DELIVERY EFFECTIVENESS IN TIME MANAGEMENT AND ITS IMPACT ON MANAGEMENT PERFORMANCE: A CASE STUDY - KOSOVO

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ABSTRACT

Time management is one of the current topics of today. The problem of time management faces all businesses, both developed and less developed ones. For this, the issue of time management is a problem not only of Kosovar business managers but also of managers of highly developed economies. The purpose of this paper is to validate the impact of delegation on time management and the impact of effective time management on the performance of business managers in the city of Peja (Kosovo). To achieve this, 150 questionnaires were distributed to the managers. Out of 150 questionnaires distributed, only 120 managers responded. The collected data were tested with the linear regression analysis. Based on the analyzes the hypothesis of this paper: $H._1$. Effective delegation affects time management,$H._2$. Time management affects the performance of the manager, were confirmed.

Keywords: Time management, manager's performance, effective delegation.

INTRODUCTION

Studying time management is like getting into a whole "world". There are so many scholars and more and more books, and as many researchers that illuminated much more this issue. According to Ros Jay (2002) at the beginning of the twentieth century, one of the earliest supporters of time management skills is Arnold Bennett with his book "How to Live on Twenty-Four Hours a Day" published in 1907.

Unable to elaborate all, as the focus of this paper is the influence of time management on the performance of the manager, only a few pieces of this set have been extracted in this paper. The following is a summary of the time management definitions of author and other researcher.

LITERATURE REVIEW
Authors of Time Management

The initiators of the time management study are Peter Drucker, Alex McKenzie, Alan Lankein, Stephen Covey and others. The works of these scholars became the point of reference for all those who wanted to get to know, learn, or even study time management. Helms and Ettkin (2000) treat time as competitive weapons, while Tracy (2000) considers it is the key to personal and business success. Time moves like mercury, says Norgate (2006). From this, Koxhaj (2006) considers the time factor necessary to identify potential problems and ways to overcome them. For this, managers of all levels and all organizational production or service systems, special importance should be given to the rational utilization of the time that man passes effectively to the work process (Buçinca, 2006).

Silva & Wetzel (2007) consider it a problem in the everyday because of the speed of the pace in people's lives. The same opinion is expressed by James Manktelow and Namita Anand (2008). While Hoover (2007) quotes Alexandra Stoddard: "Time is the essence of our lives". For this, Olmstead (2010) treats time as a valuable source. This is also the main reason for effective time management.

So, good time management can help you find time for what you want to do or need to do (Sandberg, 2004; Mackenzie & Nickerson, 2009). Tracy (2000) and Hellsten (2012) write for creating and improving of new time habits. According to Bartholomew (2013) time Management refers to a set of skills, tools and techniques used to manage time for performing specific tasks, say (Taslimi et al., 2014; Grissom et al., 2015).

Since in the business world, time is one of the most important assets for any organization, "Time Management is a very important factor in achieving the full potential of your business", Robo & Xhavara (2012) said. Adebisi, (2013). While, Claessens et al., (2007) defines time management: "Art of arranging, organizing, scheduling and budgeting of time with the goal of generating jobs more effectively and productive". For time management, Hassanzabeh & Ebadi (2007) define time management techniques: setting goals, planning, priorities, making decisions, and delegating. To apply these, you need to stimulate yourself, guides Forsyth (2009).

All managers carry out planning, organizing, leadership and control activities, but the amount of time they give each of these managerial activities is not necessarily the same, Robbins & Decenzo (2011) declare. To reduce downtime, they have to manage it, suggest Paul & Rebecca (2011).

Many authors deal with time management techniques such as: Yager (1999); Kahle (2003); Covey (2004); Hale (2004); Peeters & Rutte (2005); Haughton (2006); Claessens et al., (2007); Richardson & Rothstein (2008); Tracy (2008); Kempe and Mehler (2013); Grissom et al. (2015); Johnston (2011) and Hellsten (2012) deal with time management techniques. This affects the success of the manager, says Tracy (2014).

So, based on the data of different authors, the time management process is a series of related activities. Therefore, time management techniques are activities that are interdependent with one another.

Authors for Delegation

Most scholars define management as a process of performing work with and through others to achieve organizational objectives in a changing environment. According to Tracy (2000), you do not have enough time to do all you have to do, and for this the manager has to delegate the work. According to Benjamin Tregoe: "Most people in management are overloaded with a lot of things to do and with little time to realize them" (quoted by Tracy, 2013b).

