ASSESSMENT OF TIME MANAGEMENT IN IMPROVING ORGANISATIONAL PERFORMANCE IN BANK INDUSTRY: A CASE OF TANZANIA POSTAL BANK, DAR ES SALAAM

By
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A Dissertation Submitted to MUDCC in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University
2014
CERTIFICATION

We the undersigned, certify that we have read and there by recommend for acceptance by the Mzumbe University, a dissertation titled “Assessment of Time Management in Improving Organisational Performance In Bank Industry: A Case of Tanzania Postal Bank, Dar es Salaam” fulfillment of the requirements for award of the Degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University.

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Finally, I thank my brother Jacob, Sister Mary and my friends Michael Mahiza and Newton Ntinika, Who must have wondered what I was doing, while this work was being written. I appreciate the constructive comments, helpful feedback and personal support provided by them. My God bless all of them.
DEDICATION

This dissertation is dedicated to my beloved parents, my father Danny Maganga and my mother Rosemary Jerome for investing their resources in my studies, time and efforts which in turn have brought me where I am.
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<table>
<thead>
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<th>Description</th>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<td>HRD</td>
<td>Human Resource Department</td>
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<td>HRO</td>
<td>Human Resources Officers</td>
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<td>HRP</td>
<td>Human Resources Planning</td>
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<td>TM</td>
<td>Time management</td>
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<td>TPB</td>
<td>Tanzania Postal Bank</td>
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ABSTRACT

The study assessed time management in improving organizational performance in bank industry in Tanzania, a case of Tanzania Postal Bank, Dar es Salaam. The specific objectives of the study were in three folds: Firstly was to find out the awareness of effective time management among employees, secondly was effectiveness utilization time management in service delivery, thirdly to know if time management can ensure timely completion of assigned duties and fourthly was to describe challenges facing bank industry in implementing time management.

Data were collected using questionnaires, interviews and observations. Generally, the findings revealed that time management had a great role to play in organizational performance at Tanzania Postal Bank. It was found that time management was not fully implemented and some of them do not understand the value of time.

The study recommends every individual must see time as a company concern and not a personal issue; it has increasingly become an organizational issue whose root causes are deeply embedded in corporate performance and cultures.
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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction
Time is the period during which actions or processes take place. (Healthier, 2005) defines time as a scarce resources which must be properly managed otherwise nothing can be managed.

Time management consists of tools and activities that help an individual effectively manage and strategize his time. This is a very important concept for everyone to attempt, learn and master over the course of his career. Through effective time management one can increase individual or group productivity and experience large profit that will lead to a more satisfying overall work and life experience.

Setting goals, delegation, decision making and delegation are key elements to perfecting time management. Time management employs exactly what is sound like – effective organization of time, planning for the future, scheduling activities, writing to do list and avoid time waster activities

1.2 Background of the Study
In bank sector time has to be managed because with less time high quality services will be provided that means a bank will be in a position to retain customer and get more of them hence generate more income.

Many of today’s time management books still emphasize efficiency and increasing productivity with little emphasize on effectiveness and life balance. Although time management had its starts over a hundred years ago, the needs for time management is greater than ever, as the pace of life increasing the perception of time changes. Due to increasing level of specialization people concentrate on a single task at a time or a few simple task, this is because they attend more on rumors than work and become bored sometimes. Due to the greater concentration of single task compare to previous
generation where it shows there was a freedom of working rather than today’s most of the sector or organizations are privatized. Generation of rumors is the specific proposition for belief, passed from person to person usually by word of mouth, (L.M. Prasad, 2007).

There is no agreed definition on performance. Performance of individual employees can only be accumulated by time spend on doing a specific task given, by describing as all of their work-linked behaviors, which also represent their contribution. Bratton, J. & Gold, J. 2003 agreed that, the difference between employees’ competencies or capabilities and their actual effectiveness is the motivation or the willingness to present appropriate behaviors. The various definitions and different understanding of performance management term is strictly connected with the above mentioned issues.

More than a decade ago the description of concept was defined as the annual, cyclical process in which supervisors and staffs participate together in setting expectations, coaching and feedback, reviewing outcomes and rewarding the effectiveness. Managers should put their main emphasize on employees and their comprehension of performance management. This would help in preventing work problems even before their occurrence and strengthening the success rate of every process in the organization.

The integration between the individual units and the whole enterprise led to another evolution of the above mentioned concept. The joint creation of plans, goal implementation and strategy achievement was the main source for the creation of shared vision of company’s success. People started to be measured in areas, which were the most essential for future evaluation. (Benson, J. and Brown, M, 2007) explained that, despite the terms’ evolution and various types of definitions and meanings, performance management can always be described in three points;

(i.) Effective, which provides human resources with required knowledge and skills to achieve certain level of results.
(ii.) Strategic, which refers to long-term strategic decisions and essential objectives.

(iii.) Integrated, which connects and combines strategic, operational and financial information and factors.

Therefore, time management needs to be taken into account that, the implementation of organizational performance needs to be aligned with time management that needs to be adapted and linked to company’s specific branch operational and strategic goals, current and future financial situation. There is no agreement on the definition of time management in past studies, as long as above mentioned system is not capable of making a significant change, there is no point in implementing it. Armstrong, M. 2006 suggested that, based on the literature we suggest a definition of time management as behaviors that aim at achieving an effective use of time while performing certain goal-directed activities. This definition highlights that the use of time is not an aim in itself and cannot be pursued in isolation. The focus is on some goal-directed activity to performance, such as performing a work task or an important task which is carried out in a way that implies an effective use of time.

There are many barriers which could suppress the expected influence of the whole process. It is recommended to collect and analyze data and information linked with the implementation stages, because unsuitable system or a misuse of it can lead to negative consequences, such as employee’s de-motivation or even whole organization financial and functioning problems.

So, the basic objective of studying this was to gains knowledge about how to manage organization following the time management so as to optimize the organization achievement.
1.3 Statement of the Problem
In an organization there are number of resources which must be utilized such as people, money and material which are all important. But there is one resource we all have in common which is time. Time has to be managed so as improve performance. Performance in an organization revolves around efficiency (doing things right) and effectiveness (doing the right thing). As a manager, both the resources and employees must be well managed. Time management strategies are associated with the recommendation to set personal goals; these goals are recorded, broken down into action plan or a simple task, implemented and being assessed.

The company faces a number of problems and challenges centering on inefficiencies in its time management. These could be stated as follows, lack of Job security and poor working conditions of employees, lack of adequate maintenance of human resource policy, lack of proper structuring of the organization which is required to have a new trend that would enhance its efficiency and make it feasible, poor team building and lack of Self-discipline.

Therefore, the researcher intended to assess effective and efficiency of time management in improving organizational performance in bank industry.

1.4 Objective of the Study
This study had one general objective and four specific objectives.

1.4.1 General Objective
The main objective of the study was to assess effective and efficiency of time management in improving organizational performance in bank industry

1.4.2 Specific Objectives
(i.) To find out the awareness of effective time management among employees.
(ii.) To examine the effectiveness of time management in service delivery in bank industry.
(iii.) To know if time management can ensure timely completion of assigned duties in bank industry
(iv.) To describe challenges facing bank industry in implementing time management.

1.5 Research Questions

1.4.1 General Question
What are the effectiveness and efficiency of time management in improving organizational performance in bank industry?

(i.) Are the employees aware about effective time management?
(ii.) What is the effectiveness of time management in service delivery in bank industry?
(iii.) What are the effects of time management in ensuring timely completion of assigned duties?
(iv.) What are the challenges facing bank industry in implementing time management?

1.6 Significant of the Study
This study aimed at creating awareness and assessing time management in improving organizational performance in bank industry, Therefore the study is expected to be of much Value to the number of people as Follows:

Members of organization will be informed on importance of time management in increasing performance Also, it will help decision makers to formulate different strategies which will help the implementation of time management

The researchers will be benefited by identifying variable areas for further Research, and will be used as an additional reference to researchers on time management. It will also add knowledge to the academic community and stimulate further research in the field Time management.
1.7 Limitation of the Study
This study was self-financed and it was conducted during the working days. It was therefore faced by both financial and time constraints. Financial constrains for accommodation purpose and field research studies. For the case of time, the study was conducted from morning where the Tanzania Postal Bank employees and management have a lot of things to do hence have short time deal with my study. Due to those two constraints the study was done in a single public organization; it may therefore not yield comprehensive results for generalization of findings to other public organizations.

1.8 Delimitation of the Study
In order to solve the shortage of time, the researcher tried to be calm and understanding, she waited when needed so as to get required information and ensure that the study was completed within the time frame. With regard to financial constraints, the researcher tried to budget the available funds to accomplish the study.

1.9 Organization of the Dissertation
This report is divided into six chapters. Chapter one provides general introduction and the background of the study. It also contains the problem statement research questions and research objectives. Chapter two is composed of literature review. Chapter three presents the research methodology whereby the research design, data collection and data analysis methods have been discussed. Chapter four consists of presentation of the findings. Chapter five was about analysis and discussion of the finding. While Chapter six consists of the conclusion and recommendatio
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This involves the activities like identifying, reading, evaluating, describing, summarizing, discussing, citing and synthesizing various documents with information related to the research problem under investigation with an intention of incorporating them in the study. (Kamuzora et al. 2008)

This chapter is a foundation on which the research is built. The purpose of the study was to assess time management in improving organizational performance in the bank industry. The researcher conducted a conceptual overview of the study, theoretical framework, and empirical studies in order to generate research ideas focused on research objective and questions.

This chapter involved reviewing various studies and literatures relevant to the problem being investigated or being exploited and within the framework of the theory structure. The general orientation of this literature review is then critically to review and contribute the previous work in a relevant area which in turn serves as the study guidelines for the researcher.

2.2 Definition of Terms
Time: It is a limited period during which an action, process, or condition exists or take place. It is a period that you need for a particular activity to be accomplished.

Time management (North, 2004) define time management as the organization 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. Time Management is not about getting more things done in a day, it is about getting the things that matter most done. Time management is the ability to decide what is important in life.
both at work, at home and even in our personal life. In essence, you are the one in control of your life.

Performance: It is the way in which somebody does a job, judged by its effectiveness. It is also the act of accomplishing a task or the standard to which someone does a job.

