

## TIME MANAGEMENT AND ORGANISATIONAL EFFECTIVENESS: EVIDENCE FROM THE PRESBYTERIAN WOMEN'S COLLEGE OF EDUCATION, ABURI

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### ABSTRACT

In the new global economy, time management has become a central issue in many organisations as effective exploitation and utilisation of time has positive effect on the regular functioning and development of the organisation. In contrast, productivity diminishes if available time is not well-managed in the organisational functioning. This study critically examines the influence of time management on the effectiveness of organisation with focus on the Presbyterian Women's College of Education, Aburi. The study further examined the level of time management of employees and compared time management by gender and age. The descriptive survey research was adopted in which quantitative approach was also utilised. A sample of 50 employees was selected using simple random sampling technique. Relevant data was collected using structured questionnaires and data was analysed using descriptive statistics, independent samples t-test and regression model. Findings revealed that the level of time management was neither high nor low hence seems to be on the average. Level of time management among employees was also found to be independent of age (mean square =0.155;  $F=1.572$ ,  $p > 0.05$ ) and gender (means difference =-0.375,  $p > 0.05$ ). Furthermore, simple linear regression analysis shows statistically significant positive linear relationship between time management and organisational effectiveness ( $B = 0.489$ ;  $t = 2.361$ ;  $p < 0.05$ ). The efforts of college employees in the management of the available time during work have not contributed significantly to the effectiveness of the college. There is the need for management to put in proactive measures to increase employee's level of time management in order to induce higher level of organisational effectiveness.

**Keywords:** Time Management, Organisational Effectiveness, Evidence from PWCE, Aburi.

### INTRODUCTION

One of the most important events of the twenty-first century is time management. Time management has become an important concept of every organization, whether public or private globally. Every Organisation requires management for the continuity of their operations (Kordestani & Azadi, 2016). Effective and efficient use of time has become an inevitable necessity for achievement in work and life. According to Afjee (2006) organisation's efficiency will be increased following the strategies of time management, and waste of time and heavy costs in organisations will be prevented by proper use of time.

Globally, current changes within the various levels of education, with increased challenges, expectations and the need to operate and achieve success have made the tasks of the educational administrators more cumbersome and challenging (Rezaei & Moradi-Bekali, 2010). Many organisations including Colleges of Education face a number of problems and challenges

centering on inefficiencies in the time management of their employees. Adejo (2012), once noted that there is never enough time especially when you need it most, when there's a problem, a crisis or an opportunity such as a chance to bid on some new business. Lack of time management results in inconsistencies, deviation from the goal, and waste of time and energy which leads organisation into chaos and disintegration (Kordestani & Azadi, 2016).

In Ghana, the attitude of many people, towards time has been that, there is always more time. The common slogan is that if something is not done now, it can be done later. These attitudinal behaviours are often demonstrated towards work by many. Observations also revealed that many people do not attach much importance to time, and this has resulted in the popular expression that "this is African time". These attitudes however, would have negative effect on the total management taking place in the lives of many people which are transferable to work attitude as well. This claim is also backed by Aphu and Cheng (2015), inferring that poor time management practices impact negatively on the performance of organizations. This in effect, often gives rise to low productivity. Ineffective management of time by employees therefore poses serious threats to organizational effectiveness.

A considerable amount of literature has been published on time management in relation to organisational effectiveness (Rezaei and Moradi-Bekali, 2010; Taheri and Haghghi, 2011; and Adebisi, 2013). These studies have demonstrated the positive correlation between the two concepts. However, views expressed by these studies were focused on different jurisdictions for which their findings may differ from Ghanaian context, specifically the Presbyterian Women's College of Education, Aburi. In Ghana for example, authors like Polley-Kwofie (2012), Barfi (2008), Aphu and Cheng (2015), have also wrote extensively on time management in different dimensions. Their studies however focused on other sectors like banking and the aviation industries. None of them have however focused on how the situation fell in educational institutions. These studies have also failed to provide evidence on how people differ in time management by gender and age of employees. This paper critically examine the level of time management among employees of the Presbyterian Women's College of Education with specifics to examining the relation between gender and time management.

