

**IMPACT OF TIME MANAGEMENT ON WORK  
PERFORMANCE IN LOCAL GOVERNMENT AUTHORITIES  
IN TANZANIA:  
A CASE STUDY OF MUSOMA MUNICIPAL COUNCIL**

**By  
Ngasa, Mgeleka**

**A dissertation Submitted to the Partial/Fulfillment of the Requirements of the  
Award of the Degree in Masters of Science in Human Resource (MSc.HRM).**

**2015**

**CERTIFICATION**

We, the undersigned certify that we have read and hereby recommend for acceptance by the University of Mzumbe a dissertation entitled: ***“Impact of Time Management and Work Performance in Local Government Authorities. A case of Musoma Municipal Council”***– in fulfillment of the requirements for the award of the Degree of Masters of Science in Human Resources Management (MSc HRM) of the Mzumbe University.

.....  
**Major Supervisor**

.....  
**Internal Examiner**

.....  
**External Examiner**

Accepted for the Board of School of Public Administration and Management  
(SOPAM)

.....  
**DEAN OF SCHOOL OF PUBLIC ADMINISTRATION AND MANAGEMENT  
(SOPAM)**

## DECLARATION

**I, Mgeleka Ngasa,** hereby declare that, this Thesis is my own original work and that it has never been presented and will not be presented to any other Higher Learning Institution or University for similar or any Degree award.

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Ngasa, Mgeleka

## **ACKNOWLEDGEMENT**

This thesis would never have been successful without the ideas, views and assistance from many people. Even though they are not all mentioned by names, they have assisted me in many aspects and without their support this paper would not have the quality it has.

I am grateful to my major supervisor, Mr. Moses Kwayu, for his excellent assistance and spending his time to go through this dissertation and give constructive ideas, comments and views.

My special thanks are to the Butiama District council (BDC) management for giving me the permission to attend the MSc.HRM course and the Musoma Municipal council particularly all staff from the department of human resource and administration, department of education in secondary school and primary school who tirelessly assisted me in data collection from time to time.

Lastly, I would like to extend my sincere appreciation to all staff of Butuguri secondary school and students who missed my presence for almost two years.

## **DEDICATION**

This Thesis is dedicated to my late Father, Mr. Ngasa Mayengo who while alive insisted me to study hard. May Almighty God rest his soul in eternal peace. Amen! And the dedication is extended to my Mother Maria M. Maganga who sponsored me for the whole study.

## **LIST OF ABBREVIATIONS AND ACRONYMS**

BRN	-	Big Result Now
BDC	-	Butiama District Council
HR	-	Human Resource
HRM	-	Human Resource Management
LGAs	-	Local Government Authorities
MC	-	Municipal Council
MEO (P)	-	Municipal Education Officer in Primary School
MEO(S)	-	Municipal Education officer in Secondary School
MHRO	-	Municipal Human Resource Officer
MMA	-	Musoma Municipal Authority
MMC	-	Musoma Municipal Council
MS(s)	-	Municipal Staffs
MU	-	Mzumbe University
NECTA	-	National Examination Council of Tanzania
OPRAS	-	Open Performance Reform Appraisal System
RC	-	Region Commissioner
SOPS	-	Standing Order for the Public Service
SPSS	-	Statistical Package for Social Science
URT	-	United Republic of Tanzania
UUJ	-	“Ufuatiliaji wa Uwajibikaji wa Jamii”
WB	-	World Bank

## **ABSTRACT**

This research is on examining the impact of time management on work performance, a case study Musoma Municipal Council in Mara region. The specific objectives of this study were to find out if there are time management techniques at Musoma municipal council, to find out if there are time wasters at Musoma municipal council, to find out if there is any relationship between time management and work performance at Musoma municipal council, and to find ways that can improve employees time management at Musoma municipal council.

The research design used was the case study whereby a single unit was selected. The total sample of 93 of the respondents was selected and the techniques used to obtain the sample were purposive sampling, stratified sampling and accidental sampling. The primary and secondary data were collected through the use of different data collection methods such as, questionnaire, interview, documentary review, and observation.

The major findings of this study revealed that, employees of Musoma municipal council they are not aware with the potentialities of managing time at the work place. The techniques of time management showed that employees do not practice what they know, which influenced poor performance of tasks. Delaying of information and interruption at the workplace has been identified as superior factors that cause employees to waste their time.

The respondents who were invited in the study provide the suggestion on the ways that can improve time management of the employees in Musoma municipal council such as, introducing time management seminars, establishing strong management control tool effective rewards system and reduction of the bureaucratic system.

The researcher recommended that, the government should implement the e-service policy in order to reduce the long protocol that causes the delay of feedbacks and to establish time management policy and rules that can help to sharp the behavior of employees.

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# **CHAPTER ONE**

## **INTRODUCTION AND PROBLEM SETTING**

### **1.0 Introduction**

This chapter focuses on the background of the problem, statement of the problem, objectives of the study; research questions the significance of the study, delimitation of the study, limitations of the study, definition of the key terms and organisation of the study.

### **1.1 Background to the problem**

People in different parts of the world perceive time in different ways. The way people feel, experience, and evaluate the time differs from one area to another regarding their culture. Therefore, different cultures have different perceptions of time and may value different aspects of it (Hickson and Pugh, 2002), whereby the variation attaches a different meaning of time through the ages.

Although we think of the time in different ways in our daily lives, but keeping the time is the art of punctuality, which means the recording of the start and finishing of an activity to indicate its duration (Waiguch et al., 1999). Punctuality on the effective use of time is well known as time management. According to Waiguch et al. (1999) time management is a body of techniques for controlling the time, so that one gets the most out of one's activities. This is the process of planning one's time for accomplishing an activity.

The recognition of the importance of time management in the world is traced back to the period of scientific management in 1911 as Taylor together with the work of Frank and Lillian Gilbreth became the launching pad for today's time management (Taylor, 2012). In the scientific management the relationship between time management and performance of work was restricted to manual workers. In the 1950's time study was introduced as the method for effectively coping with the time issues on the job (Drucker, 1967). It was also the result of increased competition in the world and the need to achieve the goal within a short time. Taylor's scientific

approach to management, aimed at shop management, centred on the principle of effective time management. He advocated better use of time through which payment to employees were much considered to the goal achievement. An awareness of time management started to take a chance in human mind, whereby planning ahead became a strategy, thus many organisations tried to increase their production through scheduling, setting goals and prioritising the tasks.

The ability to manage time effectively becomes a fundamental to work performance, after the world has realised time wasters in the 21<sup>st</sup> century that had never seen. In fact, development of communication technology for instance, cell phones, and internet have become major agents of time wasters nowadays that has brought many requests or suggestions of things to do than ever and has influenced the failures among employees in accomplishing their task on time (Erwin, 2009).

The situation has increased ahead deck to managers in different angles of the world on finding alternatives that can improve work performance of individuals in the organisation, although different techniques have been developed to utilise time better for instance, enacting of laws and regulations to shape the behaviour of individuals at workplace and motivating employees but time management is the only alternative for the aims of achieving high productivity within a given time frame. Moreover, the perception of time management as an important phenomenon at workplace has increased due to the fact that many organisations have realised a cost of losing time (Taylor, 2012).

In African context, time is perceived differently towards more relaxed attitudes, leisurely, and less carefully scheduled lifestyle found in developing countries as Waiguch et al. (1999) argued that in less industrialised tropical societies, time may be seen to flow slowly and negligence in managing of time is clearly reflected in low productive and poor standard of living, many layers of management that complicate communication with too many unnecessary meeting and undefined responsibilities. Such a situation indicates that individuals do not have time management skills that

influence the performance of a work which can be informal or formal (Solomon et al., 2009).

Tanzania like any other country of the world, individuals have been practising business as usual during performance of the activities as it becomes difficult for them to manage the time whether at home or at work place. Ineffective time management has been common among different departments in local authorities that create many complaints to the service users and failure of achieving their plans on time (Lufunyo, 2013).

According to Lufunyo (2013) nowadays time management is seen as an important technique that allows managers in the organisation to accomplish more, serve more and if undertaken in a good way, is a customer oriented profession. Effective use of time is an active, not passive, undertaking rather than simply recording dates, times and details of meetings and tasks (Gupta, 2012). Although time management had its start over a hundred years ago, the need for time management is greater than ever. As the pace of life increases, the perception of time changes whereby people in the organisations are considered a superior performer when achieve the goals on time.

The current report provided by *`Ufuatiliaji wa Uwajibikaji wa Jamii`* (2013) showed that, generally Tanzania is experiencing high problem of lack of commitment to employees which has caused poor utilization of time. For instance, the report revealed that, in Singida rural district council there was a problem of delays in giving the feedback, absenteeism and delays in writing reports, as the result these people were send to the district ethics committee.

On top of that, socially and community expectations that put further time pressure on you to have life balance also increase stress to many people in the world. Therefore, time management is much more about choices and decisions than to do lists and appointments. Today one must take full responsibility for how one spends his/her time because to do list can help someone do better and achieve the goal, but the

system cannot do anything on its own, as one must take responsibility for making the system function (Erwin, 2009).

Therefore, time management helps in achieving individual and organisational goals in view of the limited amount of time available to man. Time more than ever before, is being recognised as an individual's most valuable, non-renewable resource. And time is viewed more as an investment strategy than efficiency tools. In the right of this dissertation, the research aimed to investigate the impact of time management on work performance using a case of Musoma Municipal council and take advantage of research findings that would enable effective use of time towards achievement of different goals.

## **1.2 Statement of the problem**

Tanzania government embarked on local government authority reform programme II (decentralisation by devolution) of July, 2009-June, 2014. The main objective was to empower LGAs as the primary and accountable lead actors of socio-economic development in their area of jurisdiction. The common purpose of the programme was to improve public sector performance in delivering services to the public and efficiency and effectiveness and accountability for the use of public resources (URT, 2009). This reform programme has a time bound of five years for the objective to be achieved. To ensure that the objectives are achieved on time, the government enacted rules and regulations to ensure good conduct and ethics to public servants such as the Standing Order for Public Service S.F.1 (1) of 2009 which provides that the opening and closing hours of all government offices is from 7:30 a.m. to 3:30 p.m. during consecutive work days of a week (SOPS, 2009). To ensure the effectiveness of the implementation of the programme the morning attendance is strongly used to regulate the employee absenteeism at the work place, this signifies that, time management is crucial in different plans of the government. Although, the great efforts are put forward by the government to align plans with time bound. Currently, ineffective use of time has been noted in different angles of the LGAs that limit the different public service reforms innovated by the government with the expectation of Tanzanians timely and quality service and very high (URT, 2007).

In the right of time management and work performance in local government Njunwa (2009) cited the worse situation in LGAs as the employees were not managing time in delivering services as it was expected. The president of the United Republic of Tanzania J. Kikwete in 2010 was very disappointed with the performance of the employees in local government due to the failure of achieving their goals at the right time that resulted in complaints of the service receivers (Njunwa, 2010). Also, UJ (2013) noted that, employees at Singida rural district council were delaying in submitting the reports, there was absenteeism and failure of accomplishing the goals. Moreover, Lufunyo (2013) found that, time was strongly poorly managed by the employees in Ilala municipal council.

In Musoma municipal council the situation is appalling. There are many complaints that employees are not managing their time effectively, which leads to the failure of achieving different plans. This situation influenced the regional commissioner (RC) to increase the working hours to teachers in Mara region in a day, instead of working 8 hours in a day they are working 9 hours (MMC, 2015). In order to ensure that the syllabus is accomplished due to the fact that teachers were not accomplishing their syllabus which influenced Mara region to be the last region in Standard seven NECTA results 2014. Therefore, this study was carried out to find out the impact of time management on work performance in Musoma municipal council in Mara region. With the high belief of getting results that could help and create more awareness of time management among practitioners at MMC.

### **1.3 Objectives of the study**

#### **1.3.1 General Objectives**

The main objective of this research was to find out the impacts of time management on work performance in Musoma Municipal Council.

#### **1.3.2 Specific Objectives**

- i. To find out if there are time management techniques at MMC
- ii. To identify if there are time wasters at MMC.

- iii. To find out if there is any relationship between time management and work performance at MMC
- iv. To find out ways that can improve time management at MMC

#### **1.4 Research Questions**

In line with the above objectives, the study set out to answer the following questions.

- i. What techniques of time management are in place in MMC?
- ii. What are the time wasters present at MMC?
- iii. Is there any relationship between time management and work performance at MMC?
- iv. Which ways can be established to improve time management in MMC?

#### **1.5 Significance of the study**

The study has advised some of alternative solutions to address the problem of time management at Musoma municipal council such as conducting time management seminars, employees involvement in decision making, providing incentives and rewards on time, institutes to providee-services, formulating clear and good time management policy which can also be applied by other municipal authorities in Tanzania which are facing similar problems in managing their time. Recommendations are meant to contribute in building a strong understanding of employees and employers on the way time can be managed in order to improve performance of the organisations.

To the researchers, the study provided guides and become useful to future researchers who will be interested in carrying out research in the same area.

#### **1.6 Scope and Delimitation of the study**

The study was carried out at Musoma Municipal Council (MMC) in Mara Region and the main focus was to investigate the impact of time management on work performance. The study employed 1244 people as the target population. Musoma Municipal council was chosen for this particular study because it is one of the councils, which are faced with the problem of poor time management which has hindered the municipality to achieve goals on time.

### **1.7 Limitations of the study**

It is common in any study for the researcher to face some impediments and limitations. Hence, the study cannot be generalised to the similar organisations in the united republic of Tanzania due to the fact that, the study was narrowed to the single municipal council because of time and financial constraints which made it difficult to conduct a survey of more than one municipal councils in order to come up with general conclusion and would have been simple in making generalisation of the results. In order to come up with the general conclusion and recommendation, there is a need to conduct the similar study in those organizations so as to see its validity.