2.3 The Concept of Time Management
Time management starts with the commitment to change, it can be achieved if goals have been set and then all future work is prioritized based on how it moves the individual or organization towards meeting the goals. The value of time management lies in a fact that people have too many tasks they need to do but not enough time for the things they want to do. (Macan, 1996)

In time management there should be a process of eliminating unnecessary wastages of time and focused on proper allocation of time to different activities. (Chatman, 1991) developed a concept for a time-management training program, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks. Many books and articles were written to convey these and similar ideas to managers, promising them a greater effectiveness while using less time.

(Barling, Cheung, & Kelloway 1996) add that, effective time management is clearly a factor in job performance and thus can contribute to an organization’s profitability. Engaging in time management, particularly planning behaviors, can also contribute positively to group performance. Furthermore, poor time management has been associated with high stress and strain (Jex & Elacqua, 1999), emotional exhaustion (Peeters & Rutte, 2005), and health issues (Bond & Feather, 1988).
Also time management describes the employee’s behavior which is about being able to produce supportable use of the employee’s time at intervals to perform certain activities. It is defined as a combination of sensitivity for time, the setting of goals, prioritizing 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, 2008). As an example, time management leads to success through reducing stress, maintaining balance, increasing productivity and setting and creating an endeavor to realize one’s goals.

Engaging in time management, particularly planning behaviors, can also contribute positively to group performance (Janicik & Bartel, 2003. Furthermore, poor time management has been associated with high stress and strain (Jex & Elacqua, 1999; Lang, 1992), emotional exhaustion (Peeters & Rutte, 2005), and health issues (Bond & Feather, 1988). Time management describes the employee’s behavior which is about being able to produce supportable use of the employee’s time at intervals to perform certain activities. It’s delineated as a combination of sensitivity for time, the setting of goals, prioritizing 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, 2008). As an example, time management leads to success through reducing stress, maintaining balance, increasing productivity and setting and creating an endeavor to realize one’s goals. From this broadened perspective, people can see that time management is necessary to enhance life’s dimensions (Alay & Koçak, 2002). The researchers in this study will extend the research by exploring the relationship between time management and job performance.

According to (Orlikowski & Yates 2002), the temporal dimension of work has become more important because of expanding global competition and increased demands for immediate availability of products and services. Time management as a behavior aims to achieve the economical use of time and should be related to certain purposeful activities. This definition highlights that the use of time is not an aim in
itself, and cannot be pursued as a sole factor. Most targets are on some purposeful activity, like performing a small task or a tutorial duty that is assigned in way which means an economical use of time (Claessens & Eerde, 2007). (Claessens, 2004) defined time management as behaviors that aim at achieving a cost-effective and effective use of time, and he added that these behaviors have three major components.

First component is awareness of past, present and future according to (Kaufman, Lane, and Lindquist 1991), and the recognition of one’s time use (attitudes, cognitions of time), that help complete tasks and responsibilities that match the limit of one's capabilities. (Claessens, 2004) designates this component as time assessment behaviors.

Second component is directions or tools that move toward preparing to use time expeditiously (setting goals, coming up with tasks, prioritizing, making disruption lists, grouping tasks) according to (Britton & Tesser, 1991) named this component as coming up with behaviors.

Third component is providing a structure for managing time and self-monitoring, that allows for an efficient performing of tasks and limiting the interruptions by others such as (Fox & Dwyer 1995) and (Krediet, 1999). (Claessens, 2004) titled this component as observation of behaviors.

(Mc Cay, 1959) developed a concept for a time-management training program, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks. On the other hand, (Huang & Zhang 2001) illustrated the concept of time management as a kind of temperament attribute which makes it possible to be reflected as a means of utilizing and managing ones’ time. Many books and articles were written to convey these and similar ideas to managers, promising them a greater effectiveness while using less time (Blanchard & Johnson, 1983). Over the years the
focus of time management publications and training courses has shifted from managers as the major target group to a broad audience of working people. The term “time management” is actually misleading. Strictly speaking, time cannot be managed, because it is an inaccessible factor. Only the way a person deals with time can be influenced (Claessens & Eerde, 2007). Time management can be viewed as a way of monitoring and controlling time (Eilam & Aharon, 2003). In this regard, it would be more appropriate to speak about self-management with regard to the performance of multiple tasks within a certain time period. But in the literature, the term self-management has a different meaning. It refers to monitoring and regulating oneself, but without any specific reference to techniques for monitoring time use.

The increasing salience of time is reflected in theoretical as well as practical publications. A number of authors discussed the need for better incorporating time in theoretical models and research designs (George & Jones, 2000; Wright, 2002). Others focused on the ways in which people in organizations manage their time and on ways in which these efforts can be improved (Macan, 1994). There are three main models of time management, the (Britton & Glynn's 1989), Huang and Zhang's (2001) and (Macan's 1994) model of time management. (Britton & Glynn 1989) visualize time management in terms of three elements: macros, medium and small levels.

The macro level refers to the choice and prioritization of goals, mid-level tasks involving the creation of goals and sub-targets and the small level that consists of design and implementation. (Macan's 1994) model of time management consists of four components, that are seen to regulate the setting of time goals, priorities, mechanisms of time management and organization preference. (Huang & Zhang's 2001) model of time management consists of three dimensions of mental structure and multiple levels; which include the three dimensions of behavior, time management, and the sense of the value of time, which incorporates two levels: the social value of time-orientation and time-oriented individual value.
On the other hand, within the second dimension, the sense of managing over time which consists of setting goals, Planning, prioritization, and allocation of time and feedback. The dimension, within the sense effectiveness of time contains two levels: the effectiveness of your time management and effective time management behaviors. It is an essential resource every manager needs to achieve the goals and objectives of an organization. It is so delicate that it cannot be saved but can only be spent and once misused it can never be regained. (Autumn, 2012) In other hand, a manager must have time management skills, means he must stand as a model for his employee.

(Bowen, 2004) also argue that, over the years the focus of time management publications and training courses has shifted from managers as the major target group to a broad audience of working people. The term “time management” is actually misleading. Strictly speaking, time cannot be managed, because it is an inaccessible factor. Only the way a person deals with time can be influenced. Time management can be viewed as a way of monitoring and controlling time.

In this regard, it would be more appropriate to speak about self-management with regard to the performance of multiple tasks within a certain time period. But in the literature, the term self-management has a different meaning. It refers to monitoring and regulating oneself, but without any specific reference to techniques for monitoring time use. Therefore, we were stick to the use of the term time management in the present paper. In spite of all popular attention to managing time, relatively little research has been conducted on the processes involved in using one’s time effectively for example by using “prime time” to carry out important tasks and completing work within deadlines.

Furthermore, Individual cannot eliminate the time wasters but steps can be taken to minimize the impact, in other case time wasters can be totally eliminated because if time is effectively managed and used as planed will be much more of enough utilization of resources in the organization. For minimizing the influence of time
wasters or to eliminate it completely, (Prasad, 2005) proposed the following steps to be taken;

First, right and orderly methods of working should be adopted in which there should be a place for everything on its place.

Secondly, it is essential to avoid procrastination altogether even in tiny matters otherwise it may percolate from tiny matters to critical matters.

Thirdly, work schedule should be prepared for each day showing starting and ending time for each activity, and this should strictly be followed.

Fourth, it is better to concentrate on one activity at a time whether it is critical important or less important, doing this with concentrate saves a lot of time.

Fifth, as far as possible time should be fixed for meeting visitors and inform them accordingly, still if some visitors comes who are likely to more time it is better to discuss with them briefly and advise them to visit some other time with appointment to discuss and serve them.

In general, Managers who managed and use their time effectively know what activity they want to accomplish, the best order in which to take the activities and when they want to complete those activities.

2.4 Time Management Strategies

According to (Kaufman, Lane & Lindquist, 1991) time management strategies are as follows

Set Priorities

Managing your time effectively requires a distinction between what is important and what is urgent. (Kaufman, Lane & Lindquist, 1991) categorize 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, he suggests 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 you to gain greater control over your time and possibly reduce the number of important tasks that do become urgent.

**Proper Goal Setting**
Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality. This is the first and very important step in effective time management. A goal is specific outcome that is desired, it must be specific, measurable, achievable, and realistic and should have a time frame within which it must be accomplished.

**Use a Planning Tool**
Experts recommend using a personal planning tool to improve your productivity. Examples of personal planning tools include electronic planners, pocket diaries, calendars, computer programs, wall charts, index cards and notebooks. Writing down your tasks, schedules, can free your mind to focus on your priorities. Auditory learners may prefer to dictate their thoughts instead. The key is to find one planning tool that works for you and use that tool consistently.

**Delegate**
Delegation means assigning responsibility for a task to someone else, freeing up some of your time for tasks that require your expertise. Delegation begins by identifying tasks that others can do and then selecting the appropriate person(s) to do them.

**Stop Procrastinating**
You may be putting off tasks for a variety of reasons. Perhaps the task seems overwhelming or unpleasant. Try breaking down the task into smaller segments that require less time commitment and result in specific, realistic deadlines. If you’re
having trouble getting started, you may need to do some prep work such as collecting materials or organizing your notes. Also, try building in a reward system as you complete each small task.

Manage External Time Wasters
Your time may be impacted by external factors imposed by other people and things. You can decrease or eliminate time spent in these activities by implementing some simple tips such as: Avoid small talk on the phone, stay focused on the reason for the call, Start and end meetings on time, turn off instant messaging features on e-mail.

Avoid Multi-Tasking
Recent psychological studies have shown that multi-tasking does not actually save time. In fact, the opposite is often true. You lose time when switching from one task to another, resulting in a loss of productivity. Routine multi-tasking may lead to difficulty in concentrating and maintaining focus when needed.

Motivate to Manage Time Activities
(Slocum & Woodman, 2008) suggested that, one way to recognize why people behave as they do at work is to view an organization as an iceberg, because what sinks ships isn’t always what sailors can see, but what they can’t see.

This implies that, proper management of time gives an individual more free time. This acts as a motivation to effective time management, however this is the most difficult part in time management especially the motivation to follow schedule plan.