The key to effective management is delegation says Covey (2004). Delegation is the basis of the management, says Griffin (2010). Delegation is the process of determining the subordinates duties, giving them the authority necessary for the implementation of these duties and their obligation to carry out the duties at a satisfactory level (Hendrikse, 2003; Chandler & Richardson, 2005; Jay, 2002; Nelson & Economy, 2005; Haughton, 2006;

Bedenik, 2006; Gaspar et al., 2007; Arthur, 2008; Mackenzie & Nickerson, 2009; Robbins & Decenzo, 2011; Tracy, 2013b; Tracy, 2014b; Griffin, 2010; Llaci, 2002; Koxhaj, 2006).
Effective delegation means getting things done properly, timely and by right people (Manktelow & Anand, 2008). While Nelson & Economy (2005) say effective delegation prepares managers who are able to get the job done in the organization. Authors such as: (Fisher, 2001), Mackenzie & Nickerson (2009), Robbins & Decenzo (2011), also define the steps for successful delegation.

In contrast, Thiel, one of the founders of PayPal, also manager of this company, has acted as follows: "The best thing i did as a PayPal manager was that every employee in the company i have made them responsible to do just one thing. Every employee had a special duty, and each knew that i would appreciate them for one thing. I started to do this simply to simplify the task of managing people" (Thiel & Masters, 2016).

METHODOLOGY

The purpose of this research is to identify the role that time management play in performance of businesses in the city of Peja - Kosovo, and identification of factors that affect time management.

H_0: $_1$. Effective delegation does not affect time management.
H_a: $_1$. Effective delegation affects time management.

H_0: $_2$. Time management does not affect the performance of the manager.
H_a: $_2$. Time management affects the performance of the manager.
The paper contains theoretical and the research part, where a qualitative and quantitative method has been made. For the research part were used questionnaires and analytical method. The collected data were selected, analyzed and finally presented in tabular form. From these tables are derived graphs which represent the results of the data in percentages.

For data collection were used: 80 questionnaires were distributed through direct contacts and 100 are distributed via electronic form through Google to 150 businesses in the municipality of Peja (Kosovo) during the period April - May 2017. From the 180 questionnaires that were distributed to managers and entrepreneurs of partnership Businesses with general responsibility and those with limited liability. 50 of them did not answer and 10 of them have not given the correct answer, which were removed from analysis. In total, 120 questionnaires were used for the research.

This questionnaire is divided into two categories: the first category includes general information: a) personal data on the respondent, b) business data, and the second category includes time management questions formulated according to Likert scale, 1 (very rarely), 2 (rare), 3 (sometimes), 4 (often), and 5 (very often). The analysis and results of these questions have been made through the statistical method.

For quantitative data analysis, as statistical tools for their analysis were used Excel software for descriptive data and SPSS software, for Likert scale questions by factorial method, and proof of hypotheses with Linear regression. By linear regression it has been proved that there is a relationship between the variables.

For extraction of the sample are used data provided from the Municipal Business Center in Peja. Table 1 shows the number of businesses and their classification based on legal status, from 2000 to 2016 at the moment of registration. In the table number 2 are given businesses with general partnerships and those with limited partnership in the municipality of Peja, which are selected for research.

Table: 1. Businesses by legal status in the municipality of Peja (2000-2016)

	Type of business	No. of businesses	Percentage
I.B.	Individual Business	6442	92%
LLC	A company with limited liability	840	4.5%
JSC	Joint Stock Company	11	0.1%
GP	General Partnership	156	3%
LP	Limited partnership	4	0.1%
FC.	Foreign company	14	0.1%
PE	Public enterprise	1	0%
AC.	Agricultural cooperative	1	0%
	Total:	7469	99.8%

Source: Municipal Business Center Peja (2017)

Table: 2. Businesses with General / Limited Partnerships in the Municipality of Peja

	Lloji i biznesit	No. of bussinesses	Percentage
GP	General Partnership	156	3%
LP	Limited partnership	4	0.1%
	Total	160	3.1%

Source: Municipal Business Center Peja (2017)

To extract the sample from the entire population is utilizing the formula Taro Yamane (1973).

$$n = \frac{N}{1 + N * (e)^2}$$

n = the sample,
N = population

E = 5% importance level (95% significance)

$$n = \frac{160}{1 + 160 * (0.05)^2} = \frac{160}{1.4} = 114.28$$

THE EMPIRICAL STUDY

In the empirical study are presented the results of the questionnaire realized by the selected business managers. The questionnaire contains 18 questions. Below are the data collected through the table and then these data are presented graphically.
The total number of research subjects consists of 120 managers, who participated in the research, which is reflected in the table below.