## LITERATURE REVIEW

Time management is one of the effective ways to improve efficiency and books of management and organisational behavior place great emphasis on it (Eshaghieh & Eslami, 2015). This type of management helps avoid unnecessary work, organisation, and delegation and finally increases efficiency. Time management is not something distinct and separate from management in a general sense and its purpose is to avoid wasting time and discipline work time (Hashemizadeh, 2006). North (2014), defines time management as the organisation of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjust events that would interfere with its completion so that completion is reached in an appropriate time. As defined by Boutot and Hume (2012), time management is the art of arranging business and personal affairs in such a way that you and your things show up when, where, and how you have intended them to, as frequently, effortlessly, and ubiquitously, as possible, and to facilitate getting things done as quickly as possible with the less amount of resources (time, energy, money, and people) necessary. Alan (2009), also referred to time management as an art of arranging, organising, scheduling, and budgeting one's time for the purpose of generating more effective work and productivity. Time management is about making changes to the way you spend your time (Susan, 2012). According to Achunine (2004), the concept of time management involves identifying tasks to

be performed, planning and scheduling of organisational activities, prioritising such activities, allocating time to the tasks according to their degree of importance in enhancing productivity, minimising interruptions and frivolities and dealing with routine tasks in such a way that the truly important tasks could receive due attention. In other words, it is an art of arranging, organising, scheduling, and budgeting one's time for the purpose of generating more effective work and productivity. In general sense, Claessens et al. (2009), have defined time management as types of behaviour that differentiate people who do things on time, stick to deadline and spend little time on their activities from those who are often late, pass deadline, spend much time on their activities and waste time on unimportant matters. Time management is also defined as a combination of sensitivity for time, the setting of goals, prioritising tasks, and observation outcomes. This definition illustrates time management as an associate example of self-regulation enabling workers to enhance their performance, intelligence and reach career success (De Vos & Soens, 2011).

All the above definition as pointed by the various authors points to the unique fact that time management deals with how one takes control of the available time to him/herself to accomplish specific goals. Effective time management does not come naturally for many of us, but to avoid working ridiculous hours and greatly increase the chances of success in business, it is an area that needs attention (Steven, 2009). Scott (2002), made it clear that one of the fundamental challenges in effective time management is remembering the difference between "urgent" and "important". Urgency alone cannot make a task important. It is the connection to our personal principles and business priorities that determines the importance of a task. With a clear personal mission and objectives, time can be scheduled with a definite purpose in mind. Good time management is essential for coping with the pressures of modern life without experiencing too much stress.

As revealed from the foregoing, time management represent the skills, tools, and abilities of doing the right thing at the right time, with minimum effort, and resources, effectively and efficiently, thereby achieving your goals and the things you personally prioritised and value.

### **Time Management Strategies and Organisational Effectiveness**

Time management strategies have been documented in several studies (Kaufman, Lane and Lindquist, 2010; Khodaveisi, Bahar, & Ahmadi, 2015; and Eshaghieh & Eslami, 2015). According to these studies time management strategies comprised priority and goal setting, planning, delegating, giving up procrastinating, managing external time wasters and avoiding multi-tasking.

Managing time effectively requires a distinction between what is important and what is urgent. Kaufman, *et al.* (2010), categorise our activities into four quadrants in their time management matrix: urgent, not urgent, important and not important. While activities that are both urgent and important must be done, it was suggested that we spend less time on activities that are not important (regardless of their urgency) in order to gain time to focus on activities that are not urgent but important. Focusing on these important activities allows gaining greater control over your time and possibly reducing the number of important tasks that do become urgent.

Goal setting is a powerful process for thinking about ones ideal future, and for motivation to turn ones vision of this future into reality. This is the first and very important step in effective time management. Kaufman et al. (2010) recommend using a personal planning tool to improve productivity. Examples of personal planning tools include electronic planners, pocket diaries, calendars, computer programs, wall charts, index cards and notebooks. Writing down the tasks,

schedules, can free the mind to allow one focus on their priorities. Alay and Koçak (2012), also argued that the initial issue with time management is planning, and as a result it seems to embrace a range of items that are related to planning in the short term (either at intervals of the day or within a week) and in the long term. As Barling, Cheung and Kelloway (1996), opinioned, time planning is linked to job performance. Delegation, giving up procrastinating, managing external time wasters and avoiding multi-tasking are other time management measures that promotes achievement of organisation's objectives.