Stay Healthy
The care and attention you give yourself is an important investment of time. Scheduling time to relax or do nothing can help you rejuvenate both physically and mentally, enabling you to accomplish tasks more quickly and easily. Poor time management can result in fatigue, moodiness, and more frequent illness.
(Mc Cay, 1959) developed a concept for a time-management training program, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks. Many books and articles were written to convey these and similar ideas to managers, promising them a greater effectiveness while using less time (Blanchard & Johnson, 1983). Over the years the focus of time management publications and training courses has shifted from managers as the major target group to a broad audience of working people.

In summary, regardless of the time management strategies an employee may use, should take time to evaluate if they have worked on him/her. A person should ask him/herself; do i have a healthy balance between work and home life? Am I accomplishing important assigned duties? If there is no yes in these two questions a person may need to rethink on how to manage time.

### 2.5 Factors of Time Management

There are three factors of time management developed by Britton and Glynn (1989) to assess time management practices are time planning, time attitudes and time wasters.

**Time Planning**

The Initial issue 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 the week) and within the long term (Alay & Koçak, 2002). As (Barling et al. 1996) opineded that, time planning is linked to job performance under the conditions of high motivation.
**Time Attitudes**

The second issue is time attitudes, this is very attitudinal in nature (Alay & Koçak, 2002). Time attitudes in agreement with connected within the assessment of tasks that are being performed. Time attitude reflects basic options of individual personality.

**Time Wasters**

(Alay & Koçak 2002) mentioned that time is wasted as a result of poor time utilization habits and an inefficient use of private time. For example, sales personnel are acutely aware that some customers are not real customers. In addition, developing ways that helps them get rid of 'time-wasters' to improve themselves in their work (Clark, 1983).

According to (Chioma & Ekpete 2011) time wasters associated with attitudes, behaviors, and habits exhibited by educators, researchers, directors, and students.

### 2.6 Individual Performance

Individual performance is very important in organizations and individuals, high performance is seen when tasks are being accomplished at a time, satisfaction, feelings of self-efficiency and mastery (Sonnentag, Volmer, & Spychala, 2008). Moreover, high performing individuals get promoted, awarded and honored, and be in stress free life. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (Van Scotter, Motowidlo, & Cross, 2000) point out that job performance must be distinguished from effectiveness and from productivity or efficiency. Effectiveness refers to the evaluations of the results of performance (i.e., financial value of sales). In comparison, productivity is the ratio of effectiveness to the cost of attaining the outcome. For example, the ratio of hours of work (input) in relation to products assembled (outcome) describes productivity.

### 2.7 Performance Management

Performance Management is a systematic process for improving organization performance by developing the performance of individuals and teams as a means of getting better results from the organization teams and individuals by understanding
and managing performance within an agreed framework of planned goals, standards & competence requirements (Armstrong, 2007).

In addition, organization approach clarify, assesses, implement and continuously improve the organizational strategy, and its execution encompasses strategic frameworks, performance management indicators, methodologies and processes that help organizations with the formulation of their strategy and enable employees to gain relevant insights, which allows them to make better-informed decisions and learn to not go beyond the time limit settled by the organization better to achieve and positively compete among the desired goal.

The process of managing the execution of an organization’s strategy, it is how plans are translated into results. Performance Management comprises the methodologies, metrics, processes, software tools, and systems that manage the performance of an organization.

Despite a large literature support the benefits of time management behaviors in general and for sales performance in particular, the available literature suggests some controversy regarding whether the expected benefits of time management are realized in practice (Barling, 1996). Empirical findings suggest that positive time management practices are associated with self-evaluations of academic performance (Macan, 1990), objective grade point average (Britton & Tesser, 1991), job satisfaction (Thayer, & Colvin, 1991), and self-perceived organizational performance (Lim & Seers, 1993).

However, there are also data suggesting that time management behaviors may have little effect on objectively measured job performance (Macan, 1994). One explanation for these inconsistent findings is the focus on the main predictive effects of time management behaviors.

Previous investigations have consistently assessed the direct or indirect effects of time management on job performance (Macan, 1994).
In contrast, we suggest that factors of time management may interact with job performance (Britton & Glynn, 1989). This hypothesis is consistent with the notion that job performance is a multiplicative function of both skill level and motivation (Pinder, 1984). Engaging in time management behaviors may be viewed as an individual difference in skills and is unlikely to be reflected in a direct increase in performance for all individuals. Rather, increasing time management behaviors is likely to enhance the effectiveness of motivated employees and have little consequence for employees who are not motivated to perform.

Our hypothesis is also consistent with (Macan, 1994) suggestion that engaging in time management behaviors may be beneficial to the job performance of certain types of people. (Schriber & Gutek 1987) found a serious relationship between overall job performance and time management. They declared that management of time is important to social control performance. The current study is designed to test this hypothesized interaction of time management and job performance.

Time has been shown to be a new source of success for many companies. More and more companies have concentrated on employing time-based strategies to increase product development and launch speeds, or improve manufacturing, delivery, and/or compress customer response time (Droge, 2004)

Flexible work options traditionally have been introduced largely to meet employer needs for flexibility or to keep costs down, although they may also have met employee needs and demands (Krausz et al., 2000). Most importantly, there is virtually no research finding that employees working on flextime have lower productivity than those on traditional fixed work schedules (Yang & Zheng, 2011).

Similarly, prior comprehensive reviews of the literature on occupational health and safety, which affect worker and organizational productivity in a more indirect way, include the role of both duration of hours and worker discretion or choice regarding how much and when to work (Danna & Griffin, 1999), (Spurgeon et al., 1997). Working time flexibility is an important subset of workplace flexibility. The latter is
typically considered to be the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks (Hill et al., 2008). There are various potential definitions of working time flexibility, emphasizing either the company side or employee-centered flexibility. The latter refers to the ability of workers to adjust their daily or weekly working hours in a way that best fits their preferences and constraints. Such flexibility may range from varying workday start and end times to complete autonomy as to when work is performed (Golden et al., 2011).

Researcher views concerning time management is that time management is a great strategy to improve organization performance, but there are other factors which enhance organizational performance such as job satisfaction, recognition, motivation, better remuneration, rewards, stress free life and good communication with colleagues, this means when an employee is fairly treated by his/her HR managers and fellow employees he will be in position to increase productivity.

All in all, the organization need performance management because of wellbeing of achieving the desired goal, this research revealed increasing rate of job turnover at the executive level due to failed strategies by organization to not strictly tight on time management and despite their best formulated plans, when executives adjust their strategies, they cannot get their employees to execute the revised strategy while, new strategies may be planned and the performance system may typically not changed to reflect new emphasis on what is really important.

**Job performance**

Individual performance is of high relevance for organizations and individuals alike. Showing high performance when accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery (Sonnentag, Volmer, & Spychala, 2008). Moreover, high performing individuals get promoted, awarded and honored. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (Van Scotter, Motowidlo, & Cross, 2000). Van Scotter, Motowidlo and (Cross, 2000) point out that job performance must be
distinguished from effectiveness and from productivity or efficiency. Effectiveness refers to the evaluations of the results of performance (i.e., financial value of sales). In comparison, productivity is the ratio of effectiveness to the cost of attaining the outcome. For example, the ratio of hours of work (input) in relation to products assembled (outcome) describes productivity. A great deal of attention has been paid to the distinction between task and contextual performance.

There are three basic differences between task and contextual performance (Motowildo, Borman, & Schmit, 1997) contextual performance activities are comparable for almost all jobs, whereas task performance is job specific; 2) task performance is predicted mainly by ability, whereas contextual performance is mainly predicted by motivation and personality; 3) task performance is in role behavior and part of the formal job description, whereas contextual performance is extra role behavior and discretionary (not enforceable), and often not rewarded by formal reward systems or directly or indirectly considered by the management. Like task and contextual performance, adaptive performance also appears to be a multidimensional construct, through handling emergencies or crisis situations, handling work stress, solving problems creatively and etc. (Pulakos, Schmitt, & Dorsey, 2002).

These performance types differ with respect to their antecedents and consequences and can be conceptually and empirically separated. A variety of measures of job performance has been used over the past decades. For example, rating scales, tests of job knowledge, hands-on job samples, and archival records have been used to assess job performance. From these measurement options, performance ratings (e.g. peer ratings and supervisor ratings) are the most frequent way of measuring job performance (Viswesvaran, Ones, & Schmidt, 1996). Measurement of performance is central as important organizational decisions are based on individual performance.

**Time Management and Job Performance**

Despite a large literature lauding the benefits of time management behaviors in general and for sales performance in particular, the available literature suggests some controversy regarding whether the expected benefits of time management are
realized in practice (Barling et al., 1996). Empirical findings suggest that positive time management practices are associated with self-evaluations of academic performance (Macan et al., 1990), objective grade point average (Britton & Tesser, 1991), job satisfaction (Landy, Rastegary, Thayer, & Colvin, 1991), and self-perceived organizational performance (Lim & Seers, 1993). However, there are also data suggesting that time management behaviors may have little effect on objectively measured job performance (Macan, 1994). One explanation for these inconsistent findings is the focus on the main predictive effects of time management behaviors. Previous investigations have consistently assessed the direct or indirect effects of time management on job performance (Macan, 1994). In contrast, we suggest that factors of time management may interact with job performance (Britton & Glynn, 1989). This hypothesis is consistent with the notion that job performance is a multiplicative function of both skill level and motivation (Pinder, 1984). Engaging in time management behaviors may be viewed as an individual difference in skills and is unlikely to be reflected in a direct increase in performance for all individuals. Rather, increasing time management behaviors is likely to enhance the effectiveness of motivated employees and have little consequence for employees who are not motivated to perform.

Our hypothesis is also consistent with (Macan, 1994) suggestion that engaging in time management behaviors may be beneficial to the job performance of certain types of people. (Gutek, 1987) found a serious relationship between overall job performance and time management. They declared that management of time is important to social control performance. The current study was designed to test this hypothesized interaction of time management and job performance.