### **1.8 Definition of key terms and concepts**

#### **Impact**

It is a force of impression of one thing on another, a significant or major effect. When something is deemed to impact, it means that it has a strong results or consequence on someone or something (Oxford Advanced Learner's Dictionary, 2009). The action of individuals towards the intended results can lead to achievement of goals. If the employees effectively manage their time, they can strongly influence the achievement of the goal of the organisation.

#### **Time**

It is an integral part of one's personality and culture, as the resource like labour and capital, but differs from others because of its uniqueness which can be misused or managed wisely (Robert, 2008: Gupta, 2005). The event that occurs in human life can be ordered from the past, the present, into the future and both can be measured in their duration and interval between them. Time is a vital resource that cannot be compared with other resources in any organisation, thus cannot be bought or ranked as substitute within and outside the organisation. It remains to be the most important resource from the individual level to the organisational level that had ever seen.

#### **Management**

It is the process of getting activities completed efficiently and effectively with and through other people (Mintzberg, 1973). Also, it is believed as the process of

reaching organisational goals by working with and through people and other organisational resources (Urwick, 1937).

### **Work**

It is something that one is doing, making or performing especially as an occupation or undertaking a duty or task (Free diction .com, 2015).

### **Performance**

It is the conglomeration of both qualitative judgments and quantitative bases (Kumar, 2010). The performance of individuals is measured on the magnitude and qualities of that magnitude, thus standards are set and individuals should perform the work in reflection to benchmark.

### **Time management**

According to Matiku (2003) time management is the process by which managers and individuals make optimal use of time so that they can attain the goals that would enable them to be effective in their performance. However, time management is considered or presented as a set of skills when one's master becomes more organised, efficient and happier. Also, time management is the process by which an individual obtains control over the timing and the content of what he/she does in accomplishing tasks and goals (Oncken and Wass, 1985; Schuler, 1979).

### **Work performance**

According to Campbell (1993) work performance is the behaviour or actions that are relevant to the goals of the organisation. The work performance does not include only the behaviour or actions but should be relevant to the goal of the organisation. Koopmans (2011) pointed out that, work performance concepts can be reflected on behaviour of individuals and results, although it is difficult to distinguish them.

## **1.9 Organisation of the Study**

The entire study is divided into six chapters whereby chapter one is dedicated as an introduction to the study, a statement of the problem, study objectives, research

questions, significance of the study, scope and delimitation of the study, limitations of the study and organisation of the study.

The second chapter is well known as literature review which consists of three parts theoretical literature review, empirical literature review and conceptual framework. Theoretical literature review offers the meaning and theories that guided this study while empirical literature review provided the research gap of the study.

The third chapter is known as research methodology which defines the ways of acquiring data and information about the study. It includes research design, area of the study, target population, sample size and sampling techniques, and the sampling techniques used were purposive sampling, accidental sampling, and stratified sampling.

Methodologies employed in the study were questionnaire, interview, documentary review and observation, analysis and presentation in regard of research ethical consideration.

The fourth chapter is all about data analysis, presentation of reach findings. This chapter presents the demographic information and findings of specific objectives.

The fifth chapter dwells on discussion of findings, the main reason for this chapter is to discuss the analysed data open from chapter four.

The sixth chapter, presents the summary of the study, conclusion, and recommendations, in line with the research questions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Literature review is defined as a written summary of journals, articles, books and other documents like conference papers and government documents that describes the past, the current state of information on the topic of your research study (Creswell, 2012). It is the critical analysis of published and non-published material through the use of summary. There are two types of literature review that have been employed in this study, which are theoretical literature review and empirical literature review (Msabila and Nalaila, 2013). Therefore, this chapter includes theoretical literature review and empirical literature review.

#### **2.1 Theoretical literature review**

It is defined as all the references consulted before the study whereby, the writers have not participated in the real or actual study (Msabila and Nalaila, 2013). These help to provide the guiding of the study.

##### **2.1.1 Concept of Time Management**

Time management is a set of principles, practices, skills, tools and systems that help a person use his or her time to accomplish what one wants. The managers want to be more effective; they must recognise the time and what their job really is and then use the resources at hand to support rather their own nature (Minteborg, 1970).

##### **2.1.2 Techniques of Time Management**

The changing demand of today's work place has forced us to take on more than we could ever get done, although managing one's time effectively is not an easy task. Rich (2012) identified four primary habits that serve as possible staples of personal productivity. Those four techniques are; setting goals, prioritising tasks, scheduling time and staying organised with high support from other writers on time management as shown below.

### **2.1.2.1 Setting Goals**

Macan (1994) argued that for a person to manage time he or she must set goals and priorities. The first includes such behaviours of setting goals one wants to accomplish and prioritising tasks to achieve these goals. The goal should be SMART (specific, measurable, achievable, realistic, and time bound), because is the target one needs to achieve, thus helps to know where you are going or understand if you are in the right direction.

The people who are involve in goal setting and lining up the steps to reach those goals are the goal achievers since that they undertake an important habit of remaining to their focus towards accomplishing their large objectives (Molloy, 1987: Rich, 2012). Planning daily activities and adhering to them, makes a person understand the power of his or her target-seeking mind as it involves defining large objective and small objectives that move us towards achieving our targets. For any successful person in the world he/she understands the importance of goal setting as they direct the whole activity in achieving general targets on time.

Franko and Pioggia (2006) provided a critical analysis for a person's life, as any individual should set goals and identify the necessary steps to move toward it in order to manage time. Goals come in descending side each of which informs the next, long-term goal (year), intermediate-term goal (month) and short-term goal (week and days). These goals are potential as they help to remain on target especially when implementing them.

### **2.1.2.2 Setting priorities**

According to Rich (2012) prioritising tasks or activities supports goal accomplishment because it is the most potential step that lines up the goals for the purpose of achieving them. Also, it helps one understand which thing has importance over others in a given moment and act in a right way. The managers or individuals become more effective when they recognise what is their job really is and their responsibilities, thus, enable to prioritise the activities in a simple way.

However, the key to prioritisation is determining the most important thing to do in order to reach your goals. Eisenhower 1950's in Taylor (2012) provides criteria to consider when prioritising activities. He initiated a system of personal time management by dividing tasks into four categories such as; Urgent and important, urgent but unimportant, not urgent but important, and not urgent but also unimportant.

- Urgent and important, these are things a manager or an individual should deal with immediately and should give higher priority depending on the nature of job, for instance in the pickle jar theory these are regarded as large rocks.
- Urgent and unimportant, these are things that require the manager or individual to perform although are not important. Therefore, individuals or managers are advised to delegate to other people who are competent with the particular activities, thus to deal with the urgent and importance things.
- Not urgent but important, these are the activities which are entered in the calendar. For instance breakfast, Lunch, and dinner. They are important but can be done or not depending on the person's willingness.
- Not urgent and unimportant, these are time wasters done by the manager or individual in the organisation. Therefore, it is advised these items to minimise or eliminate because can cause someone fail to use time effectively such as telephone frequent call, WhatsApp and the like.

### **2.1.2.3 Scheduling time**

Fisher (2001) argues that time management is not straightforward task as it requires individual to change the behaviour by creating realistic time frames and putting completion dates on the items on to-do list. Set deadlines, post them where you cannot help but see them on your computer screen. The managers or individuals in the organisation must develop a feeling for the passage of time and the habit of scheduling their time (Rich, 2012). There are things to consider such as calendar that helps in scheduling meetings, events and activities which assist one to know where is going and what to do in advance.

It helps the organisation to hold purposive meeting, however meetings are very potential in the organisation development because they help in solving problems, deal with crises, building teams, therefore the chair person should recognise the importance of those who attend and keep the stakeholders connected through scheduling the meeting indicating where to start and the end with clear agenda.

The meeting that is effective needs a well prepared agenda, communicated to all those who will participate along with details like time, date, location invite only those who will contribute to agenda, and make sure that the venue is well prepared and set up in the configuration that will best meet the needs (Fisher, 2001).

#### **2.1.2.4 Stay organised**

Stay organised gives a person a sense of place. People who are neat, organised in work areas are able to find things that are needed now and they are perceived as better workers than others because of their neatness and orderliness (Molloy,1987: Rich, 2012). Whether we work in different places such as in an office, shop, vehicle or other settings, organising our workplace completes the four key habits.

#### **2.1.3 Importance of Time Management in the Organisation**

According to Taylor (2012) proposed six benefits of managing time among individuals in the organization. The following part gives clear explanation of the importance of time management that informed the researcher on this study.

**Provides a sense of control,** effective time management puts you in the driver's seat so you are in control of what you do and when you do it. Managing time one can control the activities and help to remain focused as a driver.

**Helps to achieve the goals,** Time management helps one to achieve his targets. It involves skills such as planning and scheduling the activities that direct individuals towards achievement of the organisation goal. Planning involves a commitment to act at a specific time in the future. Once you have defeated the procrastination habit,

this technique will ensure that your goals are worked on continuously, until they are reached.

**Reduces effort and fatigue,** Sometimes we are so busy working; we do not realise we are not getting anywhere. Time management does not promote getting more done in less time as much as it promotes doing fewer things of greater importance in the time that you have. Concentrating on the 20 percent of your activities that produce 80 percent of your results means you get more for less. This means that one should apply the pareto analysis techniques which emphasises doing less (20%) to achieve more (80%).

**Maintains balance in your life,** the tendency is to get everything done by working longer hours. But since time is finite, this means reducing time in other essential areas of your life such as family and friends. Time management includes setting goals in key areas of your life, allocating time to those areas, and through working smarter, not harder, achieving the same results at work as well.

**Reduces stress,** In many cases, stress is simply the byproduct of poor work habits, for example, trying to do two things at the same time, eating on the run, leaving things until the last minute, working excessively long hours and not taking periodic breaks. Once you know how to manage your time, much of the harmful stress will disappear. This is very potential because stress can lower the performance of individuals, therefore managing time help someone accomplish his/her task effectively.

**Allow one to enjoy life more fully,** Time management helps someone to recognise that he/she has a unique purpose in life and provides the skills necessary to fulfil that purpose. Time is life; when you are managing your time you are managing your life. It is a lot more enjoyable when you are not chained to endless activities, but is able to make choices, experience progress, maintain balance and perspective, and realise that personal dreams can come true.

#### **2.1.4 Time Wasters**

God distributed time equally to all human beings but the difference is how each individual use his/her time in a day (Gupta, 2005). In life we perform some of activity that have low ratio of benefit to time spent. Although most people blame others for their poor use of time and point out the external factors as the primary source of time wastage but in reality they are responsible for wastage of time. Therefore, many authors have given various things performed by human being that waste time as shown below.

##### **2.1.4.1 Lack of skills or incompetence**

Robert (2008) argues that in the organisation some of job activities call for administrative skills, and sound knowledge of the organisation procedures, other demand social skills and a sensitivity to people's needs and yet other require technical and specialist knowledge and the ability to apply it. Individuals should believe in organisation as the system, thus has different entities depending on each other and they should work together. Also, some people lack skills to perform a given task that forces them to fail to accomplish their tasks on time.

##### **2.1.4.2 Interruption at work place**

An interruption at work place is the result of the work disrupters. A person whose job involves regular contacts with others always is going to be under high pressure from interruptions than someone whose work is of a solitary nature (Robert, 2008). Also unplanned visitors and unwelcome visitors are great time wasters and cause physical interruption.

##### **2.1.4.3 Ineffective meeting**

An ineffective meetings can be time wasters, especially when there is no specific reason, agenda and time frame for holding them. It is easily to fail to hold the meeting without realising that some of that time clarifying the need and reason for the meeting could save a lot of time in the long run. Adequate prior preparation by the participants, brief and well directed proceedings, concise action, minutes and systematic follow up action help to save time in meetings (Gupta, 2005).

#### **2.1.4.4 Lack of resources**

It is the crucial issue for the organisation that lack human resource, money, instrument for performing the given activities. For example, it is difficult for a doctor to use effectively his time in the area where there is little expertise. In Tanzania context lack of resource such as money and expertise that have been observed in different areas is regarded as strong cause of time wasters.

#### **2.1.4.5 Procrastination**

It implies the tendency or habit of postponing things. In our daily life people do postpone things due to subconscious fear and laziness thus can be fear of failure or of unknown or of ridicule (Gupta, 2005).

As Harold Taylor quoted in Fisher (2001) describes procrastination as another self-generated time wasting favorite, as “giving up what you want most for what you want now.” Therefore, procrastination results from fear of success as people believe that if they succeed people will demand more of them so why succeed, loss of interest in our goal, thus result from the change of interest or change of priorities, Fear of failure.

However, in most public organisations where there is permanent employment normally this situation makes the employee think that they are employed for life and the nature of works the way are structured lack deadlines, there are too many agendas especially when conducting a meeting. Such situation creates the habit of postponing tasks.

#### **2.1.4.6 Failure to delegate**

It is difficult for an individual to perform all activities, however is better to do the work that your good at and enjoy, someone can do the rest. As Eisenhower 1950's quoted in Taylor (2012) argues that in the organisation managers should delegate things or tasks that are urgent but not important. This means the managers cannot do everything in the organisation, thus should delegate thing that are not much important although are urgent.

#### **2.1.4.7 Lack of priorities**

There is little consciousness on making priorities in the day to day activities even in respective tasks. Individuals working with poor managerial system such as the management that fails to form objectives or some of target setting well, thus people within will have no experience problems of identifying and working towards priorities or key result areas in the job (Robert, 2008).

#### **2.1.4.8 Disorganisation**

This is a big wrongdoer in wasting our time and most time management experts' waste little time in jumping on disorganisation (Fisher, 2001). Many who offer training workshops in time management, as a direction to overcoming this personal offence to killing time, advise us to keep a time log of every big and little thing we do for 24 hours (Whetten, 1995). The opposite of disorganisation is organisation and we are advised to organise our desks, our filing systems, our approach to work and even our home to ensure effective use of time in achieving our goals.

As Peter Drucker quoted in Fisher (2001) states that, the venerable management sage would remind us, organisation is not an end in itself but a means to an end. On the other hand, extreme order, like extreme disorder, can be a vicious time waster. The effective time manager operates within a central band of acceptable tolerance between these two extremes. This reminds us that to be organised does not mean that you are going to manage time but do not overdo the activities.