The role of organisational effectiveness have been documented in plethora studies (Ilona & Evelina, 2013; Zheng, Yang, & McLean, 2010; Iman and Kennedy-Phillips, 2011; Gunadi, 2007; Mahmudi, 2005; Moenir, 2006). According to (Mahmudi, 2005), organisational effectiveness is the extent to which an organisation, given certain resources and means, achieves its objectives without placing undue strain on its members. These are determined by a large number of variables: contextual variables—industry in which organisation operates, legal and political environment, the type of organisation and ownership; strategic variables—goals of organisation, strategies of the organisation, growth rate and style of top management; structural variables—centralisation, formalisation, specific functions and division of labour; and process variables—communication, leadership and conflict resolution (Khandwala (2008; Schmid, 2012). It appears that different dimensions were being used to measure organisational effectiveness in research even though there are some similarities in some of these dimensions. This might be the result of difference in the focus of organisations. While others may be profit making entities others may not lead to different measures of effectiveness. This study however adopted some of these measures but with focus on the type of organisation in which the current study is being conducted.

### **Theoretical Basis of Time Management**

For many decades now, time management has been of particular interest to researchers and organisations and many time testing theories have been propounded to help explain time management concept. This paper, however, discusses two of these theories that signify time management and are relevant for the present study. The first theory deals with the Pareto Principle. This theory according to Vilfredo Pareto proposes an 80-20% rule which could be used anywhere time plays a major role to uplift productivity and organisational success (Njagi & Malel, 2012). The theory posits that only 20% of work actually produces net results. This means that within a limited time (20%) the activities of work needs to be well categorised for achieving goals. The second theory deals with the pickle jar theory. The theory postulates that more time should be dedicated to our goals and that distractions could lead to mismanagement and should thus be avoided completely (Njagi & Malel, 2012).

### **Gender and Age Differences in Employees Time Management**

Khan, Farooqi, Khalil and Faisal (2016), conducted a study on measuring the relationship with teachers' time management techniques and their class performance with specifics to examining the relation between gender and time management. In their study, time management was measured with different indicator variables such as engage time, prioritisation of tasks, setting goal techniques, perceived control over time and experience. The study employed the descriptive research technique and conducted an analysis on 360 teachers. Findings revealed that male teachers' time management techniques are better than female teachers. The study however failed to support these findings with regards to some of the issues that might have led to the differences in the management of time at work by gender.

Moreover, results of analyses of metadata (Ziapour, Khatony, Jafari, & Kianipour, 2015; Adejo, 2012, and, Mazaheri and Aivaz, 2012) showed that time management was significantly higher in females than in males. However, a study conducted by Macan (2006), and Khan, Farooqi, Khalil and Faisal (2016), indicated lower levels of time management among women than men, which contradicts the findings of the earlier authors as mentioned. In contrast Saketi and Tahheri (2010), and Jahansir, Salehzadeh, Vesaghi and Mousafifar (2008), also reported no role for gender in time management. These differences may be due to the fact that the studies were conducted in different geographical locations and at different times with different techniques being employed.

A study conducted by Sattayawaksakul, Maidom and Cheewaparakobkit (2015), also suggests that the time management capabilities of older working people are higher. Literature relating these two variables (age and gender) with time management has however received few attentions, thus findings from this study would contribute relevantly to existing literature especially with regards to Ghana.

### **Relationship between Time Management and Organisational Effectiveness**

A considerable amount of literature on relationship between time management and organisational effectiveness has been documented in many studies (Ahmad, Mohd, Shobri and Wahab, 2012; Ojokuku and Obasan (2011); Adejo (2012); Njagi and Malel (2012); Njagi and Malel (2012); Tavakoli, Hamdollah and Leila (2013); Saatchi and Behbahani (2010); Javaherizadeh and Charmian (2009); and Khodam and Kalagari (2009). Empirical evidences from these studies show that effective time management is a panacea to organisational effectiveness and not a placebo. They further demonstrated that effective time management improves staff productivity, make scheduling of jobs easier, make staff to perform tasks at their highest skill level, help staff to prioritise and accomplish important task, recording and guiding the organisation towards achieving its set goals.

