in relation to time and effective time management reduces failure. Findings indicated that time management help organizations to survive well and also help them to increase profitability.

On the basis of these studies, I have designed my hypothesis:

H3: Time management increases organizational performance.

H3a: Time management increases employee satisfaction.

H3b: Time management increases customer satisfaction.

Misra & Mckean (2000) in USA Conducted research titled “College students’ academic stress and its relation to their anxiety, time management and leisure satisfaction”. The quantitative approach was used for the research. Questionnaire was used as the research instrument. The questionnaire was divided into two sections: personal data and research questions. The questionnaire was based on close-ended questions. The sample size of the study was 249 respondents that were selected randomly. ANOVA and T-test technique were carried out with the aid of SPSS to analyze the data collection. The data analysis showed that time management behaviors had an inverse relationship with academic stress. Females were found to be good time manager than males but also suffer higher stress and anxiety. Trueman& Hartley (1996) in UK worked on the comparison between time management skills and academic performance of mature and traditional-entry students with the objective to compare time management with academic performance. A questionnaire was designed to uncover the time management practices of the students. A self-administered questionnaire was designed to record the responses of 293 students selected randomly. Collected data was analyzed by using the correlation analysis. The findings pointed out those women students are more efficient in managing their time than male students, and older mature students are better time managers than the younger ones. Macan et.al (1990) in USA has carried research work on college student’s time management: correlation with academic performance and stress. Survey research was used to conduct the study. The research used both primary and secondary data. The sample size consists of 160 students. A total of 160 self-administered questionnaires were used and analyzed for the study. The questionnaire had two sections: section (A) deal with the personal information of the respondents while section (B) examined the time

management strategies of the organizations. Data was analyzed quantitatively. Correlation was used to test the hypothesis. From the findings, the researchers deduced that time management and academic performance is directly related. The researchers found significant correlations between gender and time management, reporting that women engage in more mechanical time management behaviors than men.

On the basis of these studies, I have designed my hypothesis:

H2: Females act more on time management as compared to males.

Cemaloglu & Filiz (2010) conducted research to determine the relationship between the time management skills and academic achievement of students who were potential teachers studying in faculties of education at Gazi University. "The time management questionnaire TMQ" was used as the research instrument. The findings of the study showed that there was a significant and positive relation between time planning and time consumers and the academic achievement of the students; low and positive relation between time consumers and academic achievement; there was a meaningful and moderate relation between time management and academic achievement. Abdullah et.al (2012) Conducted research to investigate the connection between time management and job performance. Self-administered questionnaire was used to conduct the research. The study adopted random sampling technique and 220 respondents participated in the survey. It is concluded that job performance has a significant positive relationship with time planning, time attitudes and significant inverse relationship with time wasters. The researchers declared the three variables used in the study as the important factor for the human resource managers in order to get increased productivity from the employees. In addition, the study showed time management effectiveness as one of the potent contributors of job performance. It is suggested that organizations should create a time effective culture in the organization. Lucy & Jane (2012) conducted research to discover the relationship between time

management strategies and job performance in organizations with a particular focus on parastatals in Kenya. The methodology and approach used were a complex research design where statistical models of regression and correlation were used. Stratified Random Sampling Technique was used and Z-scores were used to test the hypothesis. The research showed a direct relationship between work performance and the handling of available time. The researchers concluded that managers working in parastatals should put more efforts in educating workers regarding management by objectives (MBO). Attainable targets should be set with a specified time limit. The researchers defined that clocking in and out is the easiest way of managing employee's time. Okolo (2012) conducted research on "Effective time management: A panacea for higher productivity in organizations". The study examined the connection between time management and managerial performance. Effective time management requires a number of managerial skills to be developed and it is one of the crucial aspects of management process. The study revealed that effective time management is an important tool to fulfill the organizational requirements. It is the set of various tools and principles to get the most out of time. The study examined what exactly effective time management is. It also discussed managerial levels and managerial efficiency and effectiveness. The researcher defined various time management problems faced by the managers as interruptions, so much socialization, lack of decision taking ability and self-discipline. It is concluded that there is a need to be proactive and dynamic, prioritization, planning, determination of productive hours and fixing deadlines for all jobs. The paper concluded that proficiency of a manager hinges on effective time management for managerial efficiency.