Time has been shown to be a new source of success for many companies. More and more companies have concentrated on employing time-based strategies to increase product development and launch speeds, or improve manufacturing, delivery, and/or compress customer response time (Droge, 2004) Several researchers in the innovation and organizational theory literature argue that initiating and implementing radical change to improve competitive capabilities can be facilitated or hindered by
the firm’s structure design (Ay Nahm et al., 2003). Since organizational structure is a key to managers’ implementation of strategy, it has long been considered an important mechanism for operational strategy (Droge, 1987). One of the challenges facing firms is the need to reform their organization structure associating with time-based strategies to improve both financial and time-based performance (e.g. time to market, time to product, customer responsiveness). The literature suggests that as firms operate in time-based environment, they need a structure that has: few layers in hierarchy, (Pine, 1993) a high level of horizontal. (Damanpour, 1991). And a decentralized decision-making, (Droge, 1999). However, little empirical studies have examined the relationship between organizational structure and firm’s time-based performance. It has yet to be empirically tested.

Time-based performance is the dependent construct, which is a competitive strategy that seeks to compress the time required to propose, develop, manufacture, market, and deliver products (Vickery & Droge, 1999) Researchers have considered different aspects of time-based performance relative to various stages of the overall value delivery cycle and have proposed several measures to evaluate them.

A common problem identified in all the existing research literature is that there is no coherent theory of exactly how, through which pathways, various working time arrangements influence employee productivity, directly or indirectly (Kelly et al., 2008). Prior meta-analyses were driven by a set of hypotheses derived from a wide range of theoretical models. For example, they are typically rooted in some area within the occupational and organizational health psychology fields, applying models such as “job demands” (work stress), “work adjustment”, “job characteristics” and “person-job fit”. The industrial-organizational psychology approach, together with the human resource approach, form the “business case” line of research. The labour-industrial relations literature frames the institutional and workplace structural forces that give rise to either cooperation or conflict in the determination of working time and flexibility practices (e.g. Brewster et al., 1996).
The labour-industrial relations and human resources approaches combine to observe whether, or establish that, it is in the long-term interest of companies to adopt employee-centered flexibility of their own volition, abstracting from national policies or standards various human resource practices that improve the health not just of workers, but also of the firm or organization. Thus, most of the relevant research, particularly regarding the consequences of flexible working time arrangements, has been conducted at the level of the company.

What is the evidence on the relationship between working time arrangements and some of the key outcomes for employers, either directly or indirectly, intended or unintended? Is there a sound basis for taking the “optimistic view” that one goal need not be sacrificed to obtain the other? Much evidence has been generated in the decade since the highly useful meta-analyses of (Baltes et al. 1999) and Martens et al. (1999), and the comprehensive literature review of (Ozekia, 1999). The former included several dozen studies of flexi time and compressed workweeks, narrowed to those studies with pre- and post-intervention test measures or normative experimental comparisons, and found that results varied according to the policy and outcomes assessed as well. Definitive generalizations are difficult to make, given that most studies were of specific cases, covering particular companies, occupations, industries or worker demographics. Some forms of flexible work schedules, such as part-time work, compressed workweeks, annualized hours and flexi time, have a long history of implementation. For example, the meta-analysis by 9Baltes et al. 1999) concluded that both flexi time and compressed workweeks had, on balance, positive effects on productivity, worker self-rated performance, and worker satisfaction with work schedules, but absenteeism was reduced only by flexi time.

Flexible work options traditionally have been introduced largely to meet employer needs for flexibility or to keep costs down, although they may also have met employee needs and demands (Krausz et al., 2000). Most importantly, there is virtually no research finding that employees working on flexi time have lower productivity than those on traditional fixed work schedules (Yang & Zheng, 2011). Similarly, prior comprehensive reviews of the literature on occupational health and
safety, which affect worker and organizational productivity in a more indirect way, include the role of both duration of hours and worker discretion or choice regarding how much and when to work (Danna & Griffin, 1999) (Spurgeon et al., 1997). Working time flexibility is an important subset of “workplace flexibility”. The latter is typically considered to be the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks (Hill et al., 2008).

There are various potential definitions of working time flexibility, emphasizing either the company side or employee-centered flexibility; (Possenriede & Plantegna, 2011). The latter refers to the ability of workers to adjust their daily or weekly working hours in a way that best fits their preferences and constraints. Such flexibility may range from varying workday start and end times (e.g. flexi time) to complete autonomy as to when work is performed (Golden et al., 2011). It implies having both access to and use without jeopardy of flexible scheduling practices.

2.8 Performance Appraisal on Time Management

Performance management is a process by which managers and employees work together to plan, monitor and review an employee’s work objectives and overall contribution to the organization. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.

Every employee must know, or at least learn to know, time management skill to manage their valuable time resource. Evaluating time management skill of an employee means evaluating how well an employee can deal with deadlines, estimation, project schedule or balance between private life and work. Only when the employee has mastered this skill, he or she can give the best performance.

If your employees have differing levels of productivity and timeliness, you'll need to know how to phrase your employee appraisals. (Bowen, 2003) argued that, In order for the written feedback on your evaluations to have a long-lasting impact, you need
to focus on the individual performance factors that determine the quality and quantity of your employees’ work. The best strategy is to include targeted phrases that energize an employee to keep up the good work in key areas, while also encouraging employees to focus more carefully on the quality and quantity of their work where needed.

The primary reason to make sure performance management processes are functioning properly is to tighten the link between strategic business objectives and day-to-day actions. Effective goal setting (including timelines), combined with a method to track progress and identify obstacles, contributes to success and bottom line results. Regularly tracking progress against performance goals and objectives also provides the opportunity to recognize and reward employees for performance and exceptional effort, contributing to job satisfaction and productivity. Employees want to feel successful, to do well at their job and feel they are making a valuable contribution. In order to ensure this happens, employees need a clear understanding of individual goals and how they fit into the larger organization. New technology-based solutions offered can provide goal visibility across entire organizations, offer extensive reporting options and can reduce paperwork by as much as 90%.

2.9 Performance Planning

(North Statistics, 2004) argued that, performance plan is a combination of the common factors and major functions. The common factors portion of the performance appraisal form contains one section to be used for all employees who are apprised- Career service; a second section of common factors are the major functions portion for capturing any major functions that are not adequately addressed by the common factors. These major functions should be tied to the responsibilities outlined in the Job Description Questionnaire (JDQ). The JDQ should be kept current so that the employee’s major functions reflect the functions that are important to carry out the major goals and objectives of the work unit can easily be known.

A standard course of action for assisting employees who are underperforming is to put together a Performance Improvement Plan (PIP). Having a written record of how
a worker is expected to correct deficiencies will protect the worker and the employer and avoid any confusion about expectations. The purpose of a Performance Improvement Plan is to help an employee address and correct any issues in their work that may be affecting the business. Develop a Performance Improvement Plan before taking other disciplinary actions in order to include the employee in the strategizing of his or her performance improvement as indicated under;

2.10 Steps in Rating Performance

Put the problem in writing. Specify if the employee is lacking in a particular skill, or if it is a behavioral problem that needs to be addressed. Be specific about any incidents or problems that have occurred because of the skill deficiency or behavioral problem.

2.10.1 Establish Expectations

Define the areas of performance or behavior that need to be improved. List the changes or skills that are required from the employee and have the end result clearly established in writing. Setting clear and realistic expectations for goals and tasks is a sure-fire way to avoid any miscommunications and to ensure that end results have better odds of matching what managers envision.

Managers should consider the level of authority that they expect the employee to possess when completing specific goals or tasks. To do this, managers should consider the following: How far can they go? How much can they spend? Who can they talk to and/or involve? What resources do they have access to?

2.10.2 Establish Timelines

The Performance Improvement Plan must include deadlines and a schedule of priorities. Identify the time periods in which actions are to be taken and changes are to be made, communicate how these deadlines will be enforced, and what the consequences will be if they are missed.
2.10.3 Develop an Action Plan that Includes Goals and Objectives
Assign specific tasks to both the supervisor and the employee to make the improvements outlined in the expectations. Ask the employee for input as to whether the action items are reasonable and fair. Make sure the employee has the tools he or she needs to improve performance, including support from other staff or supervisors.

2.10.4 Decide on a Method of Evaluation
Include plans for how the employee's improvement will be reviewed, and how frequently evaluations will occur. Schedule periodic meetings or conferences to review the challenges and successes in the employee's work. There are as many indicators of performance as there are companies and jobs. The various assessment methods can be used in combinations. It is important to choose indicators that align with your company’s goals and assessment methods that effectively appraise those indicators.

2.10.5 Review the Performance Improvement Plan with the Employee
Make sure the employee understands all the elements of the PIP, and is prepared to accept the consequences that are laid out if satisfactory employee performance is not achieved. Have the employee and his or her supervisor sign the plan to acknowledge its review and receipt.

2.11 Ways to optimize the Performance Review Process
Managers need to conduct annual progress reviews with regular staff exempt and non-exempt employees who report to them. Chatman, J. A. 1991 explained the review period covers a calendar year and should be completed at each of the new calendar year as below.

2.11.1 Setting a Review Appointment
Inform the employee approximately two weeks in advance of your intention to review his/her performance, and schedule a day and time for the review. Make sure the review takes place on this date unless there are extenuating circumstances. Review should focus on objective, behavioral-based, and observable outcomes that
are job-related helps ensure fairness of the process and reduces discrepancy. Armstrong, M. 2006 argued that, although sometimes difficult to hear, objective feedback supported with regular documentation is difficult to dispute.

2.11.2 Employee Self-Assessment

It is highly recommended to ask the employee to complete a self-assessment for the supervisor prior to the supervisor’s evaluation. If the supervisor anticipates performance issues, discuss those with the employee prior to writing the performance review.

Managing the performance of another individual is not an easy task and requires many skills. Training may be required to ensure managers feel adequately prepared to effectively complete all the tasks related to performance management. This is especially the case for newly promoted supervisors. Managers need to understand human behavior, how to motivate, how to develop, provide coaching and deal with conflict to a great extent, managers must be observers and able to assess a situation, provide motivation and identify problems that interfere with performance. In addition, managers must understand that individuals at different levels of comfort, ability and experience with their jobs will require different levels of input, support and supervision. A manager who feels adequately prepared to provide and receive feedback, deliver a performance evaluation and conduct a performance evaluation meeting will be a major contributor to a successfully functioning process.