The findings of these studies demonstrated that there was an existence of a positive relationship between time management and organisation performances, although there was low positive relationship between the understanding of time bound performance that is measurable. They recommended that parastatal heads should sensitise management by objectives which are measurable within a specific time frame. This discloses that, it is impossible to put aside time management and performance due to the sense that any one of us is considered superior performer when tasks are achieved on time with high quality. Achieving tasks on time needs one to set clear goals with effective priorities, and scheduling the tasks, thus enable him/her to accomplish those tasks at the right time. According to who conducted the study of the relationship between time management and job satisfaction and their result showed that, time management has a positive influence on job satisfaction. This study therefore hypothesized that effective time management is a panacea to achievement of organisational objective.

### **Materials and Methods**

This study adopted the descriptive research design. This method is considered appropriate for this study because there is an awareness of some level of how employees try to manage the available time at work to accomplish their task. According to Robson, cited in Lewis, Thornhill and Saunders (2007), the aim of descriptive research is to project an accurate profile of persons, events or situations. In order to have a clearer picture, description and analysis of the issues under study, the researcher adopted quantitative descriptive research method in which quantitative methods were used in data organisation and analysis. Quantitative approach to research means testing for objective theories by examining the relationship among variables



which this study set out to achieve. These variables in turn, can be measured typically on instruments, so that numbered data can be analysed using statistical procedures (Creswell, 2015).

The population frame of the study was 70 employees of the college. A total of 50 respondents (employees of the institution) formed the sample size of the study. Simple random sampling was employed in the selection of respondents. Data was collected using structured questionnaire. According to Saunders et al (2007), the questionnaire is one of the most widely used data collection techniques within the survey strategy. In order to accomplish the research objectives, a questionnaire was designed in relation to the research objectives to elicit the needed data. This was designed capturing variables that are very relevant to measuring the research objectives. With the use of quantitative approach to the study bearing in mind the nature of data for quantitative analysis, questions were made close-ended including multiple choice questions as recommended by (Morse & Richards, 2002). This allowed for ease in coding the data for statistical analysis. The statements or questions were made simple and concise, to avoid ambiguity. Questionnaire was constructed with the assistance of the variables which emanated from literature as measures of time management and organisational performance and other variables of relevance. In this study, the relevant variables of concern (time management and organisational effectiveness) were measured using a five point Likert scale. This is to ensure that they have the same level of measurement in order to meet the assumption of the technique of analysis employed.

The participants in this study were volunteers solicited by the researcher, and informed of the purpose of the study and were thus considered very significant in the study. The researcher therefore maintained the highest standard of ethics at all times during engagement with research participants. More specifically, the research was specially designed so that participants would not suffer intentional physical harm, discomfort, mental anguish, embarrassment, or loss of privacy.

### **Data Analysis**

The information collected were edited and processed using Excel and SPSS software. Descriptive statistics (mean, standard deviations), students' t-test, correlation and regression statistical tests were applied to the data. The descriptive analysis described levels of employees' time management with regards to the data obtained from the survey. This technique also described other variables of importance to the study. The student's t-test was used to ascertain if there are significant differences in time management by gender and by age. The correlation and regression analysis was applied to the data to examine the relationship between time management and organisational effectiveness. The findings of the study were presented using appropriate tables and charts to ensure easy interpretation.

**RESULTS****Distribution of Respondent's Background****Table 1: Distribution of Respondent's Background**

		Frequency	Percent
Gender	Male	34	68
	Female	16	32
Age	20-29yrs	10	20
	30-39yrs	15	30
	40-49yrs	17	34
	50-59yrs	8	16
Educational level	SHS	5	10
	Diploma	13	26
	Bachelor's degree	9	18
	Master's degree	21	42
	PhD	2	4
Work duration	1-5yrs	11	22
	6-10yrs	16	32
	11-15yrs	9	18
	16-20yrs	9	18
	21 and above	5	10
Marital status	Single	10	20
	Married	37	74
	Divorced	3	6
Employment status	Part time	1	2
	Full time	45	90
	Casual	4	8

*Source: Field Survey, 2018*

**The Level of Time Management among Employees of the College****Table 2: Descriptive Statistics on Level of Time Management among Employees**