HYPOTHESES

H1: Private organization act more on time management as compared to public organization.

H2: Females act more on time management as compared to males.

H3: Time management increases organizational performance.

H3a: Time management increases employee satisfaction.

H3b: Time management increases customer satisfaction

RESEARCH METHODOLOGY

In this research stratified method of probability sampling is used for collecting data. Total sample size for this study was 260. Sample size of 65 males and 65 females was collected from public universities and 65 males and 65 females from private universities. Instrument used for measuring time management was designed by Macan et.al (1990). The reliability of this scale is 0.83. Data was analyzed with the aid of SPSS. Employee satisfaction and Motivation was measured by the instrument designed by Nick Foster (1999), the reliability of this scale is 0.81. For measuring Customer Satisfaction, 9-items scale ($\alpha=0.85$) operationalized within Oliver's (1997) framework and was used by Bloemer en de Reuter (1998) was taken.

Analyzing Time Management for Public and Private Organizations

Time management for public and private organizations was assessed through Independent-samples t-test. Two variables are used for this test, one categorical and other continuous. For this research categorical variable used is organization (public and private) and continuous variable used is Time management.

Here the number of employees of public and private organization is 130 and 130 respectively (table -1). The significant level for Levene's test is .069, which is larger than the cut-off of .05. This means that the assumption of equal variance has not been violated, therefore we used the t-value provided in the equal variance assumed line. As the value of Sig (2-tailed) is 0.97 which is greater than .05(.000), this means that there is no any significant difference in the mean scores for public (M=

113.04) and private ($M=113.15$); $P=.000$ (two-tailed) (see table-2). Mean scores shows that there is no any difference in the time management practices of public and private organizations.

Analyzing Time Management for Males and Females

Time management for male & female was assessed through Independent-samples t-test. Two variables are used for this test, one categorical and other continuous. For this research categorical variable used is gender (male and female) and continuous variable used is Time management.

Here the number of male and female employees is 130 and 130 respectively (see table-3). The significant level for Levene's test is .044, which is larger than the cut-off of .05. This means that the assumption of equal variance has not been violate, therefore we used the t-value provided in the equal variance assumed line. As the value of Sig (2-tailed) is 0.64 which is greater than .05(.000), this means that there is no any significant difference in the mean scores for males ($M= 111.37$) and females ($M=114.85$); $P=.000$ (two-tailed) (see table-4). Mean scores shows that females are more time oriented as compared to males though the difference is not significant.

Analyzing Impact of Time Management on Employee Satisfaction

Analyzing impact of time management on satisfaction of the employees was assessed through correlation. Two continuous variables were used here which are: Time management and employee job satisfaction. The correlation between the two continuous variables is 0.363, $p=0.000$. Both variables are significantly positively related with a weak strength of 0.36 (see table-5). Therefore we accept the alternative hypothesis and reject the null hypothesis.

Analyzing Impact of Time Management on Customer Satisfaction

Analyzing impact of time management on customer satisfaction was assessed through correlation. Two continuous variables were used here which are: time management and customer satisfaction. The

correlation between the two continuous variables is 0.20, $p=0.000$. Both variables are significantly positively related with a weak strength of 0.20 (table-6). Therefore we accept the alternative hypothesis and reject the null hypothesis.

CONCLUSIONS AND DISCUSSION

Based on the statistical analysis, following are the conclusions of the study:

Employees of both type of organizations act on time management almost equally.

Both employees consider time management as important one.

Data is collected from the most educated class of the society therefore they act on time management almost equally.

Mean scores shows that females are more time oriented.

Females value time management more than males though the difference is not significant.

Females are more organized and managed and they have the ability to effectively deal with polychronicity.

Time management is a key to excel organizational performance.

Analysis revealed a positive relationship between time management and employee satisfaction and motivation; which means that time management resulted in high job satisfaction and motivation.

Organizations can increase their efficiency through satisfying their employees. Organizations should make preference based variations in the employees' temporal activities that transform their decision making process and also the performance of the organization.

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