2.11.3 Performance Review Documents

Managing the performance of another individual is not an easy task and requires many skills. Training may be required to ensure managers feel adequately prepared to effectively complete all the tasks related to performance management. This is especially the case for newly promoted supervisors. Managers need to understand human behavior, how to motivate, how to develop, provide coaching and deal with conflict to a great extent.
Managers must be observers and able to assess a situation, provide motivation and identify problems that interfere with performance. In addition, managers must understand that individuals at different levels of comfort, ability and experience with their jobs will require different levels of input, support and supervision. A manager who feels adequately prepared to provide and receive feedback, deliver a performance evaluation and conduct a performance evaluation meeting will be a major contributor to a successfully functioning process to employees.

2.11.4 The Performance Review Meeting
Make sure the review meeting is held in a confidential manner behind closed doors. Put the employee at ease and review the ratings and encourage the employee to comment on past performance, accomplishments or obstacles to progress and future goals. Keep the evaluation work-related. Do not address personal traits or personal issues. Interpersonal communication and behavior may be discussed, but they must have a demonstrated effect on the employee’s work and/or other employees’ abilities to get their jobs done. Take a break in the discussion for reconvening at a later date if the discussion is unproductive.

2.11.5 Closing the Review
When the performance review is complete, the employee should sign the performance review documents. The signature indicates that the employee has read the documents, not that he/she agrees with the contents. If the employee refuses to sign the form, indicate this on the form. The employee should be provided a copy of the performance review documents. If the employee disagrees with the evaluation, he/she may share his or her concerns with the next level of management and/or may submit a written rebuttal to be placed in the personnel record. All reviews must be signed by the director of the department.

2.12 Challenges of time management
Disorganized
According to (Adair & Allen 2004 ) Many workers lack organizing skills, documents containing important information constantly gets lost or misplaced, this mainly
caused by lack of logical information processing system, at results wastage of time in searching for them.

**Interruption and Distraction**
This time waster consist of anything unscheduled but routine that interrupts an employee focus, for example unplanned meetings, this results to the failure in manage time and at the end decrease productivity level.

**Lack of self discipline**
For some employee, the biggest time management challenge is actually a lack of self-discipline, they don’t have the willpower to say no to distractions, or to stick tenaciously to the task at hand this results to lack of discipline.

**Stress**
The common challenge is feeling stressed by all the things that employee needs to do and all the demands in his/ her time and attention. Normally employees feel stressed when having too many things going on or when facing a large new project or task and does not have clarity about what needs to be done.

**Over whelmed**
This feeling this mainly caused by one of two things, first is that people think they have to everything, assuming that more is better. The best way to solve this problem is to focus on achieving few things. Second reason people feel overwhelmed by thinking that everything must be finished now.

**Lack of Scheduling**
This is the lack of planning for work performance. People get confused about what and when activities to be performed. Once you have set goals to something, you need to begin properly managing your time in order to work towards these goals. After you have created a to-do list, next you need to create schedules which allow you to complete all the important tasks within a given period of time. No matter who you are, you only have a certain amount of time do get something done. Setting up a
schedule allows you to develop a systematic time frame which allows you to complete the on time.

Generally, a schedule should be produced at the start of each week or month. The time that you choose should be on your tasks and the deadlines you have for completing them. To set aside a time, you first want to decide when you want to begin working on a project. Saleemi, 1987 agreed that, once you have decided which times you want to work on the task, next need to decide which tasks are the most important. Typically, these are being the things you are judged on. This requires you to compare your schedule with your to-do list. Often find that your schedule and to-do list work together and it is difficult to have one without the other.

Scheduling is an important for time management. When you do it correctly, you maximized your time and decrease the amount of stress you have. You can’t get rid of all the stress you experience, and a good amount of stress can help you to efficiently complete the task within the deadline and achieve positive performance.

**Unnecessary Gossip**

People who engage themselves in unnecessary gossip with their friends and colleagues waste a lot of their precious time that might be used in productive measures. While it is unrealistic to think that gossip totally eradicated from the workplace, employers can take charge of the situation. Employee communications can include written and verbal expectations and reminders of acceptable conduct in the workplace. By setting an example and providing additional training, hopefully employers can prevent seriously damaging gossip from taking root, as the result of golden root to effective use of time direct to positive organizational performance. As the golden rule says, treat others as you want to be treated, which seem to be a timeless approach.
Unplanned Meetings
This is the basic characteristics of many organizations. Many of these meetings are part of routines and do not contribute any meaningful things except time wastages. Most meetings expects agree on at least two things; one, there are too many meetings in the workplace, and two; most of those meetings are waste of time. The organization and participants (employee’s) gain little or no values when meetings seems to be time wasters and with no positive performance or don’t go well and when the meetings go well often produce many valuable results. For instance, as a result of sharing expertise and perspective in meetings, complex organization issues can be addressed and resolved.

External Factors
This factor is mainly caused by external environment such as Family matters, traffic jam, whether and natural calamities, these factors can distract an employee to use time effectively.

2.13 Theoretical Frame Work
Time management is most studied phenomenon in the past whereby several theories have been written and are available to explain the theories of time management. These include Maslow theory, pickle jar theory, pareto principle and Mc Gregory theory x and y

2.13.1 Maslow Theory
This is very popular theory known as hierarchical needs theory, developed by Abraham Harold Maslow an American psychology professor. He teaches the importance of matching time management with our other needs as human. He built a hypothetical pyramid, where our physiological level needs (food, water, shelter,) were put at the base of the pyramid, while self-actualization was placed on the top of the pyramid. In between these two extreme levels, belonging, love, and self-esteem were positioned. The 5 levels were examples of different strata of human life.
The theory doesn't specify the time period required to attain them, but it focuses on understanding your needs, differentiating them, and setting time limits on getting each done so that you do not encroach on other essential areas of your life. This theory has been illustrated in figure 2.1

**Figure 2.1: Maslow’s hierarchy of needs Model**

![Maslow's hierarchy of needs Model](image)

**Source:** Researcher own Constructs 2014

### 2.13.2 Pickle Jar Theory

Pickle jar theory is actually a time management model that will assist in prioritizing work. To understand the concept; you can try it out practically. Take a pickle jar and fill it with rocks. You observe that the spaces in between the rick stones could be filled up with pebbles. The jar becomes more compact after filling it with pebbles, but still there are inconspicuous spaces that can compact with sand now pour water over it and close the lid.

The pickle jar represents human life. The major responsibilities of life or goals are represented by the rocks that occupy most of the space. This infers that, people should dedicate more time to such goals. The chipped stones or the pebbles
symbolize person hobbies, which require comparatively lesser time than the important goals. Lastly, the daily chores of a person life are the sand particles that get placed perfectly between his/her goals and hobbies. The distractive force in human life that takes away the attention from the path of success is the water. Apart from teaching us the right way to manage time, this theory also makes us aware of the fact that distractions that lead to mismanagement should be avoided completely in order to follow the right track.

2.13.3 Parkinson's Law
Developed by British historian (Parkinson, 2001), this theory asserts that work expands to fill the time available. Appearing busy is often perceived as being more acceptable that getting work done quickly, then being idle. So employees will pace their work to appear busy. Parkinson’s Law is related to concentration threshold -- the level above which work is produced and below which no work is produced, Concentration threshold varies with each person and each task. Simply stated, workers allocate time to complete specific tasks. If they allocate too much time, they procrastinate and work won't be completed until the last minute. If not enough time is allocated, the work won't be done because the employee can't complete it in the allocated time.

2.13.4 McGregor Theory X and Theory Y
(Larric, 2003) In his theory McGregor developed two distinct perceptions of how people observe human behavior at work and organizational life. He believed that companies follow one of the two opposing approaches. He called these approaches theory X and theory Y.

He argues that in theory X, management has the responsibility to ensure that the productive elements of the enterprise are organized such as money, materials, and people with the purpose of meeting economic ends. People have an inborn dislike of work and tend to avoid it whenever an opportunity arises which we call time wastage, they are inborn selfish, indifferent to the needs of the organization, peoples efforts need to be directed through motivation, controlling their actions and
modification of their behavior so as to fit organizational needs, they always need to be directed to take responsibility and have little or no ambition but above all everything they seek security.

Due to the lazy inherent nature of human beings they are not able to perform well in their own initiative. In order to make people to achieve the organizational objectives they need to be persuaded, rewarded, coerced, controlled, directed or threatened with punishment. The role of management is to coerce and control employees. If management does not have an active intervention, people tend to remain passive and resistant to the needs of the organization.

On the other hand theory Y stipulates that management is charged with the responsibility to organize the elements of productive enterprise such as money, materials, equipment and people with the aim of meeting economic ends. To people work is a natural thing; they are not passive or resistant to organizational needs and are always ready to express self direction when committed to the objectives because people are naturally not lazy. Unlike theory X people accept and seek responsibility at all times. However the only way management can ensure that people are committed is to provide them with the right conditions and operation methods to enable them achieve their goals through the direction of their efforts to meet objectives of the organization on time.

In the assumptions suggested in theory Y, management’s role is to develop employee’s potential and help them to release that potential towards the achievement of common goals. Management in accomplishing its tasks uses these assumptions as guides and this leads to a variety of possibilities which fall between two extremes. In one extreme side management can be hard or strong and on the other management can be soft or weak. Theory X is the standpoint that traditional management has taken towards the work force while many modern organizations are now taking the enlightened position of theory Y.
2.13.5 Critics of McGregor Theory X and Theory Y

While his theory has done well to point out and explain some of the key characteristics of managerial principles on workers behavior, his theory has fallen short in a few areas. Social Scientists have directed their criticism towards the whole set of beliefs about man and human behavior as well as about the task carried by management on time (Vroom and Deci, 1970: 309). This evidence may not be that conclusive but it is suggestive and has been drawn from a variety of sources namely: the classroom, the clinic, the laboratory, the home and to a small extent the industry (Vroom and Deci, 1970:309).

Social Scientists do agree that human behavior in today’s industrial organizations is almost a true picture of what management perceives it to be but strongly disagree that this behavior is as a result of man’s inborn nature (Vroom and Deci, 1970:309). This behavior comes into existence as a result of the nature of organizations, philosophy, policies and practices used by management. The conventional approach ignores the fact that a satisfied need is not a motivator of behavior; this is so because man is always wanting and as soon as one of his needs is fulfilled, he will desire another need to be met immediately. Management is pretty much aware about the range of human needs that exist in people’s lives such as social needs, physiological needs and so forth but assumes inaccurately that they pose a threat to the organization. Contrary to this position studies have shown that when people are grouped with the use of tight controls and coercion but under the right condition such workers will be more effective on time management than an equal number of separate individuals in meeting the goals of the organization.