	N	Mean	Std. Deviation
Priority setting	50	4.135	0.511
Planning	50	3.725	0.636
Delegation	50	3.800	0.621
Procrastination	50	3.850	0.810
External time wasters	50	2.173	0.501
Multi-tasking	50	3.167	0.825
Overall time management	50	3.326	0.320

*Source: Field Survey, 2018*

**Gender and Age Differences in Employees Time Management****Table 3: Test of Normality**

	Shapiro-Wilk		
	Statistic	df	Sig.
Time Management	0.079	50	0.200

*Source: Field Survey, 2018*

**Gender Difference in the Level of Time Management****Table 4: Group Statistics**

Gender	N	Mean	Std. Deviation	Std. Error mean
Male	34	3.314	0.303	0.052
Female	16	3.350	0.363	0.091

*Source: Field Survey, 2018***Table 5: Independent Samples t-test**

T	df	Sig. (2-tailed)	Mean difference	Std. Error
-0.375	48	0.71	-0.037	0.098

*Source: Field Survey, 2018***Age Difference in the Level of Time Management****Table 6: Mean distribution of time management by age**

Age	N	Mean	Std. Deviation	Std. Error
20-29yrs	10	3.405	0.315	0.099
30-39yrs	15	3.409	0.319	0.082
40-49yrs	17	3.194	0.337	0.082
50-59yrs	8	3.149	0.243	0.086

*Source: Field Survey, 2018***Table 7: Analysis of variance (Anova)**

Source of variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.466	3	0.155	1.572	0.209
Within Groups	4.549	46	0.099		
Total	5.015	49			

*Source: Field Survey, 2018***The Relationship between Time Management and Organisational Effectiveness****Table 8: Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.323	0.104	0.085	0.464

**Anova**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.197	1	1.197	5.573	0.022
Residual	10.313	48	0.215		
Total	11.51	49			

*Source: Field Survey, 2018*



**Table 9: Simple linear regression coefficients**

	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.894	0.691	2.739	0.009
Time management	0.489	0.207	2.361	0.022

*Source: Field Survey, 2018*

## DISCUSSION

### Distribution of Respondent's Background

It is observed that 34 out of the total 50 respondents (68%) were males while the remaining 16 (32%) were female suggesting that more male employees of the college were represented in this study than the female. With regards to the age distribution, majority of the employees (34%) were from the age group of 40-49) also indicating that the study covered employees who are within the active labour force. The study further revealed that majority of the employees (34%) had master's degree with only 4% having their PhD. Furthermore, the working experience of employees in the college indicated that 32% of them have been working in the college between 6-10 years, between 1-5 years (22%), between 11-15 years (18%), 16-20 years (18%) and 21 years and above (10%). These reflect that majority of the employees have been engaged in work with the college for quite a long time. Referring to the marital status, while 74% indicated to be married, 20% were single and 6% divorced. Generally, employees covered by the study were mostly full time workers in the college, constituting 90%.

### The Level of Time Management among Employees of the College

From Table 2 above, it is indicated that majority of the employees of the college have high levels of priority settings. This is indicated by the high mean response of 4.135. It induces that employees were able to organise themselves at work and do things in accordance to priority, and accomplished their tasks on time. Such practice of effective time management of the employees in terms of setting priority is good and of great importance since this would mean that, they are able to do the most important things first which allows them to have control over time usage. At a high mean response of 3.725, the study also unveiled that most of the employees were able to manage their time by planning. It is pointed out therefore that employees often try to make plan of how their time should be spent and most of the time goes according to the plan. Results further indicated that there are high levels of time management among employees in terms of delegation and procrastination. These are indicated by high mean values of 3.80 and 3.85 respectively. This discloses most of the employees were able to get help from their colleagues on some tasks while they concentrate on more important things. It is also an indication that most of the time some tasks are handled in groups in order to fasten up work.