#### **2.1.4.9 Indecision making**

The manager or individual that lacks the ability to decide quickly and correctly is the major source of time wastage. As Mackenzie observes, there is no more miserable person than one in whom worth is habitual but indecision, and for whom the lighting of every cigar, the drinking of every cup, the time of every rising and going to bed every day, and the beginning of every bit of work, are subject of deliberation (Gupta, 2009).

#### **2.1.4.10 Perfectionist**

Gupta (2009) states that perfectionist in an excessive concern on the details is a time waster. Some people do concentrate much on one thing for the sake of producing a good thing; however the solution is to give the plan or report to another person for a second review.

#### **2.1.5 Work Performance**

The behaviour aspect refers to what an individual does in the work situation (Sonnetag and Free, 2002). For example, teaching computer skills in secondary school is a behaviour relevant to the goal of the school. However, the consequence of teaching computer skill is well known as results. The results can be good or poor depends on how action were undertaken. Therefore, Viswesvaran and Ones (2000) put clear the definition of work performance as scalable action, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organisational goals. This involves quantity of output and quality of output as what a person does or does not do on the work.

#### **2.1.6 Indicators of Work Performance**

According to Koopmans (2011) argued that indicators are the reflection of work performance. These are things when they appear at the workplace bring a sense of work performance. And comprehend how the central job tasks are performed by individuals in the organisation.

Therefore, Koopmans pointed out indicators of work performance as:

- Work quality,
- Completion of job task,
- Work quantity,
- Work accurate and neatly,
- Planning, organizing and
- Controlling resources

### **2.1.7 Relationship between Time Management and Work Performance**

“Time is money while effectiveness is life” this saying has been accepted by more and more people in China (Guoging and Yongxin, 2000). Time is unique and scarce resource (Gupta, 2009), therefore, there is a close relationship between how to use time effectively and everyone’s work, study and life (Guoging and Yongxin, 2000). Time remains as more important resource than other resources in the organisation, therefore, effective use of time influences organisational development and achievement of goals.

According to Gupta (2009), effective exploitation and utilisation of time has the positive effect on the regular function and development of the organisation. Therefore, for more exploitation of time within the organisation depends much on top management especially the way time is planned within the organisation calendar. Flexibility and reduction of bureaucratic style has the greater results which enable smooth flow of information in the organisation.

According to Rao (2008), time is an element of performance that cannot be separated. Therefore, performance of the organisation depends much on individual performance, and they are judged in relation to the role and across a short period. Rao (2008) verified more on the performance of individual in organisation setting as the output delivered by an individual in relation to a given role during a particular period of time under the set of circumstances operating at the point of time. Also, performance can be defined for a task, for a day, for a week, for a year or for life. These indicate that the term period for any performance is very important, thus, time sometimes remains as a target in different organisations.

Moreover, Shome et al. (1996) state that time management is the process of structuring and organising activities that result in better productivity and ensure high quality of living for individuals. This has an implication that making effective use of time; individuals will be in the position of performing high the tasks. Structuring involves scheduling; planning ahead by prioritising activities has positive effects on the work performance within the organisation and individual themselves. Organising

involves adhering to one's plans; setting deadline can help someone to achieve his/her targets effectively. Therefore, time management has a direct relation with work performance.

The increase of competition has brought together time management and work performance whereby, organisations need to achieve goals within a short period of time. Therefore, every organisation has its own objective that wants to achieve but setting objective of the organisation is not an easier task as it requires formulation of SMART objectives, that means specific, measurable, achievable, reliable and time bound. These denote on time achievement of plans in the organisation, the activities of the organisation are set to achieve the objective of the organisation within a specified limit of time. Whoever, time management goes together with work performance as individuals' performance is measured in a specified bound of time.

Mackenzie (2004) states that setting life goals and keeping time logs were important techniques aimed at effectively managing one's time that enable a person to accomplish his/her plan effectively. Therefore, Mackenzie uncovered the importance of time management techniques in our life, as every person achieves the targets through involving time management techniques and organising them to perform better.

Therefore, different people have tried to show the relationship between time management and work performance as are mutually supporting each other that cannot be separated by any cost in the organisation and individual level. Time management practices empower individuals to perform high the activities in the organisation.

### **2.1.8 Theories Guiding this Study**

Theories of time management that have been given by different authors help a person to know the value of time and provide the general way of managing time in relation to work performed. Theories that have been used in this study are; Pickle Jar Theory, Pareto Principle: 80-20 Rule, Parkinson's Law.

### **2.1.8.1 Pickle Jar Theory**

In the course of this study, the researcher has chosen Pickle Jar theory to explain how time can be managed by the employees in order to yield high achievement of the organisational goal. The following object gives a clear explanation of such theory and the reason or attributes from the theory that informed the researcher on this study.

The Pickle Jar Theory uses the analogy of an empty pickle jar to think about how we use the fixed amount of time available to us each day. This theory is based on the idea that time, like a pickle jar is limited. Therefore, consider big rocks, water, sand and pebbles are things we do in our daily life, whether at home or at the working place.

Imagine you have a huge pickle jar that you have never seen, fill it with the big rocks until it is full and you cannot have any of them in the jar more, and the big rocks always leave some gaps, drop some pebbles in until the pebble not fit more. When you observe you see some small gaps between, now fill up with sand and follow up with water until the jar appears to be completely full.

The bigger objects are the roles, goals and commitment that are important to you. This shows that you should dedicate more time to such goals. The smaller object like pebbles, they mean the things that are less important, you can do it or you do not have to. The sand is easy to pour into the jar, meaning they are easy to do and take little time to complete it. This means that sand is the daily chores of your life that get placed perfectly between your goals and hobbies. The water is for whatever takes time but does not add any value to it like spending hours to on-line, chat or anything that waste of time. This theory does not only make us aware on how to manage our time but also it makes us aware of the fact that distraction that lead to misuse of time that should be avoided in order to leave things done in right way. This theory adds value to individual and increase punctuality to practitioners with greater chance of performing better the job.

### **2.1.8.2 Pareto Principle: 80-20 Rule**

Vilfredo Pareto was an Italian economist and philosopher who formulated 80-20 rule. His observations were based on the fact that 80% of land in Italy was owned by 20% of population. This theory becomes the thumb rule of many business organisations, where the huge production can come from few percent of employees in the organisation. For instance, his research work showed that 80% of productivity came from 20% of working employees.

This 20% comprised the most efficient people who conducted their work within a specific span of time, thereby contributing to high rate of productivity. The 80-20 rule could be applied everywhere where time plays a major role to uplift productivity and success of organisations. The key element of this theory is the 20% that matters the most. If you consider all the things that you are doing entire day, you will actually find out that it is the 20% of your work that produces the net result.

This means that we should try our best to manage the minor things that produces the more productive result. The limited time we have, implies that we should be able to prioritise our work or daily activities. This means not all the activities can be completed in a single day but you can let other go for next day but still you can end up with high success.

### **2.1.8.3 Parkinson's Law**

The law was proposed by Cyril Northcote Parkinson in 1955, which states that, work expands to fill the time available for its completion. It means that if you have an assignment due to next week, the assignment will only be finished next week, but if you are given two months' time for the same assignment then the assignment will take two months to complete.

Time pressure forces a person to complete a task in the given time. If there is no pressure attached to a task then it will take forever to finish. Therefore, the more time you give yourself for a job, the more time that particular job will take.

The more time you are given the more important a task will seem. A task that has to be finished within an hour is not perceived important, but a task that is to be finished in two months will become a mental monstrosity.

Complexity also rises due to allocated time, the more time allocated the better the perceived quality of the task should be and the more work your mind think will take. Therefore, making it the overly complex and difficult, if you work under pressure, you have no choice but to do the absolute minimum required to get the task done.

However, the law emphasizes on setting deadline which is very potential for a person to accomplish the task due to the fact that it will make him/her the best friend of doing work against a clock.

The idea from the Pickle Jar Theory is most applicable in our life because each of us we have many priorities in our daily activities. These objects make a real picture of the nature of our activities, for instance things which are not important but also not urgent (water) or important but also urgent (big rocks) dedicate the awareness on the time waster like water and things that are more important in the job such as big rocks. From large priorities to time of rest a person should be satisfied with the activities done in the day, that means he or she should balance as what the theory advice.

## **2.2 Empirical Review**

This part will review the recent related research and other published materials related to the problem of the study. Ojokuku and Obasan (2011) conducted a study which was carried out in southwest geo-political zone of Nigeria to find out the Time Management and Organisational Performance. They found that time management is essential for effective service delivery because it enhances completion of assignments, and promotes excellence in performing the tasks. Therefore, they recommended that time should be set for the accomplishment of activities by the government at all levels including putting mechanisms to monitor the attainment of the time set. The research uncovers the problem of many people of the world,

especially for those who take easier and ignore the importance of prioritising their work activities. Such attitude causes the failure of many organisations and individuals to achieve their goals.

Adeyinka (2012) conducted a research on the effective time management for high performance in an organisation, a case of Lasaco Assurance PLC. He found that effective time management is a panacea to organizational effectiveness and not a placebo. Effective time management will improve staff productivity, make scheduling of jobs easier, make staff to perform tasks at their highest skill level, help staff to prioritise and accomplish important task, recording and guiding the organisation towards achieving its set goals. The research revealed that organisations should adhere strictly to effective time management in order to provide quality services to their customers.

Furthermore, from individuals to organisation level the importance of time management has been revealed by the work done by Njagi and Malel (2012) in the study conducted to find out the effects of time management strategies on the performance of selected parastatal in Kenya. The findings revealed that there was an existence of a positive relationship between time management and organisation performances, although there was low positive relationship between the understanding of time bound performance that is measurable. They recommended that parastatal heads should sensitise management by objectives which are measurable within a specific time frame.

This tells us that, it is impossible to put aside time management and performance due to the sense that any one of us is considered superior performer when tasks are achieved on time with high quality. Achieving tasks on time needs one to set clear goals with effective priorities, and scheduling the tasks, thus enable him/her to accomplish those tasks at right time.

Time management has been an issue in globalised world like today's, thus many authors has tried to identify clear the importance of managing time at work place for

organisation to achieve competitive advantage, as the study conducted by Charumathi, Anusha, and Josephin (2009) revealed that it is difficult to avoid emphasising employee to manage their time. It has a great role in the organisation such as improving the quality of life, increase productivity and also achieve the goal in a short period.

According to Tavakoli, Hamdollah, and Leila (2013) who conducted the study of the relationship between time management and job satisfaction and their result showed that, time management has a positive influence on job satisfaction. This indicates that for employees in the local government authorities to be satisfied with their work they must manage their time in order to reduce stress at workplace. As one of the important challenges facing many organisations is on how to satisfy their employees and retain them. Therefore, the manager should not only base on improving incentives and motivation, but also they must consider time schedule that will enable the employees accomplish their task on time.

In Tanzania, both public and private sector have poor time management status, which makes them lose customers due to the failure of giving feedback on time. As the study conducted by Rwegoshora (2009) which aimed to investigate work deadline and time management at Galileo Tanzania. The finding revealed that, time management was poor as there was a failure to comply with the nature of their business which demanded quick response to client's needs. The recommendation required Galileo to ensure that employees strongly meet the rules and regulations of the organisation particularly as far as time management is concerned. And it is possible to take necessary action like seminars on time management to employees.

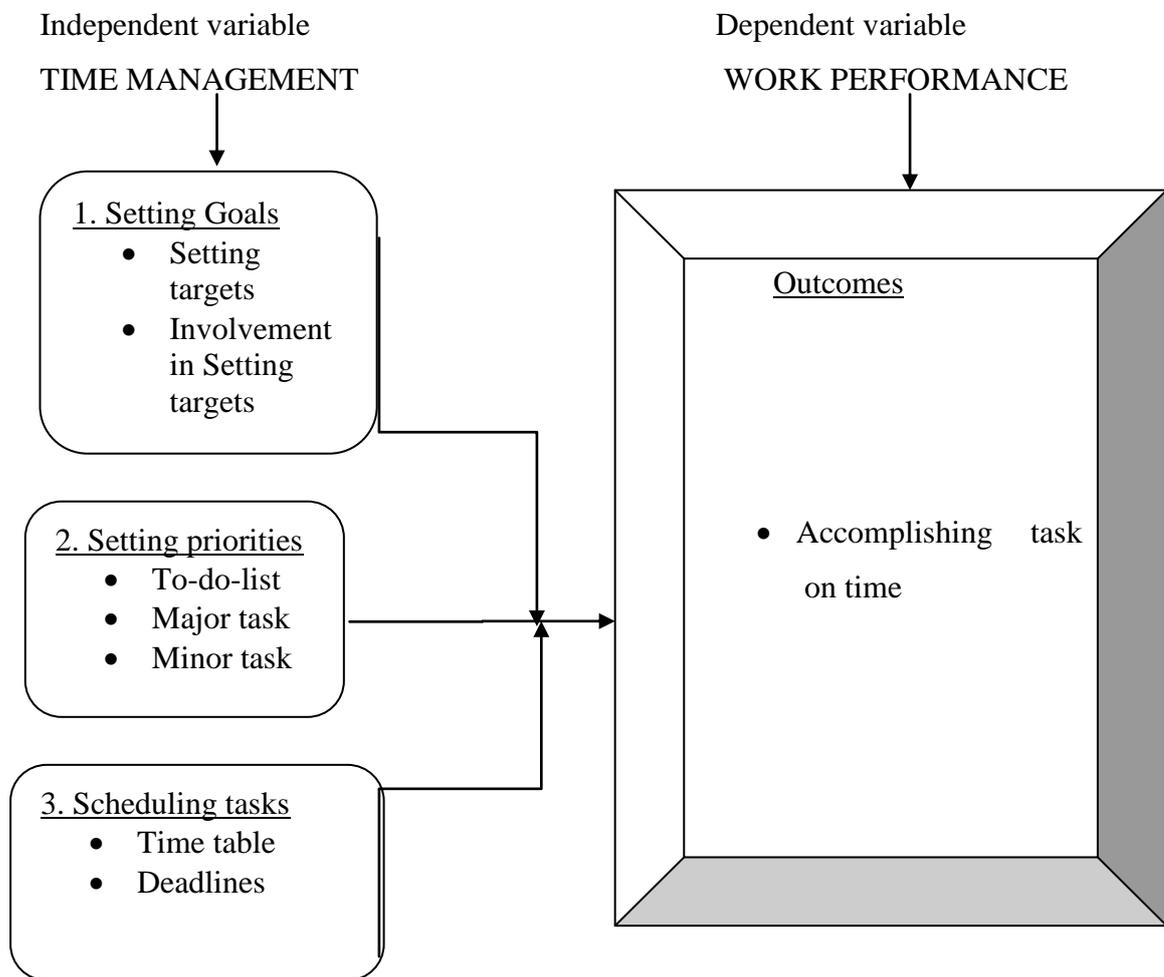
Although many literature such as books, and articles show that researches and seminars have been conducted several times that, aimed at addressing the issue of time management; these actions are not directly aimed at addressing the real situation of the Local government authorities as much they are concerned with private sectors.