Yet management fears group hostility in attaining its desired objectives, tries to make an attempt to control and direct human efforts in a way that goes against the natural groupings of human beings. In addition the conventional theory states that when man’s social needs and maybe his safety needs are threatened he portrays a behavior which defeats the objectives of the organization, by becoming resistant, antagonistic, less cooperative but management forgets that this behavior is a consequence not a cause.
Theory X also relies so heavily on external control of human behavior while theory Y is more inclined to the aspects of self control and self direction. This creates an element of two opposing positions, the difference between treating people as children and that of treating them as adults. After bringing people through the former way a shift to the latter cannot be achieved by a twinkle of an eye. The conditions placed by theory X tend to tie people to limited jobs which also fail them from fully using their capabilities, it has discouraged people from accepting responsibility, encouraging people to remain passive and completely distorted the meaning of work. His theory seems so mechanical, and ignores the fact that human nature is complex and people are not locomotives to be manipulated.

2.14 Empirical Study

Relationship between time management and job performance which was conducted at Malaysia private University, this research results show that there is a positive relationship between each of the time planning and time attitude with the job performance, and inverse relationship between time wasters and job performance. These results have theoretical implications for understanding how job performance relates to time management. Time management contributes mostly to workplace performance. This suggests that time management is similar to bringing effective productivity among employees in the workplace.

The Effects of Organizational Structure on Time-Based Performance: An Empirical Study in Chinese Automobile Industry is the study done by (Liu Qunhui & Hu Yang 2011) at School of Law and Politics, Zhanjiang Normal University, the study show that, Time is one of the factors that affect organization performance.

Adeojo & Adeyinka (2012) in their research on the effective time management for high performance in an organization, concluded that, Effective time management is a remedy to organizational effectiveness. Effective time management will improve staff productivity, make scheduling of jobs easier, make staff to perform tasks at their highest skill level, helping staff to prioritize and accomplish important task, recording and guiding the organization towards achieving its set goals. Being well
organized in respect of the use of time does not necessary means a fixed state of quality. It can be acquired through learning and developing through consistent practicing and experience. Time will only work if the person is committed fully to it thereby removing doubts.

The most important and crucial ingredient is confidence; this is split into two aspects. Firstly, one needs to believe and have the full confidence that learning is possible and also the development of the skills is possible as well. Secondly, the time management strategies must be trusted because if not, there is no way it can work. If the two aspects can be achieved, then the level of effectiveness will be immense.

2.15 Research Gap
From the above empirical analysis, it shows that extensive empirical studies on time management strategy for improving organizational performance in banking industry in Tanzania have been done outside Tanzania and very few in Tanzanian have been done. The studies are closely related to the topic which the researcher is chosen. Apart from close relationship they have, the studies have not yet conducted in Tanzania specifically at Tanzania postal bank. Therefore, it is on the light of these studies the researcher can be able to go about the study titled, “the assessment of time management strategy for improving organizational performance in banking industry in Tanzania.

2.16 Variable Descriptions
This study has three variables namely independent variable, dependent variable and extraneous variable.

(i.) Time Management
Under this study time management is independent variable, when implemented it affects organization performance. This variable will be manipulated so as to determine whether or not the results obtain from the study is due to it.
(ii.) **Organization Performance**
Under this study organization performance is dependent variable, which is being affected by independent variable.

(iii.) **Time Planning, Time Attitude and Time Waster**
In this study these variables stands as extraneous variable because they stands between our dependent variables which is organization performance and time management as an independent variable.

2. 17 Hypothesis
In this study will have null hypothesis (Ho) which states the negative form and alternative hypothesis (Ha) that indicate actual expectation.

a) **Hypothesis one**
   Ho: Time management has no relationship with organizational performance
   Ha: Time management has the relationship with organizational performance.

b) **Hypothesis two**
   Ho: Time planning, time attitude and time waster does not stands between time management and organization performance.

   Ha: Time planning, time attitude and time waster stands between time management and organizational performance.

c) **Hypothesis three**
   Ho: Employees performance does not depend on time planning, time attitude and time waster.
   Ha: Employees performance depends on time planning, time attitude and time waster.
2.18 Conceptual Framework

A conceptual framework is an analytical tool with many variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply.

Time planning is very essential in managing time, it is an initial stage if an employee needs to manage his/her time. The plan can be of short term or long term, for example, a short term plan for human resource department can be to recruit talented employee and retain by giving them competitive salaries. This plan can be accomplished within a year and that’s what we call short term time plan. All these terms should enhance the fulfillment of personal and organizational goals hence higher performance.

Time attitude is very attitudinal and personal in nature where by an employee may have a behavior that encourage time management means he/she is so confident and courageous to eliminate the time waster and concentrate on assigned duties.

These two enhance time management hence increase organizational performance. But on other hand, time waster does not support organization performance, it is a factor which eliminates the effectiveness of managing time, they are like unexpected visitors and fake customers.
Figure 2.2: The Proposed Model of Study attitude

<table>
<thead>
<tr>
<th>Time planning</th>
<th>Goal</th>
<th>Provision of incentives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time attitude</td>
<td>Positive mind</td>
<td>Negative mind</td>
</tr>
<tr>
<td>Time waster</td>
<td>Late comers</td>
<td>Interruptions</td>
</tr>
</tbody>
</table>

Organization performance

**Source:** Proposed by the Researcher 2014.

### 2.19 Chapter Summary

This chapter on Literature review provides conceptual and theoretical dimensions of the study. It also tries at establishing a theoretical approach of time management as advocated by other scholars. More importantly, it shows the roles of time management in improving performance. The empirical review squarely supports the objectives as set out in chapter one of the study. Therefore, a partial analysis based on this part indicates that there is indeed a research gap on time management in public organizations in Tanzania which indeed needs a research, since there are few studies relating to time management.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This chapter explains the way in which the research was carried out. It is organized under the following sub sections area; research design, study area, the population, sampling techniques, research instruments, and data collection procedures and data analysis.

3.2 Research Design
This study employed the case study design as a model of investigation out of which collection of data will be possible. This design uses single area and allows variety of data collection method to be deployed.

3.3 Study Area
The study based in Dar es Salaam region, Tanzania postal bank head office, Ubungo branch and Tegeta branch. Among many branches, these three was selected due to the reason that management in general is supportive and the place is reachable.

3.4 Study Population
In this study the population involved employees and managers of Tanzania postal bank head office Ubungo branch and Tegeta branch, the total number of study population was 90 people.

3.5 Sample Size
Researcher was optimistic so that the sample size should neither be excessively large nor too small; therefore he used 56 respondents as a sample.

3.6 Sampling Techniques
In this study the researcher employed non probability sampling by using purposive sampling method so as to decide who to include in the study.
3.6.1 Purposive Sampling
This sampling method used to get both managers and employees by choosing only people that researcher believe they have relevant information about the subject matter. By including few people with relevant information researcher’s time was saved.

3.7 Types of Data
This study used two sources of data namely primary data and secondary data. These two sources were selected because they are complimentary to each other and for triangulation purpose.

3.7.1 Primary Data
The researcher got primary data from managers and employees by asking face to face questions and gave them questionnaires to fill and observe how they were managing time.

3.7.2 Secondary Data
Secondary data obtained from Mzumbe library and Tanzania postal bank main office. These two was the main source of secondary data. Other sources were; books, publication, articles and electronic Media.

3.8 Data Collection Methods
This study used a combination of methods in collecting data including, a standardized questionnaire with both open and close ended questions supplemented by in depth interviews with key informants and observations. The use of multiple instruments ensured validity and reliability of data collected.

3.8.1 Interview
The researcher conducted personal interview method with the selected respondents from the bank for the purpose of seeking the views from words of mouth on how time is being managed, it was unstructured to enable widely and unlimited information. This method was useful for managers because the researcher believes
they don’t have much time. This method enhanced clarification of the matter when needed. The researcher attached sample of interview questions for managers are attached as appendix I.

3.8.2 Questionnaire
A structured questionnaire with both open and close ended questions administered directly to employees for them to fill in data. The open ended questionnaires were used in the area where there was a need for detailed information, while close ended questionnaire was employed in the area where there was a need for selection among given answers. The researcher attached samples of questionnaire in are attached as appendix II.

3.8.3 Observation
Observation carried out by visiting Tanzania postal bank main office, Tegeta branch and Ubungo branch so as to verify the information gathered. The researcher used non participatory observation so as to observe how time is being managed in banks.

3.9 Data Analysis Procedures
Both qualitative and quantitative methods of data analysis were employed in this study. Quantitative field data was be organized into categories, labeled, edited and coded. A Statistical Package for Social Scientists (SPSS) for Windows Version 19 used to derive, frequencies, percentages, tables and charts. Also Excel was employed by using graphs and pie charts. Qualitative data from interviews and open ended questions was organized into meaningful themes and analyzed using content analysis. This enabled the researcher to interpret data collected and ultimately make necessary, recommendation and reach a conclusion.
CHAPTER FOUR

PRESENTATION OF THE FINDINGS

1.1 Introduction
This chapter presents the study findings and their implications regarding the assessment of time management in improving organizational performance. The analysis of the study findings was directed to the specific objectives and some of research questions of the study. The specific objectives were:
(i.) To find out the awareness of effective time management among employees.
(ii.) To examine the effectiveness of time management in service delivery in bank industry
(iii.) To investigate if time management can ensure timely completion of assigned duties
(iv.) To describe challenges facing bank industry in implementing time management.

4.2 Demographic Variables
In this study the demographic variables which the researcher used includes age of the respondent, gender, education and employee’s work experience. The researcher used these variables to know if they can influence the study.