The high level of procrastination is also an indication that employees most of the time tries to perform the most important tasks when they are more energetic. However, at mean response of 3.167, it is purported that most of the employees struggled with time management in terms of multi-tasking. Employee's level of multi-tasking is referred to be averaging. This implies majority of the employees were finding it difficult to handle different tasks simultaneously which by itself is not advisable in practice. This reveals that most of the employees were often multi-tasked. It also discloses that employees are often called upon to attend to other tasks at busy times and hence feel they are too much loaded with work. A mean response of 2.173 also pointed out that employee's level of time management in terms of handling time wasters is very low or poor. This means employees are not able to manage the time spent on their phones which in recent times is being clustered by a lot of activities on the social media. They also get

deconstructed by visitors which they were not able to avoid and arrivals at meetings lately also wastes time that would have been used for productive work. Generally, overall time management of employees computed as an average of the various time management strategies discussed above recorded a mean of 3.326. This discloses that overall time management of employees in the college is on the average, they are trying their best to meet time lines in their work delivery. The variables discussed above are the various strategies utilised by various scholars (Tavakoli, Alireza & Pouresmaeil, 2013; Khan, Farooqi, Khalil & Faisal, 2016), in describing employee's level of time management. In this study findings show that employees' level of time management is heavily seen as priority settings, planning, delegation and procrastination. This agrees exactly with the findings of Khan, Farooqi, Khalil and Faisal (2016). Findings of Ahmad, Mohd, Shobri and Wahab (2012), found time management to be highly linked with priority settings, planning and avoidance of time wasters. It is deduced that while this study found employees to be struggling with avoiding time wasters because most information needed to accomplish their jobs are accessed through the social media, Ahmad, Mohd, Shobri and Wahab (2012), found it to be high in their study. This means that, employees were able to manage time wasters (spending time on mobile phones, attending to the social media on computers and handing of visitors). Their study has however failed to include other important time management strategies such as delegation, procrastinations and multitasking.

### **Gender and Age Differences in Employees Time Management**

With regard to the discussions of results presented on table 4, the study attempted to examine if there are significant differences in the mean level of time management of male and female. From the independent samples t-test presented on table 5, ( $t = -0.375$ ,  $df = 48$ ;  $p > 0.05$ ), it is deduced that there is no significant difference in the mean levels of time management by gender. This concludes that time management among employees in the college do not correlate with gender. Whether male or female, time management among employees of the college is the same (averaging). Findings of this study is contrary to the findings of Khan, Farooqi, Khalil and Faisal (2016), which disclosed that male employees have better management of time as compared to female employees. In this study, both have the same level of time management. It also disagree with the findings of Alam (2013), Mazaheri and Eivazzadeh (2012), who were of the view that female employees manages time more efficiently than male employees. Nevertheless, these findings are in line with Saketi and Taheri (2010), and Jahansir (2007), who reported that there are no significant differences in time management by gender.

Results on the table above show the mean response of time management by age group of employees. It is shown that employees within the ages of 20-29 years recorded a mean level of time management of 3.405 while those in the ages between 30-39 years have time management estimated at a mean of 3.409. Furthermore, employees in the ages 40-49 years and 50-59 years recorded mean levels of time management of 3.194 and 3.149 respectively. With respect to these mean values reported, it appears that all the various age groups have average levels of time management. It seems however that, those at the younger ages (20-29 and 30-39 years) have slightly high levels of time management as compared to those in older ages (40-49, and 50-59 years). This claim is however significantly ascertained by the preceding analysis.

The significant differences in the mean level of time management by age are depicted on the above table. With the results  $F = 1.572$ ,  $df = 3$ ,  $p$ -value ( $0.209$ )  $> 0.05$ , it is unveiled that there are no significant differences in time management by age. It is concluded therefore that, time management of employees in the college is independent of the employee's age. In other words,

time management does not depend on the age of employees. Employees of the college by age, all records average levels of time management.

These findings are contrary to the assertions of researchers like Abdolvand (2010), and Hemmatian (2009), whose study pointed out that employees from 50 years and above have efficient levels of time management as compared to those below the ages of 50 years. The study also disagrees with Sattayawaksakul, Maidom and Cheewaparakobkit (2015), who in their study revealed that the capabilities of the managers in terms of time management are expected to rise with age increase.