Goddard (2001) pointed out that as the world of work moves towards an increasing complex mixture of time and space boundaries, incorporating virtual, distance and knowledge work, it will be increasingly important to examine how time is used at work and away from work for both completion of tasks and furthering the goal of the organisation.

According to Taylor (2012) time management has a great impact on efficiency and productivity of a work, therefore in future there will be a movement towards research on internal time and how we can manage our brains and take an advantage of our biological clock in order to manage our time. This means that, the increase of time wasters like phones, emails, computer, television and other communication technology has reduced the capacity of individuals in managing their time effectively, thus needs biological clock.

Also, this research aimed to investigate the impact of time management on work performance, with the advantages of finding the explicit solutions on the issues hindering effective management of time in Musoma Municipal Council.

**Figure 2.1: Conceptual Framework**



**Source:** (Researcher 2014)

Figure 1 shows the impact of time management and work performance in local governments. But this depicts the behaviour that can bring positive impact on work. Individuals who practice time management effectively, do prioritise their activities, and for example listing of task has greater advantage because it helps one to know his activities. However, it emphasises the accomplishment of activities by selecting the most valuable and perform them to arrive at the target of a day, a week or a year.

Setting goals and scheduling creates more chance for an individual to perform better due to the fact that, business as usual has been crucial issue especially for public employees as they see permanent employment is for life that influences poor result,

therefore, creating deadline has high relation with performance of work because it enables one to have time consciousness, this influences the achievement of task targets on time.

Therefore, the quality of a work, quantity, planning and organising, work curates, controlling resource and accomplishment of tasks on time depend much on a person who is conscious on how to prioritise, set goals and schedule the activities. Such a situation can influence high performance of a work because behaviours like setting goals, setting priorities, setting schedules and organising them has a positive impact on independent variables.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The research methodology chapter defines the ways of acquiring data and information from the field of study, that uncovers the research design that was used in this study, outlines the methods employed during data collection, presentation and analysis of data. Also, this chapter consists of the area of study, and population of the study, sampling techniques and sample size and data analysis plan.

#### **3.1 Research Design**

This study employed Case study design that intended to describe in detail time management at Musoma Municipal council with the purpose of attaining possible strategies to solve the problem. The study mainly focused on three departments; the administration and human resource department, department of education in primary and department of education in secondary. Kothari (2004) argues that a case study design as a mode of research design is a master plan specifying the methods and procedures for collecting and analysing the needed information. It focuses on a particular case as a unit under investigation. It deals with single case investigating and describing the problem to get the accurate solution. Also, enabled the researcher to employ different data collection methods whereby, a researcher used interviews, questionnaire, observation and documentary analysis.

#### **3.2 Area of the Study**

This study was carried out in Musoma Municipal council within the local government authority in Mara. The study conducted in MMC due to the fact that, the problem of time management has been realised in different angles among employees whereby failure to achieve goals on time influend this study. As the researcher is an employee in Mara region, in one way he could have contributed to the best practice merging the knowledge acquired in class with practice at the workplace.

### **3.3 Research Approaches**

The study adopted two major research approaches, namely qualitative approach and quantitative approach during data collection and presentation. The quantitative research approach was employed when collecting quantifiable data. The quantitative approach was used in the sense that, it simplifies the process of quantifying data through the frequencies and percentages; and presentation of the data in the form of tables and charts to show the magnitude. Qualitative approach was used to collect data which are descriptive data and data described in written form.

### **3.4 Target population**

The target population was comprised of the employees who are working at MMC within three departments of the municipality that included administrative and human resource, Primary education, Secondary education, which means the total number of people from these departments composed the target population of 1269 people.

### **3.5 Sample Size and Sampling techniques**

#### **3.5.1 Sample Size**

According to Kothari (2009) sample size is the number of items to be selected from the universe to constitute a sample but, the size of the sample to be drawn can be influenced by the size of the population and other parameters such as education, the nature of the research and the economic factor. The study involved 93 participants as a sample population size of the respondents within the area of study and 10 key informants. The key informants comprised 1 municipal executive director, 3 heads of departments and 6 heads of schools and these were selected purposely to inform the required information by the researcher. The respondents were the employees of the selected departments and their sample were examined by using the Yamane's theory to get the representative sample of the respondents from the target population as shown below:

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

Where N= Total number of employees from target population

n= Estimated sample size

e= error of prediction/ detection

Therefore,

$$n = \frac{1244}{1 + 1244(0.1)^2}$$

$$n = 93$$

Therefore, 'n' represent the sample size of this study, which is 93.

**Table 3.1: Sample of respondents**

S/n	Group of respondents	Population	Sample size	Percentage (%)	Sampling methods
1	Municipal executive director (MED)	1	1	100%	Purposive
2	Heads of departments	3	3	100%	Purposive
3	Headmasters/Headmistress	21	6	29%	Purposive
4	Staffs from selected departments	1244	93	7.5%	Stratified
5	Total	1269	103	8.1%	

**Source:** Field data, (2015)

### 3.5.2 Sampling techniques

According to Kothari (2009) sampling techniques are the instruments used in selecting the sample size. Therefore, this study employed purposive sampling, stratified sampling and accidental sampling.

#### 3.5.2.1 Purposive sampling

This involves rational deliberate selection of a particular unit of the universe for constituting a sample which represents the universe (Kothari, 2009). The purposive sampling was employed to sample the government officials who were believed to have some important and reliable information concerning the study. The sampled officials, were the key informants who comprised, 1 Municipal executive director (MED), 1municipal human resource officer, 1 education officer (primary), 1

education officer (secondary) and 6 heads of schools who made the total population of 10 key informants.

### 3.5.2.2 Stratified Sampling

According to Kothari (2009) stratified sampling is the method that involves dividing the population into different groups or classes. And these classes or categories are called strata and the sample is drawn from each stratum. The local government is heterogeneous because it consists of many departments, such a situation influenced the researcher to use the method for the need of bringing as great homogeneity as possible within each stratum. The researcher employed this method in order to get the right number without bias when was selecting the respondents from each department who produced 93 respondents in their totality.

The sample from each strata was computed by using a formula  $n \cdot \frac{P_i}{N}$

Where:  $n$  = represent the total sample size

$P_i$ = represents the proportion of the population included in stratum  $i$ .

$N$ = Population drawn from the target population.

**Table 3.2: Sample of the respondents from each department**

Departments	Population	Sample size	Percentage (%)
Administration and Human resource	91	7	7.7
Education in primary school	631	47	7.4
Education in Secondary school	522	39	7.5
<b>Total</b>	<b>1244</b>	<b>93</b>	<b>7.5</b>

**Source:** Field data, (2015)

Table 3.2 above showed the majority of the sample subjects who were invited in this study were from the department of education in primary school who comprised 47 representatives in this study, 39 representatives of the study were from the department of education in secondary school and 7 representatives were from the

department of administration and human resource. The total respondents who provided the opinions in this study constituted a total number of 93 people.

### **3.5.2.3 Accidental Sampling**

This is a non-probability sampling that involves the sample being drawn from that part of the population that is close to hand (Kothari, 2005). The sample population was accidentally selected because of their availability or networks to which they have easy access. The researcher preferred this method to get the sample from each stratum that provided the information as required. The researcher, distributed the questionnaire to the respondents in the selected departments with regards to their availability and accessibility of the respondents by the researchers. Teachers were given a questionnaire, especially who were present at school during the supply of the questionnaire. The researcher managed to uncover some limiting factors like inferiority complex of some of respondents by telling them the needs of conducting this study, and the data that provided was confidential, this helped them to gain confidence in providing the information. The same to the headquarter employees had the highest chance of being selected in regards to their presence at the workplace during the day of collecting data.

## **3.6 Data collection Method**

In collecting data, researcher used, some common methods such as; questionnaire, observation, Interview and documentary. These techniques were good since they enabled the researcher to obtain the information for effective presentation of the findings.

### **3.6.1 Questionnaire**

According to Kombo (2006) questionnaire is the instrument that gathers data by using questions which are in written form and the respondents respond by writing. The method was used to collect data from the staff members in the selected departments and involved the open ended questionnaire for the intention of getting the feelings from the respondents, and closed questionnaire were used to draw the intention of the researchers. The researcher preferred the method because of limited

resources and the need of data from many people that cannot be achieved by the use of other methods. Also, this type of questionnaire provided both qualitative and quantitative information on the impact of time management on work performance at MMC. The scripts of questionnaires were distributed to 93 people and all of them managed to return the questionnaires., This happened because the researcher before supplying the question requested every respondent to return the script after filling the information required and more emphasis was that his/her information is of potential to the study and ethically considered, this facilitated the researcher to receive all scripts from the respondents.

### **3.6.2 Interviews**

According to Kothari (2009) interview method is the instrument of collecting data involving presentation of oral verbal stimuli and reply in terms of oral- verbal responses. However, interview as a two way systematic conversation between an investigator and an informant, initiated by investigator for obtaining information relevant to a specific study (Krishnaswami, 2003).

The researcher employed structured interview to the municipal executive director, the heads of departments and heads of schools from selected schools for the purpose of getting the real situation on how the employees manage their time at the work place. The researcher preferred the method because it helped to get more in-depth information about perceptions, insights, attitudes, experiences, or beliefs from the key informants that comprised the MED, heads of departments and heads of schools on the impact of time management on work performance at MMC.

To ensure that effective collection of data, interview schedule was designed before the interview, the researcher visited every interviewee before the actual interview in order to arrange the day and the area where the interview was conducted. Although, some of the interviewees were busy which made difficult the researcher to meet them, this problem was uncovered through the use of telephone interview employed to ensure that data were collected.

### **3.6.3 Observation**

According to Wehmeier (1948) observation is the act of watching somebody or something carefully for a period of time especially to learn or collect information. This relies on the researcher seeing, hearing, testing and smelling things. However, this study employed observation method in order to get the hidden information that cannot be easily reached by questionnaire or interview.

The researcher involved watching people and everyday events naturally occurring in MMC whereby the ultimate goal was to build a general abstract understanding of employees time management within MMC. During the study period the researcher observed if the employees reported on time and performed better the activities in MMC and therefore, this helped to validate the information provided by the respondents. To ensure effective collection of data, the researcher participated as an employee and designed the observation schedule and used to effect all observations. The researcher stayed one month at the head quarter and one month and two weeks visited six school to get the reality. This was useful for this study because it helped the researcher to eliminate subjectivity and bias during data collection as during interview other provided information in favour of their positions.

### **3.6.4 Documentary source**

The researcher, aimed at getting the documented information concerning the regulations and rules that are used to guide the employee in managing their time at the work place. Other documents reviewed in MMC included records on time behaviours and work performance of employees and morning attendance sheet. The documentary review was based on the performance records, performance tools, such as lesson plans, scheme of work, and syllabus to teachers. And at the headquarters OPRAS and time management techniques were effectively looked such as to do list, arriving time and time for leaving the offices.

### **3.7 Data Processing and Analysis**

Processing and analysing data involve a number of closely related operations, which are performed with the purpose of summarizing the collected data and organising these in a manner that they answer the research questions specific objectives (Kumar, 2005).

#### **3.7.1 Data Processing**

Kumar (2005) argues that collected data will be processed prior to analysis. In this study, data processing involved editing to detect errors and omitting them, verification and classifying data before coding into numeral form to make them agreeable for analysis. The process ended by entering into the computer using Statistical Package for Social Science (SPSS) software.

#### **3.7.2 Data Analysis**

Asika (2000) defines data analysis as the use of categorization, tabulation, percentages; all these tools help in representing data information that is being collated. The data collected from the field were organised in relation to the research questions. Data were systematically analysed by using SPSS Computer package that particularly involved computation of frequencies and percentages (Catherine, 2002). The analysis of data involved both quantitative and qualitative approaches.

##### **3.7.2.1 Qualitative approach**

This approach was used in this study to analyse and interpret the information through explanation. This approach helped the researcher during interpretation of the data obtained through the interview and observation and documentation. It simplified the interpretation of the statistical data by providing a clear description in order to make them easier understood to the users.

##### **3.7.2.2 Quantitative approach**

The approach involved analysis and presentation of the data by use of numerical numbers, frequencies, percentages, tables and graphs. The approach was used especially in analysing the data that was collected through the questionnaire.

### **3.8 Validity and Reliability of the tools**

The validity of data collection tools was assured by accommodating comments from the research supervisor, According to Dawson (2002) once the researcher has constructed data collection tools, they must be pilot tested. The researcher conducted a pilot study in two secondary schools where ambiguities were noted and the researcher, modified the questionnaire in order to obtain the intended data. Therefore, what was tested was the length of the questionnaire, quality of the questionnaire, suitability of the responses according to the objectives of the study. The researcher was exposed to the area of study as well, he became familiar with the area of study before the actual collection of data. This helped to have accurate information during the actual study.