4.2.1 Respondent’s Age
This part presents the demographic results in age of the respondents. The following age groups were studied; the age group between 18-25 years, 26-40 years and 41-60 years. The demographic results as presented below in Table 4.1 indicate that, the age group between 18-25 years has 10 (20%) respondents, 26-40 years 31(62%) respondents and 41-55 years 09 (18%) respondents. In this study age difference determine how employee will manage time, this is due to the reason that the age between 18-40 can fail to manage time because of accomplishing some aspects in life like finishing up with schooling, get married and conceive for women. These factors
can limit a person to manage time. Age alone contributes little to the understanding of time management.

Table 4.1: Age Distribution of the Respondents

<table>
<thead>
<tr>
<th>Age of the respondent</th>
<th>No of respondent</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 to 25 years</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>26 to 40 years</td>
<td>31</td>
<td>62</td>
</tr>
<tr>
<td>41 to 55 years</td>
<td>09</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

4.2.2 Respondents Gender

This part presents the demographic results in gender of the respondents. The demographic results as presented below in Table 4.2 indicate that male gender has a highest percentage which is 29 (58%) respondents than female who are 21 (42%) respondents. The researcher include gender as one among demographic factor because male gender are very active in managing time that female gender who by nature are slow in doing most of the things. Therefore a researcher wanted to know if gender can be one among influence in time management.

Table 4.2: Gender Distribution of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>No of respondent</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>21</td>
<td>42</td>
</tr>
<tr>
<td>Male</td>
<td>29</td>
<td>58</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

4.2.3 Respondents Education Level

The education level under this study was presented under the following categories; PHD, master degree, degree, diploma, secondary level. With regards to highest level of education reached as presented in Figure 4.3 it shows that PHD are 04 (8%), master’s degree 22 (44%), degree 16 (32%), diploma 05 (10%) and secondary level 03 (10%) The education factor is very important in this study because the researcher
wanted to know if there is a difference in awareness and implementation between more educated employees and less educated in managing time.

Table 4.3: Education Level of the Respondents

<table>
<thead>
<tr>
<th>Education</th>
<th>No of respondent</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHD</td>
<td>04</td>
<td>8</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Degree</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>Diploma</td>
<td>05</td>
<td>10</td>
</tr>
<tr>
<td>Secondary level</td>
<td>03</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data, 2014*

4.2.4 Employee Working Experience

With regards to the employee’s working experience percentage of respondents was noted as followed, the employees who work in Tanzania postal bank for less than a year 03 (06%) respondents, 01 to 05 years 10 (20%) respondents, 06 to 10 years 17 (34%) respondents and the last group is above ten years 20 (40%) respondents. All these categories are very important because they have relatively holding some information’s and experiences regarding time management.

Table 4.4: Employees Working Experience

<table>
<thead>
<tr>
<th>Working experience</th>
<th>No. of respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>03</td>
<td>06</td>
</tr>
<tr>
<td>01 to 05 years</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>06 to 10 years</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data, 2014*

4.3 Awareness of Employees on Effective Time Management.

The aim of the study was to assess time management in improving organizational performance, in order to identify that the study should assess if there is awareness of
time management among employees. The response is as illustrated in the Figure 4.1 below:

**Figure 4.1: Awareness of Effective Time Management**

The data revealed that 12 (24%) 46 (92%) respondents agree that they are more conscious about time management, 04 (08%) respondents disagree on them being aware of time management. This data was collected through questionnaire and interview whereby a researcher visit three branches to find out if employees understand the importance of time management at work place. This finding attributed that Tanzania postal bank employees are more conscious about time management because they were able to explain what time management means in their day to day operations.

**Source:** Field Data, 2014
4.4 Time Taken in Accomplishing Assigned Duties

This area planned to find out how effective time management ensures timely completion of assigned duties and how long a customer will be served. In this case, different department were given questionnaire to fill about this question. The researcher asked 5 departments to provide service provided and time taken. Human resource department (recruitment) 2 months for external recruitment, operation department (opening an account) 2 hours per day, Information technology department (update a system) 30 minutes, insurance department (assessing loss) three weeks. But all of these depend on system effectiveness and number of customer transaction. This response is illustrated in the table 4.5 below.

Table 4.5: Time Taken in Accomplishing Assigned Duties.

<table>
<thead>
<tr>
<th>Department</th>
<th>Service provided</th>
<th>Time taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource</td>
<td>Recruitment</td>
<td>3 months</td>
</tr>
<tr>
<td>Operations</td>
<td>Opening an account</td>
<td>2 hours per day</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Update a system</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Insurance</td>
<td>Assessing loss</td>
<td>Three weeks</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

4.5 Effectiveness of Time Management in Service Delivery

Respondents were asked if time management help in service delivery and the responses are shown in Figure 4.2.
The response in table 4.2 shows that 23 (46%) respondents agree that effective time management enhance service delivery, 19 (38%) respondents disagree that time management does not encourage service delivery and the last group was indifferent 08(16%) where by this group were not sure if time management enhance service delivery.

4.6 Manager’s Involvement in Implementation of Time Management

Employees were given questionnaire to fill about management involvement in the implementation of time management. Also, researcher interviewed managers as well about their involvement in time management. Where by the data collected through questionnaire and interview. And the response is shown in Figure 4.3 below.
The graph illustrates that 29 (58%) respondents agree that managers involve in implementation of time management. 19 (38%) respondents disagree that managers in Tanzania postal bank do not much participate in time management. Then 2 (4%) respondents...

4.7 Relationship between Time Management and Performance
This part focused on the relationship between time management and performance. Employees were given a questionnaire to fill about this question. The findings indicated in the table as follows.
The response was that 43 (86%) respondents agree that there is a relationship between time management and performance, and only 07 (14%) respondents disagree on it, this is a smaller percentage compared to the one who agree, therefore time management enhance performance.

4.8 Challenges facing effective and efficiency Time Management in bank industry.

Questions were asked to find out challenges of time management, the findings revealed that 27(54%) respondents mentioned issue of interruptions and infrastructure whereby in interruptions from customers and colleagues, some of the
customers roaming around the office talking irrelevant matter to other staff who are busy at the moment, this interrupt the one who has concentrate in his duty that leads loss of time in trying to capture back the concentration.

Infrastructure problem is during the peak time at stand bus whereby in time there is crowd of people this creates discomfort for user. Respondents add that the cities location is having high level of concentration of economic and social activities that leads to traffic congestion.

Overwhelmed 03 (6%) respondents said that over whelmed happens to employees when one does not finish up with one thing and shift to the other duty, and if supervisor assigned the third job the employee will have a lot to do with less time.

The other challenge mentioned is failure to priotise 2 (4%) respondents said that failure to priotise happens when one fail to choose important duty from less important or important duty from an emergence duty. This will make an employee to priotise in less wanted duty without his knowledge that will take a lot of time so that he can submit the important one.

Inter dependent work 2 (4%) respondents explained that a work assigned for two people one is lazy and the other one is active, will bring the burden to the active one because he will have to finish up the job by himself. And this will take a lot of time because the work that was supposed to be done by two people now only one person has done it.

Attitude had 2 (4%) respondents, some people see time as a normal thing they don’t take it as valuable thing that when lost it cannot be regained. Respondents add that some employees came late at work without see any effect with the production

Lack of managers involvement 8(16%) respondents add that managers involve in setting deadline but they don’t provide working tools and even if they provide the tools, the knowledge on how to use it does not provided to all employees.
Lack of close and continuous 8 (16%) respondents said that there is poor communication between management and staff, management does not know why employees fail to manage time. This caused the problems remained unsaved.

Poor working tools 12 (24%) respondents said that the bank does not have enough tools which enhance effective performance; they said that there is a shortage of computers, printers, stand by generator and software’s.

**Figure 4.5: Challenges of Time Management**

![Challenges of Time Management](source)

**Source:** Field Data, 2014
CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction
This chapter presents the discussion of the findings and developing recommendations based on the analyses and data collected on the study.

5.2 Awareness of Employees and Managers about Time Management
This was the first objective; whereby the study finding showed that employees and manager understand the concept of time management. 46 (92%) agree that they understand the importance of managing time. This is a huge total of employee who understands the importance of managing time compared to those who don’t understand the importance of it which is 04 (08%) respondents.

Employees are more aware about time management because they understand the value of time, most of the respondents were able to talk about how time management increase performance. And not only having knowledge of time management but also work on it.

Managers as well are more conscious about time management, they talked about the knowledge of time management and how they make sure that employees work through it.

5.3 The Effectiveness of Time Management in Service Delivery
It was found that Tanzania Postal Bank delivers its services by observing time; this helped a lot in improving organizational performance. 23(46%) respondents agree that effective time management helps in producing quality service because time management helps the department to sell products at the right time to right place and to the right customers. 19(38%) dis agree on it and talk about remuneration, it was found that employees salary is not enough to cater for all needs. For example, The salary of bank operation officer is Tanzanian shillings 250,000 per month. This small
amount does not give them work morale (Heskett, 2007) suggest that good pay motivates and give morale to employees to better their past performance. Also they give another reason that recognition can make an employee produce better as now they know that they are part of the organization hence more production. They add that one can never perform well if the organization does not recognize his presence. The researcher argue that, performance is a wide thing, a lot of factors contributes to it, an employee has to manage his time so as to finish up before deadline so that management can recognize his ability to perform and that is where the recognition and monetary motivation will be given to him.

5.4 Effective Time Management in Ensure Timely Completion of Assigned Duties

In this case the researcher found that time management assist in completing of task. Different department were given questionnaire to fill about this question. The researcher asked 5 departments to provide service provided and time taken. Human resource department use 3 months for external recruitment, operation department in opening an account it takes 2 hours per day, Information technology department updating a system they spend 30 minutes, insurance department when assessing loss it takes 3 weeks. But all of these depend on system effectiveness and number of customer transaction. Respondents asked to clarify how time management helps in timely completion of assigned duties and the response was as follows: 42(84%) respondents agree that effectively time management helps to an employee to become aware on how to use time to organize and allocate the time in various duties assigned.

Also it helps in timely completing task without stress and focus on the most productive time of the day for instance; morning time is more productive

In this objective it was learnt that human resource department takes a lot of time in recruiting new staff, there is a lot of bureaucracy means a panel meeting has to consult a number of people for the candidates to be validated. Also after the
interview has finished they does not come up with selection at once. A lot of time is spent there that leads a recruitment to take three months.