### **The Relationship between Time Management and Organisational Effectiveness**

From the summary table, the correlation coefficient (R) of 0.323 shows that there is a weak positive relationship between organisational effectiveness and employee time management. This means the effectiveness of the organization to a large extent is not highly related to how time is being managed by the employees. The coefficient of determination of (R-square) of 0.104 discloses that only 10% of the variation in organisational effectiveness has been explained or accounted for by the variation in time management. It depicts that the effectiveness of the college is not much attributed to time management. However it is worth noting that about 10% of the time, the effectiveness of the organisation would be affected by time management of employees. Results from the Anova table with a p-value ( $0.02 < 0.05$ ) infer that the null hypothesis be rejected. It is therefore confirmed that the relationship between organisational effectiveness and time management is significant.

The regression coefficient is shown on Table 9 above, explaining the extent of relationship between organisational effectiveness and time management. The constant of 1.894 is the estimated level of effectiveness of the college if time management does not exist. This implies the college's effectiveness would be at a very lower level if time due the delivery of work by employees is not well managed. The coefficient of 0.489 represents the slope or the rate of change of the model between organisational effectiveness and time management. It shows that time management has a significant positive effect on organisational effectiveness. This is supported by the p-value ( $0.022 < 0.05$ ).

Findings of the study were in line with that of Njagi and Malel (2012), pointing out a weak positive relationship between time management and organisational performance or effectiveness. Tavakoli, Hamdollah and Leila (2013), highlighted that effective time management by employees would help reduce stress at work. The employee could therefore deliver his/her duty effectively and efficiently leading to improvement in the general organisational effectiveness. Better time management skills and better time usage will make better effectiveness at the organisation level, and positive effect on organisational behaviours especially organisational effectiveness. It can be argued that time management can be very effective factor against stress. In a similar fashion, Taheri and Haghghi (2011), concluded that there is a significant positive relationship between time management and the effectiveness of organisations. However, while this study unveiled a weak relationship, Taheri and Haghghi (2011), revealed a strong positive relationship. It was emphasised that the performance of an organisation is liable to increase as time is being managed well and vice versa. Findings of the study generally established the Pareto principle and the pickle jar theories of effective time management and effective production. Greater of time should be dedicated to our goals (in this case the objectives and goals to be achieved at work) in order to effectively deliver on responsibilities that would eventually improve performance of the organisation.

## CONCLUSIONS

The study proves that there is a significant relationship between time management and organisational effectiveness. This relationship however is very weak, disclosing that the little efforts of the employees of the college to manage their available time at work have not contributed much to the effectiveness of the college. This induces that the average level of time management identified needs to be lifted up highly in order to feel its influence on the effectiveness of the organisation. It was also revealed that time wasters and multitasking were key strategies that respondents struggled with in trying to maintain high level of time management. The study further concluded that there are no significant differences of the level of time management by gender and by age. This study thus infers that, the level of time management among employees does not depend on their gender (male and female) or on their ages. Conclusively, effective time management is very essential for employees in order to induce high organisational effectiveness.

## RECOMMENDATIONS

Employees should avoid time wasters because they seem to be the most time killer. Employees should keep off their mobile phones while on the job to ensure effective concentration in their delivery. Management could stress on this issue in their code of ethics which will always serve as a reminder and thus employees will be mindful of excessive phone usage. Unnecessary conversations with coworkers and making room for entertaining too many visitors should also be avoided. Management can also block access to certain social media sites on their internet servers to prevent employees from working with computers from engaging in private conversation and other things via the internet while at work. It is vital to know how to minimise distractions and manage interruptions effectively. Since employees were also identified to have faced with multi-tasking, it is important that more people be employed in order to ensure that work is being completed on time as scheduled. Additionally, the best thing is to forget about multitasking and instead, focus on one task at a time. That way, you will produce higher quality work at all times. It is important that before starting the day's work, administrators need to set up the work area to be comfortable, attractive and conducive to working for long periods. It is also important for employees to develop a sense of urgency as every minute counts, being proactive and dynamic, being committed to team building and effective delegation of duties. There were high level of procrastination among employees and this is regarded as one of the most time killers. Employees should therefore ensure that there is no delay in executing their duties and responsibilities. This will reduce stress which is often experienced by employees in trying to accomplish their tasks in the last hours. Managers should also ensure that everybody in the organisation is trained on effective time management practice in order to ensure the overall performance of the organisations.

It is suggested that further research be carried out on the topic in other organisations to observe the outcome. It is important that the study covers a large organisation than the case of the current study.

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