### **3.9 Research Ethics**

In conducting this study, the researcher adhered to the following ethics: obtaining permission to access the area of study, ensuring voluntary participation, informed confidentiality and anonymity. In obtaining permission, the research sought an introduction letter from Mzumbe University of Tanzania, which helped in getting the release of permission letters from the authorities. During the field work the researcher was asking the respondents to participate in the study voluntarily, giving them an explanation of the reason for conducting the study in order to establish confidence for them to provide the information. In addition privacy, secrecy and confidentiality of individual respondents was highly taken into consideration to ensure that they were free to air their opinions and feelings.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION OF RESEARCH FINDINGS**

#### **4.0 Introduction**

This chapter presents demographic information and findings of a specific objective. The data presentation is organised and guided by four specific research objectives such as to find out if there are time management techniques at MMC, to find out the time wasters at MMC, to find out if there is any relationship between time management and work performance at MMC, and the appropriate mechanisms that can improve time management at MMC.

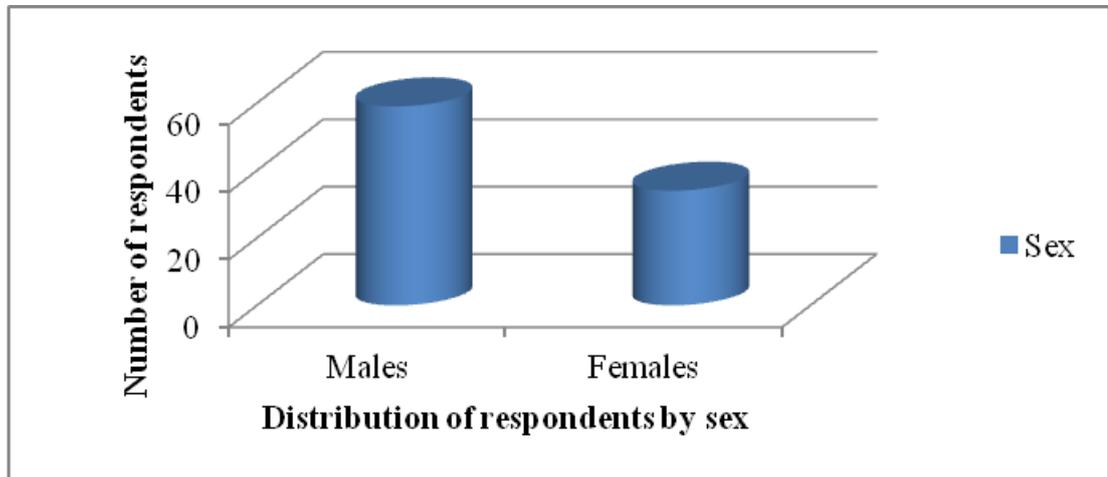
#### **4.1 Characteristics of the Respondents**

This part describes the characteristics of the respondents from Musoma municipal council in the selected departments. The demographic characteristic considered includes age, sex, marital status, educational level and working experience as described below:-

##### **4.1.1 Sex of the respondents**

Results from Figure 4.1 below indicate that more than half of respondents, 63.4% were males, while 36.6% of respondents were females. The finding reveals that most of the respondents were males compared to females in which the views and opinion of this study were represented by all sexes.

**Figure 4.1: Respondents distribution by sex**

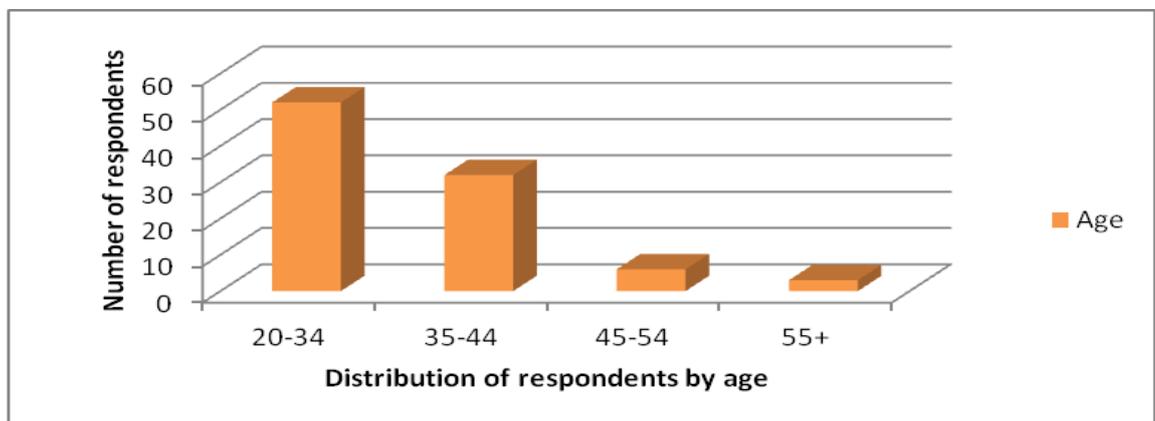


Source: Field data, (2015)

#### 4.1.2 Age of respondents

The findings from Figure 4.2 below indicates the majority of respondents, 55.9% aged between 20-34 years, followed by 34.4% respondents aged between 35-44 years, also the findings reveal that 6.5% of respondents aged between 45-54, with very few 3.2% aged above 55 years. It reveals that, the majority of employees in these departments constitute active labour force as most of them aged between 20-34 as shown in the Figure 4.1.

**Figure 4.2: Age of the respondents**

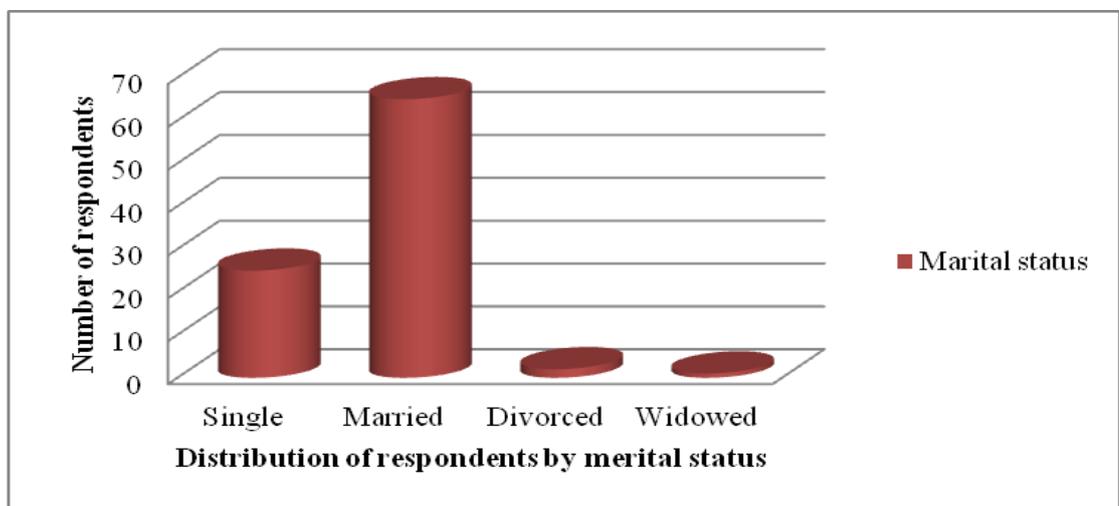


Source: Field data, (2015)

### 4.1.3 Marital status of respondents

Findings from Figure 4.3 below further indicate that 69.9% of respondents were married, while 26.9% of respondents were single, and 2.2% of respondents were divorced, with 1.1% of the respondents were widowed. This indicates that the majority of respondents lived in as couples that comprised more than a half 69.9% of respondents.

**Figure 4.3: Marital status of the respondents**

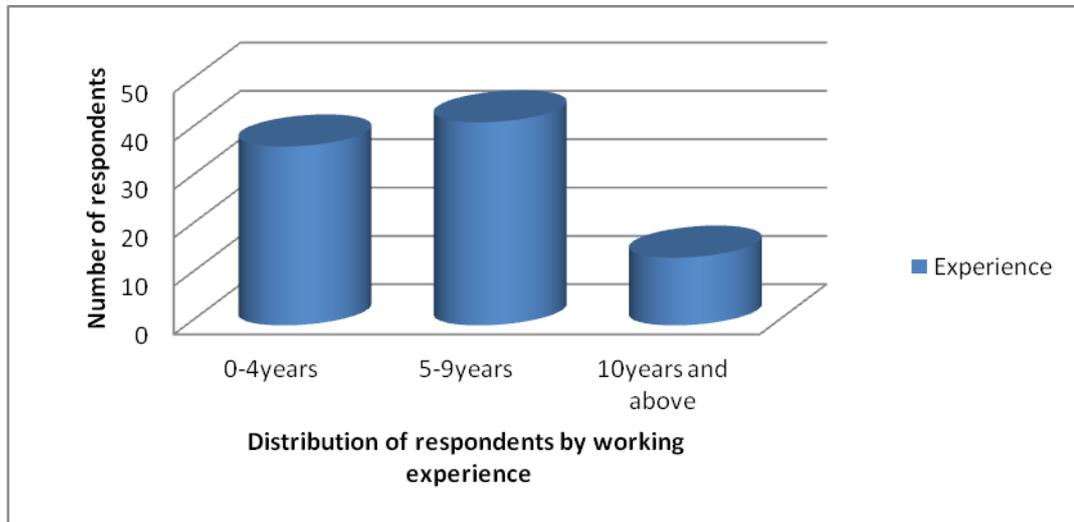


**Source:** Field data, (2015)

### 4.1.4 Work experience of respondents

The results from Figure 4.4 below illustrate that about 45.2% of staff from selected departments at Musoma municipal council in Mara region had worked in the government service for the range of 5-9 years, while the other staff 39.8% had worked within the range of 0-4years with very few 15.1% of staff having an experience of above 10years. This implies that majority (45.2%) of respondents had an experience of 5-9 years, and created confidence to the information provided in this study as respondents had enough experience to inform the real situation of time management at Musoma municipal council.

**Figure 4.4: Working experience of respondents**

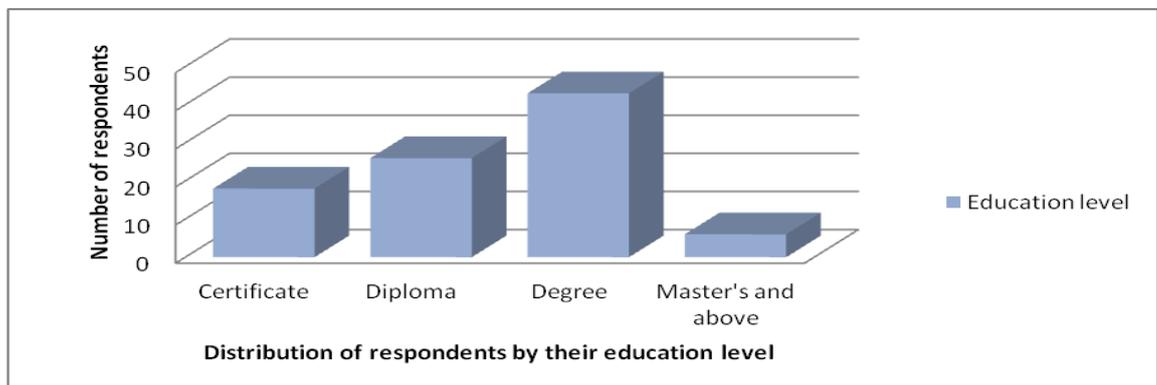


Source : Field data, (2015)

#### 4.1.5 Education qualification of the respondents

Results from the Figure 4.5 depict that most 46.2% of the respondents were degree holders, 28% of the respondents were diploma holders, while 26% of the respondents were certificate holders and very few 6.5% of the respondents were Masters' holder and above. This reveals that, those who took part in this study were educated thus their views can be trusted.

**Figure 4.5: Education level of the respondents**



Source: Field data, (2015)

## 4.2 Time management techniques

The first objective of the study intended to find out the time management techniques that are available at Musoma municipal council. In presenting the findings of the objective two parts were looked. The first part was to understand the awareness of respondents about time management at large and the second part was to know the techniques of time management which are in place at Musoma municipal council.

### 4.2.1 Awareness of employees in saving their time at the workplace

This section presents the responses of the respondents who were asked to say ‘yes’ for those who are aware about time management and to say ‘no’ for those who were not aware about time management. In fact, this part aimed to understand if the respondents they heard before and practices time management at their working place and their responses were summarized in Table 4.1 below.

**Table 4.1: Employees’ awareness of saving time at the working place**

Particulars	Frequency	Percentage (%)
Yes	79	84.9
No	14	15.1
<b>Total</b>	<b>93</b>	<b>100</b>

**Source:** Field data, (2015)

The findings from Table 4.1 revealed that majority 84.9% of respondents strongly agreed that, they were aware about time management and 15.1% of the respondents said that they were not aware about time management when are at the working place.

The results from interviews with the heads of departments revealed that, they were aware of time management and they were saving time in the workplace and when they were asked to provide the opinion of their departments most of them said that employees were coming early the morning and were leaving the office after working hours although the way they used the techniques of time management depended on the punctuality of a person himself.

The researcher observed the control tools if were followed effectively, especially the morning attendance and the class journal for teachers. The morning attendance requires the public servants to sign the time they enter the working place as enacted in the Standing Order for Public Service S.F.1 (1) of 2009 provides that the opening and closing time is from 7:30 a.m. to 3:30 p.m. during consecutive workdays. The observation showed similar results with questionnaire and interview results, whereby, the researcher witnessed employees when they were signing the morning attendance and found out that they were coming on time at the working place. Also, a researcher witnessed teachers signing the class journal when they attended the class which shows the period was taught or not.

#### **4.2.2 Time management techniques**

Furthermore, the respondents were asked to mention the techniques they use to save time when performing their activities in the working place. The findings have been summarized in Table 4.2.