Table. 3. General information about the participants involved in this study

Demographic Distribution		Frequency	Percent
Gender	Men	88	73.3 %
	Females	32	26.7 %
	Total	**120**	**100**
Age	18 - 25	7	5.8 %
	26 – 30	22	18.3 %
	31 – 35	44	36.7 %
	36 – 40	22	18.3 %
	41 – 45	15	12.5 %
	46 – 50	8	6.7 %
	51 and more	2	1.7 %
	Total	**120**	**100**
Level of education	Ph.D.	4	3.3 %
	Scientific master	34	28.3 %
	Master professional	33	27.5 %
	Faculty	46	38.3 %
	High School	2	1.7 %
	Secondary school	1	0.8 %
	Total	**120**	**100**
Field of study	Economy	37	30.8 %
	Management	52	43.3 %
	Accounting and Finance	7	5.8 %
	Engineering	4	3.3 %
	Other	20	16.7 %
	Total	**120**	**100**
Position in the business	General director	37	30.8 %
	General manager	33	27.5%
	Human resources ma	8	6.7%
	Marketing manager	3	2.5%
	Financial manager	15	12.5%
	Project manager	13	20.8 %
	Other	11	9.2%
	Total	**120**	**100**
Business Sector	Manufacture	10	8.3 %
	Service	66	55.0 %
	Commerce	43	35.8%
	Construction	1	0.8%
	Total	**120**	**100**

Source: Author (2017)

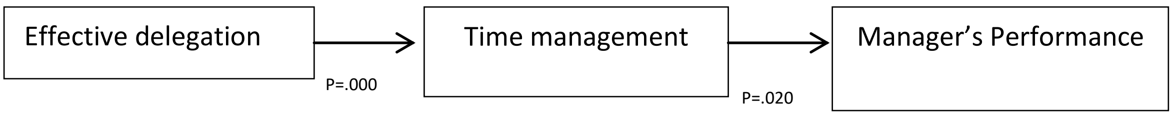
In the tables 3, the businesses included in the survey are presented by sector: 55% are service businesses, 36% commercial businesses, 8% manufacturing businesses and only 1% construction businesses.

Of all the participating managers in research 88 of them are male 73.3% and 32 female 26.7%. The minimum age is 22 and max 55 years. As seen in table 5, dominant age group is 31-35 with 44%, age group 26-30 and 36-40 years are 22%, 15% of participants entered the 41-45 year-old group, 8% of them are 46 -50 years old, in the age group 18-25 years are 7% of managers and only 2% are over 51 years old.

Of the managers who have been part of the study, regarding the question of what is the highest level of your education 38% of them have declared that they have completed the faculty, 28% master, 28% professional master, 3% doctoral, High school 2% and only 1% middle school.
Of the 120 managers participating in the research, 43% stated that they have studied management, 31% economics, 6% accounting and finance, 3% engineering and 17% other: (business administration, marketing, computer science, information technology, international relations).

When asked about your position in the business where you work, 31% of them stated that they work as general director, 27% general manager, 13% financial manager, 11% project manager, 7% human resource manager, Marketing manager 2% and 9% others:(sales manager, production manager, import manager, quality manager).

Figures: 1. Conceptual model



Source: Author (2017)

Effective delegation affects time management.

Table: 4. Variation Analysis Table

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464[a]	.215	.208	.38176

a. Predictors: (Constant), effective delegation
b. Dependent Variable: time management

Source: Author (2017)

In this analysis from the correlation table, it can be evidenced that the correlation coefficient R equals 0.464, which shows good correlation and indicates that the coefficient is different from zero. Whereas according to the R^2 line which represents the percentage of change in the dependent variable that can be explained by independent variables. It can be seen that from our 0.215 value that independent variables explain 21% of variability of dependent variables.