5.4 Manager Involvement in the Implementation of Time Management

In this objective Tanzania Postal Bank management stated that in 2007 they formulated Staff Regulation ”2007 Issue” which has laws and regulation of staff and It is now implemented. In this staff regulation book they talked about absence from work that employees shall not absent themselves from the premises of bank during working hours without knowledge and authority of their immediate supervisor.

When an employee is absent from duty without reasonable course for a period of exceeding four days, he shall be charged with disciplinary offense of being absent without reasonable course and that breach shall constitute to a gross misconduct.

It was found that 29 (58%) respondents agree on the involvement of managers in implementation of time management That they play their role by prepare attendance register to all staff, every staff must have his or her own page which shows the time he gets in and go out the office. Then at the end of each month managers collect the papers from every employee and look at the general attendance. The late comers and absentees are given warning, and if the instance continues one month salary will be deducted, more than that an employee will be terminated from work.

For those who will always come early at work are rewarded at the end of the year, hence generates motivation to employees and when an employee is being motivated his rate of production will increase that’s leads to increase of organizational performance as well. In this case manager keeps the register sheet in staff file as reference.

Also, line managers make sure that they give deadline to employees on every job assigned this help the employee to finish the work on time. When needed line managers use management by working around (MBO) so as to make sure that employees concentrate on their assigned duties?
It was found that; managers provide working tools for employees so that they cannot get stuck with the job. But the tools were not much enough in all departments for instance; IT department lack some software in conducting their duties. In Human resource department there was no printer machine they have to print to the secretary office, whereby sometimes they have to wait for the secretaries to finish up with the machine, so that they can also use it. This makes delay of accomplishing work on time and some of the printed documents are more confidential.

Managers conduct periodical training so as to develop employee’s capacity. And revive the consciousness about managing time at work place. Those training conducted helps a lot to improve productivity as now employee understand the value of time. The Training conducted in Tanzania postal bank in 2008 was given a title as Time as an Asset in Developing Countries, held in Arusha. The report showed that 85 employees (48%) from different department attended the workshop that helped a lot in improving organizational performance.

19 (38) respondents disagree that managers does not full involved in time management because they only give deadline without provide working tools. For example; a new system may be introduced without asking if the employees have understood it well. Also they does not follow Employee relation Act in the part of paternity leave, every father is supposed to get 3 days leave when his wife deliver a child. But in Tanzania Postal bank a father is given only one day to fulfill his paternity obligation. And 02 (04%) respondents do not have any idea that managers involve in time management.

5.5  Relationship between Time Management and Performance

In this part 43 (80%) respondents agreed that there is relationship between time management and performance they stated that there is wide connection, without time management one can never perform, you have to plan well your time and organize yourself to let task accomplished within the set time limit, otherwise at the end of the quarter without well management of time a lot of task will never be touched or partially attended with low quality. One of the respondents adds that time
management and performances have direct relation; they go together, good time management results into good performance. 07(14%) dis agree that there is no relationship between time management and performance. This clarification supports the alternative hypothesis in chapter two that there is a relationship between time management and performance.

5.6 Challenges of Time Management in Implementation of Time Management
The study aimed to the interest of knowing how time management improves performance, but there are factors behind that hindering the implementation of time management. The question asked to both managers and employees.

12 (24%) respondents talked about lack of enough working tool, in Tanzania Postal bank they still use outdated method of tracing absentees that is attendance register book this one may get loss or being intentionally destroyed and that will make the loss of reference. Also there are not enough printers in all department, the other problem was sitting arrangement, the researcher found that in Tegeta branch, seven employees were accommodated in a small office that make discomfort. Other tools were printers and software.

Interruption and infrastructure 9 (18%) respondents from different angles said that interruption disturb ones time plan for instance; assignment of new task, system failure, family emergence, scarce resource to accomplish the given assignment. Infrastructure The public transport is the problem for those who use it when coming to work and go back home; this is because most of the tarmac roads in town are in low quality which leads to traffic jam. Also interdependent work occurs when there is interdependent work with the person who doesn’t observe time. Only one person will make the effort to accomplish the task on time hence burden to one side.

3(9%) respondents explained about overwhelmed this also affect employee in managing time whereby a person having too much to do while the time is not enough.
Failure to prioritise 06 (12%) respondents said that prioritization become hard when an employee is having assigned duty and emergence and each of them has deadline that make an employee fails to do so. Interdependent work 2 (4%) this is when there is a work which needs to be done with more than one people and the other person become lazy leads a burden to one part.

Lack of managers involvement 8 (16%) respondents said that managers only provide deadline without working tools. 08 (16%) respondents talked about lack of close and continuous communication between managers and subordinates that limit the implication of time management.

### 5.7 Ways to Improve Implementation of Time Management

2 (4%) respondents said that some of the challenges are there to stay for stance; acts of God, emergencies could not be overcome by human efforts. however adequate resource allocation can be managed. System failure can be overcome by good continuity plan which was set as an alternative. 7 (14%) respondents suggested that.

Also 17 (34%) respondents said that there should be more awareness of time management to employees by conduct periodic training and define relative task for a given period. 15 (30%) respondents talked about provision of transport to member of the bank who does not have private transport. Then employees should learn how to deal with interruptions 9 (18%) respondents insisted on that.
CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction
This study aimed to assess time management in improving organizational performance in bank industry in Tanzania. This chapter is aimed at providing summary, conclusion and recommendation as has been found out from this study.

6.2 Summary
The finding revealed that 92% of respondents admitted that they are more conscious about time management and it is being implemented. Furthermore by reviewing employees files and see the attendance records, and observing day to day operation, time management is implemented at Tanzania postal Bank.

Furthermore, poor working tools, interruptions and poor infrastructure at large are the most obstacles on the implementation of time management. Then respondents were asked about manager’s involvement in the implementation of time management whereby 76% of the respondents agreed that managers are involved in managing time, as they conduct training to build capacity, follow up the attendance of employees and giving out work deadlines. Respondents were asked if time management can ensure timely completion of assigned duties Human resource department use 1 month in recruitment process. Therefore the department should not invest much time in recruitment.

6.3 Conclusions
The findings show that, Time management is satisfactory in Tanzania Postal bank and it has direct link to the corporate performance because, majority of the respondents understand and implement time management although there are some challenges that limit the implementation.
6.4 Recommendations to Management

Managers should invest and buy working tools like enough computers, printers, required software, standby generator and create conducive working environment by re-arranging sitting arrangement in a way that employees can sit comfortably, also management should make sure that they train employees on how to use them effectively, so that duties can be performed smoothly.

Managers must frequently motivate employees because motivation drives people to accomplish goals. There should be incentives motivation by providing monetary rewards, bonus and promotion to the required people. Also managers should not forget social motivation by creating environment of acceptance and affiliations so that employees can feel they are part of organization hence more production.

Managers should create clear and continuous communication between employees and management so that employees can be free to talk about challenges which limits them in observing time. For example, employees who use public transport are facing problems which make them to come late at work, if there is clear communication between this two parts the problem can be solved.

To Tanzania Postal Bank Employees

Employees should make sure that they come early at work and finish up assigned duties before deadline and must have personal strategies to deal with interruptions by reading different article which explain about time management strategies so that they can be in position to work without destruction.

6.5 Areas for Further Research

The study was limited to Public sector particularly at Tanzania postal bank. This limitation may be hindered some findings therefore future researchers should conduct the study in other public sectors so as to come up with more findings.
REFERENCES


Control as Determinants of Job-Related Attitudes”, in Journal of Vocational Behavior.


APPENDICES

Appendix A: Questionnaire for Tanzania Postal Bank Employees

A. INTRODUCTION
Greetings dear respondent,

I am Martha Danny Maganga a student at Mzumbe University pursuing Master Science in Human Resources Management (MSc. HRM). I am undertaking research titled: Assessment of time management for improving organization performance in bank industry. A case of Tanzania Postal Bank. I am requesting for your assistance to fill my questionnaire.

Kindly be informed that your response will be accorded with high level of confidentiality and it is purely for academic purposes.
Thank you so much for your kindness.

B. BASIC INFORMATION.
Please indicate your answer by putting a tick in the appropriate box provided on your right of each question

1. Gender:
   (i.) Male (   )
   (ii.) Female (   )

2. Level of education
   (a.) Ordinary/Advance secondary school (   )
   (b.) Diploma (   )
   (c.) First degree (   )
   (d.) Masters (   )
   (e.) PHD (   )
   (f.) Other please specify________________________________________
3. What is your work experience in this organization?
   (a.) Less than a year ( )
   (b.) One to five years ( )
   (c.) Six to ten years ( )
   (d.) Above ten years ( )

4. In which department are you working in this organization?
   ________________________________________________________________
   ________________________________________________________________

C. DETAILED INFORMATION

Please indicate as appropriate the extent to which you agree or disagree with each statement by circling the number that correspond to or answering the following key.
3 = agree. 2 = disagree. 1 = indifferent.

1. Our organization is highly focused on time management 3 2 1

2. There is general knowledge of time management in our organization 3 2 1

3. Time management is the core factor for improving organization performance. 3 2 1

4. Implementation of time management strategies improve organization performance 3 2 1

5. Time management enhance the completion of assigned duties 3 2 1

6. Time management ensure serving customer on time 3 2 1

7. Multi-tasking enhance effective time management 3 2 1

8. Lack of working tools is one among challenge for time management 3 2 1
9. Serving customer on time is the driving force that propels organization performance, how long does it takes to serve one customer? (Kindly specify the service)


10. How does time management helps you in timely completion of assigned duties?


11. How does time management helps in service delivery?


12. How does your manager or supervisor involve in the implementation of time management strategies mentioned above


13. What is the relationship between time management and performance?


14. What challenges are you facing in implementing time management strategies?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

15. What do you think should be done to overcome the mentioned challenges?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

16. What are your general views on the issue of time management in your organization?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thanks for the Cooperation
Appendix B: Interview Guide for Tanzania Postal Bank Managers

1. Do you normally conduct seminar, workshop or training concerning time management strategies in your organization?

2. If yes how effective are those time management strategies in increasing performance?

3. If no how do you make sure that your employees know the value of time management in increase of productivity?

4. In your position do you face challenges in managing time?

5. If yes what do you think could be the solution to be taken so as to improve productivity?