**Table 4.2 Techniques of time management**

<b>Techniques</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Setting targets	70	75.3
Setting priorities	79	84.9
Scheduling the activities	66	70.9
Organizing	45	48.3

**Source:** Field data, (2015)

The findings revealed that 84.9% of the respondents mentioned setting priorities, 75.3% of the respondents also mentioned setting targets and 70.9% of the respondents mentioned scheduling the activities with few 48.3% of the respondents mentioned organizing.

##### **4.2.2.1 Setting targets**

The employees working at the headquarters set targets by writing a short list and teachers normally go beyond that one and write a lesson plan for each lesson of a

day. The findings from the interview correspond with the questionnaire results whereby, the heads of schools revealed that teachers always set targets such as preparing lesson plan before a day ahead; this help them to remain focused and manage their time during the teaching hours and the heads of departments said that, at the headquarters employees had a behaviour of setting targets.

The evidence from observation by the researcher exemplified that most of the employees were setting targets due to the fact that when they were required by the research to give their short plan of a day, some of them provided. The researcher witnessed some of the teachers when were preparing their plans before they enter the class. Although some respondents were not effective using the techniques because some of them were doing their activities without preparing a plan of a day.

#### **4.2.2.2 Setting priorities**

The respondents who were invited in this study, 84.9% they mentioned setting priorities as the chief time management techniques at Musoma municipal council.

The results from the interview typified that head of department are more conscious about prioritising their activities, as most of them said most of the time during the evening they prepare the very important activities that should be performed in the next day. When the MHRO asked to provide the real situation of the staff within the municipal council replied that:-

*“..it is difficult to have a clear understanding of the mindset of these people here because when it comes to the matter of any project that involves allowance or overtime pay the performance of the employees is high compared to the daily tasks. We have received many complaints about the behaviour of some heads of departments that, they are after the seminar this has bad implication that they do not prioritise well their activities, that is why they lose focus and create many complaints; but if they were effectively prioritising their activities this could not happen...”*

The results from observation revealed that, setting priorities is available at Musoma municipal council but reality employees are not effective in prioritising their

activities. The researcher observed some employees they use a to do list at work place which is an indicator of priority setting but some of them do not flow as they planned.

#### **4.2.2.3 Scheduling the activities**

Likewise, 70.9% of the respondents mentioned scheduling as the most important technique of time management. The findings from interviews with the heads of departments revealed that they schedule their daily tasks and evidenced during the interview with one of the heads of the school who said that teachers have a general time table that allocates the periods for the whole week, although the lesson plan has also been used as a tool for scheduling each task performed in the class.

The observation concurs with interview results whereby, the researcher observed school time table which indicated different tasks such as subjects to be taught in each class, breakfast, time for cleanness, debate, religion, lunch. The researcher further observed individual time tables where one teacher shows a time table which indicates subjects to be taught, breakfast and lunch, time for marking, and time for preparing lesson notes. At the headquarters, when researcher wanted to see if employees do prepare the individual timetable for a workday, he found that they prepared the timetable for the tasks to be performed.

#### **4.2.2.4 Organizing**

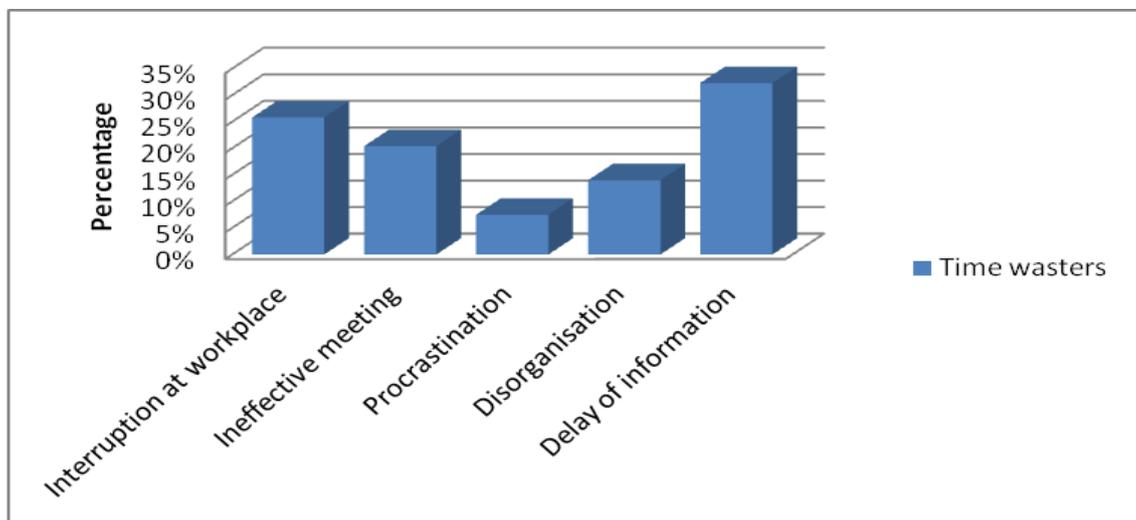
Furthermore, 48.3% of the respondents mentioned being organised at work place is the time management techniques. Although the observation revealed that an headquarters some of the files were put on the floor and the tasks to be performed were not listed.

The interviews with the headmasters said that, sometime teachers, do prepare well the lesson plans, but when it comes to the issue of presenting you may find the lesson was not achieved as required because some do not link their tasks with the time effectively.

### 4.3 Time waster

The second specific objective of this study aimed to find out the time wasters in Musoma municipal council. To this effect, respondents were asked to select some perceived activities that consume their time at the workplace. Several activities have been identified, these include, interruption at the workplace, ineffective meeting, Procrastination (postponing things), disorganization and delay of the information. The response of respondents summarized in the Figure 4.6 below.

**Figure 4.6: Time wasters found at Musoma municipal council**



**Source:** Field data, (2015)

Results from Figure 4.6 indicates the responses as 33.3% of respondents mentioned delay of information, 25.8% of respondents mentioned interruption at work place, 19.4% of respondents mentioned ineffective meeting, while 14.0% of respondents mentioned disorganisation and 7.5% of respondents they mentioned procrastination. The findings revealed that delay of information is the major consumer of time at Musoma municipal council as it causes long waiting of service.

#### 4.3.1 Delaying of information

The results revealed that, 33.3% of the respondents accepted that delay of information reduces effectiveness of employees in managing their time when

performing the task. The interview revealed that, some of the respondents said that, the system is complicated sometimes a person can arrange activities to be performed within a day, but when it comes to the reality you may find the feedback takes two days to allow him/her to do the activity.

The MEO in scondry said that:-

*“...here sometimes we have been forced by the system to delay, for instance, yesterday we had a task of evaluating the progress of laboratory building to five secondary schools, what happened, we took more than two hours waiting the procurement officer to sign voucher for us to buy oil for the car. As the result we postponed some of school...”*

The observation showed, that there is a delay of information in Musoma municipal council this provide in the department of education always the researcher found that, their teachers do take long time to get the service at the headquarters which consume much their time.

#### **4.3.2 Interruption in the working place**

Interruption is the occurrence that delays organisational members as they attempt to make progress on work tasks which essentially break the continuity of work flow (George, 2003). Interruption in the public sector can be discrepancy detection, breaks, overhearing a conversation in the next cubicle, incoming calls and email. The researcher asked the respondents who were invited in this study to point out if interruptions at the work place consume their time.

The findings from the questionnaire noted that, 25.8% of the respondents agreed that, interruption in the workplace influence ineffective use of time among employees at Musoma municipal.

The results from interview revealed that, two heads of departments said interruption at workplace is common and interrupt them to the extent they fail to achieve their expectations, for instance, one of the interviewee confirmed by saying that.

*“...during the morning I was having a task of clearing data, but immediately regional commissioner (RC) came, and ordered us to call a meeting with all*

*heads of departments, and he said secondary teachers should leave at workplace on 10:30pm, therefore, this is how the politician interferes us when doing professional work...*

The findings from observation revealed that, interruption consumes much the time of employees for instance, the researcher witnessed during teaching normally teachers do not switch off their phone as the result they tend to move out the class in order for them to receive the calls. The same was discovered at the headquarters the major time waster is interruption at the work place whereby, the heads of departments have been interrupted by incoming calls and email and this is the failure to have specific time for returning calls and emails.

#### **4.3.3 Ineffective meeting**

Ineffective meeting is the meeting that have no control of interpersonal conflict, no clear structure that encourage productivity that starts late, consume more than planned time, go off the topic and have either no agenda or poorly prepared agenda. The researcher asked the respondents in order to know if this situation do affect when conducting the meetings at the workplace.

With regards, the respondents, 19.4% mentioned ineffective meeting in the working place. This shows that, the meetings which are conducted are not effective whereby, responses of the respondents when responding to the questionnaire selected ineffective meeting as their time consumer at the workplace.

The findings from the interview disagree with the questionnaire results as no one agreed that ineffective meeting is the consumer of time at the work place in Musoma municipal council either the heads of neither departments nor headmaster/headmistress agreed. One of the heads of department sentiment that,

*...here we do conduct professional meetings which are scheduled, and we do provide the agenda to the member before a meeting so that they read and if there is ambiguous they take measures before the actual meeting. This helps us to close the meeting on time, with regard to the time we suggested...*

The study used observation looking and participating in different school meetings, the findings revealed that, most of the school they conduct daily meeting during the breakfast, the meetings conducted were not effective because the agenda were not distributed before the meeting however the observation shown that sometimes they were diverting from their agenda thus forces them to take a long time more than a time for breakfast that required. Also, the researcher managed to participate the council meeting, whereby, the meeting was highly affected by the interpersonal conflict between the councilors and the heads of departments which caused them to divert the agenda and took more than time they planned.

#### **4.3.4 Disorganisation**

Disorganisation the situation whereby individuals fail to organise work tasks around the daily fluctuations in energy levels to improve the focus or the failure by focusing on tasks requiring the mot effort and concentration during the work day (Stacy, 2013).The researcher wanted to know the punctuality of the employees at Musoma municipal council asking the respondents if the disorganisation consume their time at the workplace.

The findings from the questionnaire revealed that, about 14% of the respondents selected disorganisation as the consumer of their time at the workplace. The people believe that this is the result of their failure in managing the time at Musoma municipal council.

The findings from the interview with the heads of the school revealed that disorganisation is the problem in teaching because most of teachers fail to achieve what they planned because they do not organise well the materials, which cause the failure of accomplishing the syllabus. One of the headmasters said that;

*“...teachers normally fail to accomplish the syllabus because they are careless in preparing the lesson plan, although it is very important because it helps them to remain focused in the class and add value in managing time, but you may find a teacher is preparing a lesson plan after hearing that the next week we might have visitors for inspection. Thereafter, you may find people are busy this indicates that when they are teaching they face a problem of disorganisation because they do not effectively prepare the guidelines that remind them if they are doing a right thing at a right time...”*

The observation revealed that disorganisation was a strong time waster in Musoma municipal council in fact, some of the employees do not prepare the list of tasks, as the result they fail to remember what they have planned to be achieved first. Also, the researcher observed that, teachers are not punctual in adhering to their time table because some of them came late in the class, and they do not have teaching aids and lesson notes with critical issues some they teach without a lesson plan.

#### **4.3.5 Procrastination**

Procrastination is the situation whereby a person put off things that should be focused on right now, usually in favor of doing enjoyable or things that you are more comfortable doing. Moreover, very few 7.5% of the respondents said procrastination is the time waster at Musoma municipal council.

The interview with the heads of department revealed that most of employees have a tendency of postponing tasks that are not connected to financial issues. The observation showed that many employees do postpone their tasks as they fail to put the table clean and find themselves they are working on the task that come on their table at the end of the day they postpone those tasks that were planned to be accomplished within a day.

#### **4.4. The relationship between time management and work performance**

The third objectives of the study aimed to look the perception of employees on time management towards the performance of their activities. In understanding their perception time management techniques were employed.

#### 4.4.1 Planning daily targets

This section focused on looking at the opinions of the employee on whether setting targets can result in high performance at Musoma municipal council. In order to get the fact, respondents were asked to state whether setting daily targets concurs with work performance and the results were tested through observation by the researcher. The findings are presented on Table 4.3 below.

**Table 4.3: Setting daily targets**

Particulars	Frequency	Percentages (%)
Influence high achievement of the expected results	53	55.9
Does not influence the high achievement of the expected results	41	44.1
<b>Total</b>	<b>93</b>	<b>100</b>

**Source:** Field data, (2015)

The result from Table 4.3 shows that, the majority 55.9% of the respondents believed that setting daily target influence high achievement of the expected results, and 44.1% of the respondents said that setting daily activities does not influence the high achievement of the expected results.