Table: 5. Variance Analysis Table

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.714	1	4.714	32.343	.000[b]
	Residual	17.198	118	.146		
	Total	21.912	119			

a. Dependent Variable: time management
b. Predictors: (Constant), effective delegation

Source: Author (2017)

The table above shows the variance analysis result to see the difference between the effective delegation and the time management involved in this study. The table shows that in the dependent variable, time management, there are differences in effective delegation included in this study. Value-F is 32.343 and p-corresponding value is given as <0.000, and we can safely reject the zero hypothesis, meaning that the observed differences have statistical significance.

Table 6. Prediction of parameters

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.583	.340		7.587	.000
	effective delegation	.434	.076	.464	5.687	.000

a. Dependent Variable: time management

Source: Author (2017)

The table above shows the results of regression linear where as a dependent variable is included Time management while as independent variable is effective delegation. The table also shows that the link between effective delegation and time management is positive *(Beta 0.464, t 5.687, sig 0.000).* The positive regression B>0 indicates a positive correlation between independent variables and dependent variables, resulting that by increasing the level of the effective delegation the value of the dependent variables, time management increases by 0.434 units.

The result of independent variable positively affects the dependent variable of time management. Based on these data we can conclude that Ha.1. Effective delegation affects time management. And with this hypothesis H_0:1. is refused.

Model:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \varepsilon}$$

Y = Time management
β_0=2.583; (constant term)
$\beta_1 X_1$=0.434; (Effective delegation)

ε – The term of error
Reliability coefficient = 95%

The model's prediction outline is as follows:
Time management = 2.583 + 0.434* (effective delegation)

Time management affects the performance of the manager.

Table: 7. Variation Analysis Table

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.212[a]	.045	.037	.84133

a. Predictors: (Constant), time management
b. Dependent Variable: manager’s performance

Source: Author (2017)

In this analysis from the correlation table, it can be evidenced that the correlation coefficient R equals 0.212, which shows average correlation and indicates that the coefficient is different from zero.

Table: 8. Variance Analysis Table

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.942	1	3.942	5.569	.020[b]
	Residual	83.525	118	.708		
	Total	87.467	119			

a. Dependent Variable: manager’s performance
b. Predictors: (Constant), time management

Source: Author (2017)

The table above shows the variance analysis results to see the difference between the manager performances and the time management involved in this study. The table shows that in the dependent variable, manager performance, there are differences in time management included in this study. Value - F is 5.569 and p-corresponding value is given as <0.020, and we can safely reject the zero hypothesis, meaning that the observed differences have statistical significance.

Table: 9. Prediction of parameters

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.306	.135		24.541	.000
	time management	.019	.008	.212	2.360	.020

a. Dependent Variable: manager's performance

Source: Author (2017)

The table above shows the results of regression linear where as a dependent variable is included manager's perfomance while as independent variable is time management. The table also shows that the link between manager performance and time management is positive (Beta 0.212, t 2.360, sig 0.020). The positive regression B>0 indicates a positive correlation between independent variables and dependent variables, resulting that by increasing the level of the effective delegation the value of the dependent variables, time management increases by 0.019 units.

The result of independent variable positively affects the dependent variable, manager's performance. Based on these data we can conclude that Ha.2. Time management affects the performance of the manager has an impact on time management. And with this hypothesis H_0:2.is not accepted.
Model:
$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \varepsilon}$$

Y = Manager's performance
β_0=3.306; (constant term)
$\beta_1 X_1$=0.019; (time management)

ε – The term of error
Reliability coefficient = 95%

The model's prediction outline is as follows:
Manager's performance = 3.306 + 0.019* (time management)

CONCLUSION

The paper addressed the impact of effective delegation in time management as well as the impact of managing time on the performance of the manager. The results of the analysis highlighted the effectiveness of delegation in time management as well as the impact of time management on the performance of the manager. Based on the linear regression analysis, the following hypotheses were verified:
$H_{.1}$. Effective delegation affects time management.
$H_{.2}$. Time management affects the performance of the manager.

Since the paper is the first of its kind in our country, these data provide a source for researchers in the future. For expanding the new knowledge, future researchers can expand their research to business managers all over Kosovo. At the same time, comparisons can be made with research of this kind in the region, such as Albania, Macedonia and Montenegro.

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