Interviews with the heads of department and heads of schools revealed that, employees who set daily targets performance well their work in Musoma Municipal council. One of the head of school said that;

*“...teachers who involve in setting daily target are the one who achieves the end objective analysed in the OPRAS form, but those who fail to plan their day effectively many of them do not achieve the objectives as required and results in getting low percent, the idea of planning daily targets congruent with performance of individuals...”*

Results from observation showed that, teachers who set daily targets (prepare a lesson plan in every subject before a day) are the one who achieves high the expected results. The researcher observed their OPRAS form and the record of submitting

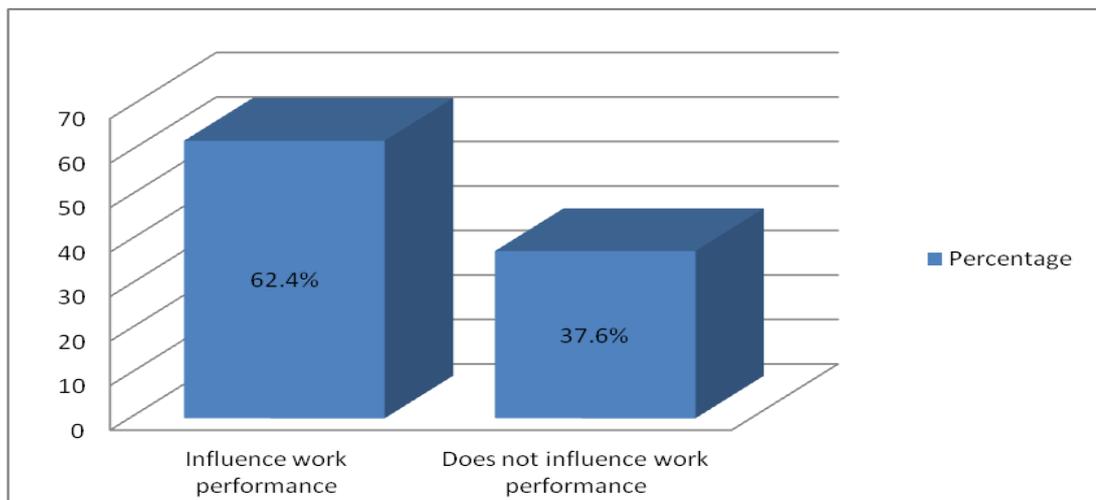
lesson plans, and found that those who achieve their objective have a good record of submitting their lesson plan to the academic master. Also, the researcher observed that, most of employees understand the importance of setting daily targets, but they do not do what they know , for instance, teachers are required to set targets by preparing the lesson plan but the findings revealed that, large number of those who were observed, they teach without a lesson plan, and some of them, they did not submitted a lesson plan and scheme of work in 2014. This proved when interviewing one of the headmaster whispered that:-

*... we have twenty five teachers in this school but only seven teachers submitted their lesson plan and scheme of work in 2014, and the MEO(S) we informed him but no any feedback to our office. Those who did not submit they are supposed to be punished by not giving them the promotion other benefits except their salary because they do not their responsibility...*

#### 4.4.2 Clarifying the tasks to be performed

This part presents the responses of respondents when they were asked to state how clarifying of the activities match with work performance. The data which were collected from the field are summarized in Figure 4.7 below.

**Figure 4.7: Clarifying daily tasks influence performance**



**Source:** Field data, (2015)

Figure 4.7 reveals that, the majority 62.4% of the respondents said, clarifying the tasks influences work performance at Musoma municipal council and 37.6 % of the respondents said that, clarifying their daily activities does not influence the work performance at work Musoma municipal council.

The results from observation revealed that, the employees do not prioritise their daily activities. The researcher did not see any priority setting, for instance, a to do list at work place is one of the indicators that tell us that, a person is prioritising the tasks this includes showing both the major tasks and the minor tasks but this also were not found during observation.

#### 4.4.3 Setting deadline

This part aimed at investigating if employees set deadline of each activity they plan to achieve in a day and the way they accomplish tasks in the working place. The findings are summarized in Table 4.4 below.

**Table 4.4: Setting deadline**

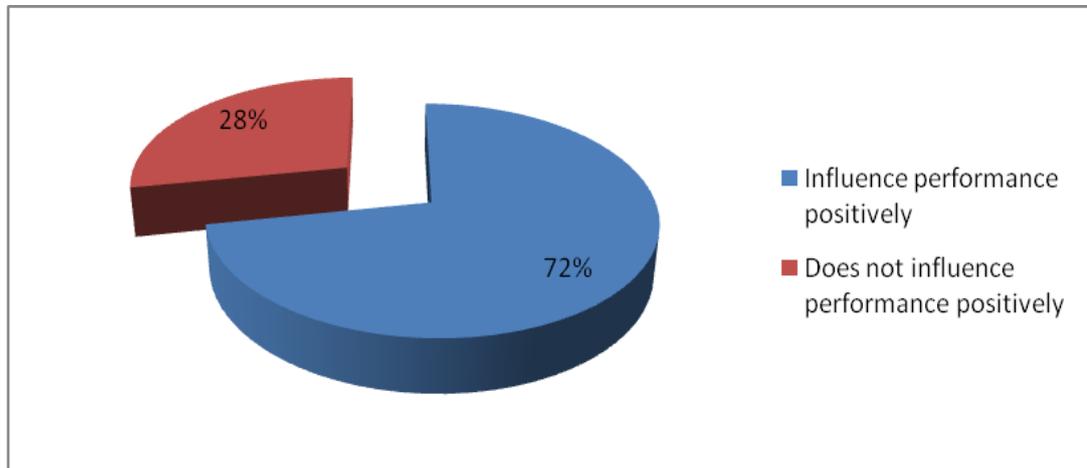
Particulars	Frequency	Percentage (%)
Yes	86	92.5
No	7	7.5
<b>Total</b>	<b>93</b>	<b>100</b>

**Source:** Field data,(2015)

Table 4.9 indicates that 92.5% of the respondents agreed that, they set a deadline for their daily activities while 7.5% of the respondents do not set a deadline of their daily tasks.

Furthermore, the respondents were asked to provide their views if setting deadline influence work performance at Musoma municipal council. The responses from the respondents who were invited in this study are summarized in Figure4.7 below.

**Figure 4.8: The influence of deadline in work performance**



**Source:** Field data, (2015)

The Figure 4.8 indicates that, the majority 72% of the respondents said that setting deadline influences performance positively while, 28% of the respondents said that setting deadline does not influence performance positively at Musoma municipal council.

The data from the interviewing also showed a similar perception to the questionnaires results. Most of participants said setting deadline for each of the activities influences high achievement of the expected results in their respective departments. For example, when the MHRO of Musoma municipal council was asked to explain his place in setting deadline in each activity, he expressed the following sentiment.

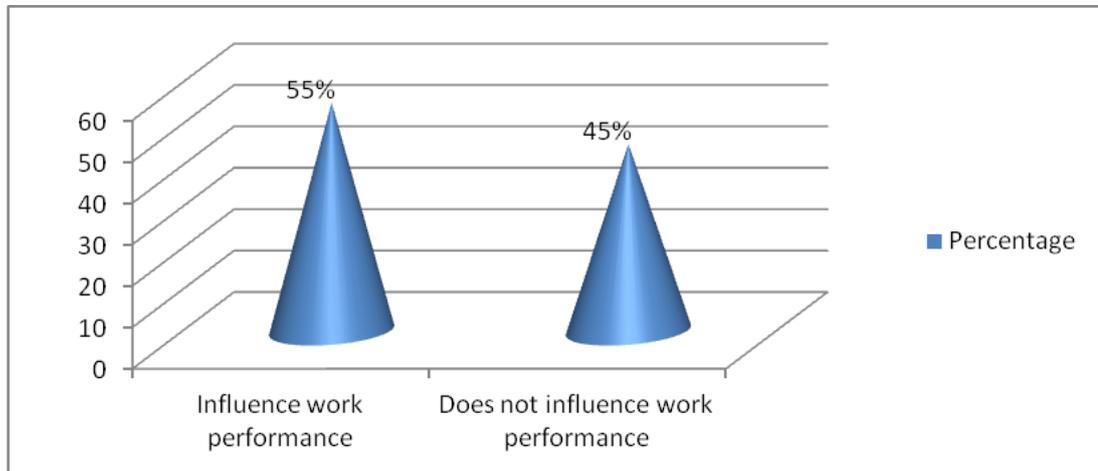
*...as am the head of department, I feel I have to be the role model in the department and organisation at large, thus I do prepare a schedule every day especially for the important tasks to be accomplished in a day, for instance you may find I have a daily time table that shows what I am supposed to do in a day this help me to achieve my plans...*

The data from the observation showed a contradictory with the questionnaires and interviews results. The researcher observed that, there was no relationship between the way the respondents perceive the importance of setting deadline with their actual performance of their activities. As the result showed that, there was no timetable that indicates teachers to make consultation with their heads of departments. Thus, teachers came at any time to the headquarters which influenced the interruption at the working place, there were no time table at the headquarters that indicates time for breakfast, lunch and time for receiving the incoming call and email. Also, the researcher observed that some of teachers were behind the time set, for instance, one of teachers was found by the researcher, teaching a lesson that was supposed to be taught one month behind. Another finding evidenced that, teachers were teaching without a lesson plan. The documentary review concurs with the observation results whereby, one of the primary schools, the document showed that, the schools had twenty five teachers but only seven teachers were having a good record of collecting the lesson plans and schemes of work to the academic master in 2014.

#### **4.4.4 Organising tasks**

This part intended to look on the employees if they organize the tasks in the working place result into work performance at Musoma municipal council. The responses of respondents are summarised below.

**Figure 4.9: Organizing the tasks**



**Source:** Field data, (2015)

The finding from Figure 4.9 reveal that, the majority 55% of respondents believe that organising the tasks influences the work performance while, 45% of the respondents do not believe that organising the tasks influence working performance.

Results from the interview provide the insight corroboration the evidence from the questionnaire results on the respondents' perception on organising can yield high achievement of the expected results. Consistent with the questionnaire results, the interview results exemplify that, employees who organise well their activities accomplish tasks on time and achieve high the expected results. One of the heads of school when asked if he was aware on the fact that, organising can influence the high achievement of the expected result in his school, provided the following outlook.

*...I can say organising is the tool that helps a teacher to achieve what he or she want. In my office as well organising helps us not only to achieve what we expect or planned but also ride us out of stress for instance, in our school those who prepare and implement well the scheme of work, and the lesson plan actually they have a good records of achieving the objectives analyzed in the OPRAS form...*

Results from observed showed that, most of the office were not systematic arranged as the researcher found some of the files were put on the floor, computers were not systematically arranged, and no one had prepared a to do list at the headquarters. At school some of teachers were not punctual enough; they entered in class after five to ten minutes and some of the periods were not taught. The wonderful thing found by the researcher is that, other teachers instead of teaching the students they narrates stories.

#### **4.5 Ways to improve employee’s time management in Musoma municipal council**

The last objective of this study intended to find out ways to improve employee’s time management in Musoma municipal council. Therefore, this section shows the opinion of the respondents with regards to the question which required them to “*mention the alternative solution that will lead to employee time management at Musoma municipal*”. The responses of respondents have been summarized on Table 4.8 below.

**Table 4.5: Response of respondents**

<b>Alternatives</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Time management seminars	19	20.4
Establishing strong management control tools	10	10.8
Effective reward system	39	41.9
Reducing bureaucracy	25	26.9
<b>Total</b>	<b>93</b>	<b>100</b>

**Source:** Field data, (2015)

Results from the Table4.5 above indicates that majority, 41.9% of the respondents mentioned effective reward system, 26.9% of the respondents mentioned reducing bureaucratic system, while 20.4% of the respondents mentioned Time management, and 10.8% of the respondents mentioned establishing strong management control system.

#### **4.5.1 Establishing strong management control tools**

The responses from the respondents who were given questionnaire revealed that, very few 10.8% of the respondents said establishing of strong management control tools is the way that can improve employee's time management in Musoma municipal council.

The interview results with other heads of departments of the municipal council revealed that, the management control tool which is available is not effective due to the fact that, attendance register cannot only make employees effective in managing their time at the workplace. As one of respondents went deeper by saying that,

*“...on some days people come early, but they discuss football and politics, this indicates that coming early at work place does not mean a person is managing his time, also it is not only here, even teachers are doing the same at school because some of headmasters/headmistresses complained about that...”*

#### **4.5.2 Time management seminars**

The findings revealed that, 20.4% of the respondents said that time management seminars is the way to improve employee time management in Musoma municipal council. In addition interview findings revealed that seminars on time management are normally conducted during orientation of the new employees. The heads of departments do take their best in giving them skills and techniques of time management with a clear explanation as to why they are required to save time.

#### **4.5.3 Reducing bureaucracy**

The findings indicate that, 26.9% of the respondents said reducing bureaucracy is a way to improve employee time management in Musoma municipal council. The interviews with the heads of departments, headmasters and headmistresses, said that, it is better in local government to reduce bureaucratic system because delay of information is a challenge that results from the hard system of offering services. The observation revealed that there is delay of feedback, especially between teachers and

the departments; also between the department of education and human resource department.

#### **4.5.4 Effective reward system**

The findings revealed that, 41.9% of the respondents said effective reward system will improve time management in Musoma municipal council. The interview with heads of departments said that, the reward system is effective in Musoma municipal council. One of the heads of school had this to say;

*“...the reward system is not effective in our department, in fact always teachers are complaining about the criteria used to get the best teacher on 1<sup>st</sup> may each year because the performance of a teacher is much reflected on how the students have passed the NECTA but it is very contrary here. Also, incentives are not paid on time such as promotion salary this reduces teacher’s morale to perform their tasks and accomplish on time because they think they are not important...”*

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS**

#### **5.0 Introduction**

This part is mainly concerned with the discussion of the findings of the analysed data in chapter four. The discussion of the findings is organised and guided by four specific objectives such as to find out if there are time management techniques at Musoma municipal council, to find out the time wasters at Musoma municipal council, also, to find out if there is any relationship between time management and work performance at Musoma municipal council and the ways that can improve employees management of their time at Musoma municipal council.

#### **5.1 Time management techniques**

In Musoma municipal council employees seem to be aware of time management as most of the respondents strongly agreed that, they were aware of the skills and knowledge of time management. This evidenced by observation, where the researcher observed the nature of the job itself concurred with time management techniques, for instance, teachers, are required to budget the time during teaching activities. To complete are required to have a syllabus, prepare a scheme of work for the whole year for every subject and lesson plan that shows all activities during teaching a lesson. Thus, a large number of respondents said they were aware of time management with regards of the job. On the other hand, the human resource and administration through observation revealed that, the employees who were working in this department some of them, were not aware; in fact, their nature of the job depended much on self punctuality towards management of time, which means there were no tools that guide the employees when performing their activities at the working place.

Based on the data, the study discovered four time management techniques that are in place in Musoma municipal council, such as setting targets, prioritising, scheduling activities and organising. The findings correspond with Rwegoshora's (2009) study that discovered five time management techniques in Galileo, such as setting

priorities, clarifying objectives, planning the day, time estimation every task, and work evaluation. The finding depicts that, time management techniques that are found in Musoma municipal council are not enough; therefore, there is a need to add more techniques so that people can increase knowledge and skills in order to boost up their work performance.

Setting target is the one of the important time management techniques, which refers to the process of arranging smaller activities with the details and a time limit of large goal. Setting a target and attaining on time, increases the possibility of reaching the end goal or ultimate goal of the organisation. When individuals fail to reach their targets on time, it can influence poor output. The organisation can only realize its goal when individuals are punctual in accomplishing their daily targets. Likewise, 75.3% of the respondents mentioned setting targets as the technique of time management that is in place at Musoma municipal council. The study identified that, teachers were setting targets through preparing a lesson plans in each subject to be taught in a day. The finding showed that, within the department of education rules and regulations required a teacher to set targets before the period, this has influenced them to mention this technique of time management. The findings concur with Macan's (1990) study that argued that, setting targets is the techniques that not only helps one to manage his/her time, but also achieve the goals of the organisation whereby, Franko (2006) added that, setting targets is a unique time management technique that helps a person to remain focused. The goal should come in descending side each of which informs the next. Therefore, there is a need of emphasising the other people in Musoma municipal council to prepare targets because help one to realise his goals and the organisational goal.

Setting priorities is the ability to see what tasks are more important at each moment and give those tasks more attention, energy and time. This involves valuing each activity for the need of achieving them without any stress when performing those tasks. Setting priorities is the major technique of time management in Musoma municipal council. The finding showed that, the employees have the behaviour of prioritising their tasks required to be performed. Although, prioritising the tasks have

been seen as the major techniques, but there is a need to put effort in other techniques such as organising the tasks in order to ensure effective performance of their work. The findings concur with Rwegoshora (2009) identified that setting priority was a superior time management techniques at Galileo.

Scheduling is a systematic time frame that allows an individual to complete all the important tasks within a given period of time. After a person has made a focus and put forward priorities that require him/her to achieve them on time, therefore a time bound for each activity is very potential in the workplace because it allows a person to remain on his/her focus in every second. The finding exemplified that, employees in Musoma municipal council; they have behaviour of putting time bound for each of the activities. The observation revealed that teachers' activities are controlled by school time table from that, they form individual time table to enable them to achieve the objectives analysed in the OPRAS form.

Organising means having your desk cleared your paper field, your tasks listed and your event scheduled. In fact, getting organised is about the punctuality of the individual to adhere what he/she planned to accomplish in a given day. The findings revealed that, employees in Musoma municipal council they are not aware enough about the importance of being organised due to the fact that very few respondents who were invited in the study they mentioned organising. Although, it is the time management techniques but the responses from the respondent was very low and the observation showed that people are not aware of organizing their work and they do not think organising is the time management technique.

### **5.3 Time wasters**

Time wasters, these are the factors that cause failure of a person in managing time when performing particular tasks, whether in the working place or at home. These factors can be influenced by a person himself or by external environment. Time management is a vital strategy nowadays each one of us is struggling to achieve the future goal; the same to the organisation, managing time at the work place have gained important value than ever. This is due to the fact that time wasters have been

increased in the world than ever, people have realised the cost of time lost from individual level to the organisational level, and these have increased the value of managing time in the working place.

The findings discovered six consumer activities that waste time at Musoma municipal council, for instance interruption at the workplace, ineffective meeting, procrastination (postponing things), disorganisation, and delaying of information.

Based on the data, the findings indicates that, delay of information is the wasting time for many staff members at Musoma municipal council. The researchers' opinion is that, delay of information in Musoma municipal council is contributed by a vertical hierarchy of authority that involve a long procedure and steps when one wants to pass information to another office, he/she can take long time because officials try to avoid responsibility and seek confidentiality by avoiding documentation of their procedure. It was also found that the municipality is more bureaucratic in delivering of service whereby it has created more complaints to the people and when conducting the interview, the study noted that, sometimes the head of department can use his/her position wrongly by imposing personal interest which results in failure in achieving the intended activity. For instance, observation of the researcher revealed that, the municipal education officer (secondary) uses more than a day to sign a payment voucher (PV) for school development activities. Moreover, one of the headmasters complained about the process of signing PV as he said you may find the accountant may sign PV but when it comes to our heads of department he/she can take a long time, sometimes two days. They have a more power to agree or not, despite the accountant can allow you, but the head of department can disagree. The finding shows that there is always delay of approval of the PV. Some respondents argued that corruption that takes place along the entire cycle of service delivery it may result in two days for approval of the PV. Therefore, the system does not allow one to manage time effectively due to the fact that, the activity that can take half an hour, sometimes it is very common to take two days at local government authorities, thus a large number of respondents agreed on delay of information as the major factor affecting time management among individuals at Musoma municipal

council. This situation has a negative impact on employee performance because it reduces morale which affect the workers towards commitment to the job.

Interruption at work place affects the effectiveness of employees in accomplishing their activities on time. The study noted that many of respondent do creates the environment of being interrupted and proved through observation most of employees do not have a specific time for answering incoming calls and emails. This situation has been a problem for them because answering email while performing a task can take you five minutes to half an hour. Also, the observation revealed that most of the offices have no consultation hours for visitors. It also proved when interviewing the MHRO complained about the way RC interrupted by ordering to call a meeting without any appointment that made him to delay to accomplish data cleaning of the employee's status. Interruption is a challenge nowadays due to the fact that avoiding, it needs self conscious of what a person is doing.

The finding coincides with Taylor (2012) argued that nowadays development of communication technology brought many time waster at workplace such as cellular phones, computer and television that forces a person to receive or watch a television programme, answering incoming calls and e-mail at workplace is a problem that have ever seen, tasks remain uncompleted due to the fact that people are busy with these products of modern technology.

Ineffective meeting consume more time in Musoma Municipal Council. This has been proven when interviewing some of respondents argued that ineffective meeting cause their failure in managing time. Handling effective meeting needs more creativity on avoiding personal feelings on the discussion, whereby the meeting conducted normally they took more than planed time. The researcher through observation found that, meeting that are conducted at Musoma municipal are not effective as the result they consume a lot of time. Gupta (2005) argued that ineffective meeting is the time waster whereby unrealised agenda and time schedule for the meeting normally consume a lot of time without reaching the conclusion.

Disorganisation is the factor affecting effective use of time at Musoma municipal council. The environment of the officer should be well organised, and the activities

also should well be planned with the reflection of the resource available. The staff are not organised well their activities for instances, the researcher observed that, some files are not on the table are just put on the floor, these have an implication that they are not systematic.

Procrastination is the factor affective effectiveness of employees in managing their time. This is the situation of postponing things. The interview revealed that, laziness and careless have a great impact for a person to accomplish his task on time. The situation is not good at Musoma municipal due to the fact that staffs do practice business as usual which has influenced many activities to remain uncompleted.

#### **5.4 The relationship between time management and work performance**

The study came across with employee's perception in two angles, first the way they perceived time management towards work performance and the second is the way tasks are performed in Musoma municipal council. The findings showed that, knowing is not doing. This saying was realized in this study as the way people perceived the relationship between time management and work performance was different to what they were doing in the municipal council. Based on the data, the findings depicted that, people perceive positively that if time is effectively managed result in high performance of the activities in Musoma municipal council. Therefore, the perceptions of the employees were based on different time management technique with regards to the relation of their performance as discussed below.

The findings revealed that, the perception of employees showed that, planning daily targets influence high achievement of the expected results. The perception of the respondents was not the same to the way activities were performed in Musoma municipal council. In fact, the researcher observed teachers' lesson plans as tools that indicate time budget for each activity during the lesson. The findings revealed that, teachers were not serious because some of them did not prepare the lesson plans. This has been proved when interviewing one of the head masters who said, "this school has twenty five teachers but only seven teachers submitted the lesson plans in the year 2014". This situation implies that, despite the fact that employees in the

education department perceive positively that setting targets can result in high performance, what they are doing is very contrary.

Also, respondents perceived positively that clarifying the tasks influences high achievement of the expected results in Musoma municipality. However, the researcher deeply observed the employees' perception and what they really do and found that, most of the employees were not punctual in clarifying their tasks as one of the signs of prioritising activities at the working place. Although, the respondents who were invited in this study showed the positive link between time management techniques and the work performance but the situation is still worse in ensuring that employees are effectively doing what they planned. The researcher found that, municipal staff in the selected departments did not have a culture of setting priorities on the daily activities as most of them did not rank their activities. This made them do the activity that came first on the table while others preferred to focus on the major tasks and fail to recognise the importance of ranking the activities. The observation revealed that employees did not prepare a to do list instead they used the experience without understanding that we are living in a dynamic world with a lot of things to do but we cannot do them at once; we are supposed to chose the most and let other be done in a next day.

The finding does not concur with Pareto Principle (80%-20% rules) that advised that, we have many things to do (80%) in a day, but we should try our best to manage the few things (20%) that produces the more productive results, the limited time we have, implies that we should be able to prioritise our work or daily activities because not all the activities can be completed in a single day but you can let other go for the next day but still you can end up with high success. Johson (1998) supported that, clarifying is the answer to time management problems to achieve efficiency. As experts you do not need to do work faster or eliminate gaps in productivity to make better use of your time.

You need to spend more time on the right things. However, the focus should be on what is important in expense of lower value activities.

Furthermore, the finding depicted that, setting deadline for each task influences high achievement of the expected results. The respondents who provided their views and opinions in this study perceived positively the behaviour of setting deadline for each activity that influences high performance of individuals in the organisation. This has been supported by Rich (2012) who advised that; individuals in the organisation must develop a feeling for the passage of time and the habit of scheduling their time in every task in order to accomplish their plan during workdays. This is contrary to the findings obtained through the interview whereby, the heads of department do not have time table for breakfast and lunch with a worse situation revealed in the municipal staff (MS) and teachers do not have specific time for them to receive incoming call and email. Also, the observation revealed that, there were no schedules that show the time for teachers to make consultation with their heads of departments. This has an implication that, employees in the selected departments they are not aware of the knowledge of setting deadline for each activity, this has been terrified when they were asked to provide their opinion in setting priority if can result in high achievement of the expected result, 72% of the respondents said setting deadline influence high achievement of the expected result. The findings indicates that, people do set deadline for long objectives, for instance teachers use scheme and syllabus in teaching the lesson because the researcher observed other teachers were teaching without lesson plan not only at school level but also municipal staff do not set deadline for their daily activities. This finding concurs with the argument provided by Burt et al. (1994) who said that, a good leader or good planner can be poor at managing time while performing their planned work. This has realized in Musoma municipal council as the heads of departments they are poor in managing their time when performing the planned work, and this makes them estimate the working hour up to 12 hours instead of 8 hours in a consecutive workday. This has bad indicator towards performance of the activities in Musoma municipal council which need serious measures to be undertaken. As some of teachers were one month behind with their deadline, however, one of teacher in 4<sup>th</sup> march, 2015 observed teaching lesson that was required to be taught in the 1<sup>st</sup> week of February, 2015 as it was shown in the scheme of work. This depicts that, the poor performance of standard seven students in Mara region was the result of poor management of time among teachers

in different school. The report provided by NECTA (2015), revealed that, Mara region was the last region in Tanzania for the results of standard seven.

Moreover, the organising is not perceived strongly positive like other time management techniques in Musoma municipal council. Only 55% of the respondents said it can influence high achievement of the expected results. Although during interview all heads of department agreed strongly that organising can results in high achievement of the expected results, they were trying to maintain their positions because the observation revealed that, most of the files were not properly located and some of them we put on the floor, this was proved when the file manager proved failure to get the file of a teacher who was supposed to be transferred to Mwanza city council, they decided to make a new file. This situation has bad implication because a task that can take a single day took four days. Also, in the headquarters, employees do not have an organised list of tasks this has bad implication because it lowers performance of the municipal staff. The terrible mistakes revealed when some of the teachers during the presentation of their lesson, they took long time discussing about their life and experiences on different matters, this indicates that the whole failure of teachers in accomplishing the syllabus and student's failure is the result of teachers not being punctual in managing their time effectively.

### **5.5 Ways that can improve employees time management in Musoma municipal council**

Explicit solutions provide motivation toward managing any problem. The study discovered some ways that can improve employee's time management in Musoma municipal council as discussed below.

Effective reward system ranked 41.9% of the respondents who took part in this study; this signifies that Musoma municipal council should evolve a monitoring of employees that will avoid bias on reward of high achievers. The interview revealed that most of staff are not comfortable with the process of rewarding at Musoma municipal council; a comprehensive reward system should be adopted in order to increase the commitment of employees towards their work and this can result in a

positive attitude towards their work hence use of time will be more effective at Musoma municipal council.

Likewise respondents, who were invited in this study, indicated that among the key challenge of time management at Musoma municipal council was the delay of information who argued that the system is too complicated; does not much with a current situation of accountability and transparency. Reducing bureaucracy ranked 26.9% from the points of view of the respondents who participated in this study. This implies that there is a need of modifying the system instead of remaining with the traditional way of controlling employee in the organisation.

Conducting time management seminars ranked 20.4%, during the administration of this study, the respondent insisted and urged that the Musoma municipal council should conduct time management seminars as much as possible. The finding revealed that many people had ever seen time management seminar at Musoma municipal council. This contradicts with the interview results with heads of departments who said that we do conduct time management seminars at Musoma municipal council from the first day of appointment employees have been taught time management techniques and the value of managing time at work place. The view of the researcher is that heads of department have tried to defend themselves because even the status of employees from other objective depicted that, the employee does not know even time management skills and techniques. If what is argued by the heads of departments could be true, we would have seen the high ability among employees on the use of time management techniques towards achievement of the organisation.

This has bad implication due to the fact that any plan must have time bound; therefore it is different at Musoma municipal whereby employees had never heard about a time management seminar. The value of time nowadays has been well known in the private sector, but the evidence from public sector indicates that it is still a theory. This has been supported by Lufunyo (2013) conducted a study in Ilala municipal council where he found that time management still the problem in public

sector, and recommended that there is a need of improving a situation for it to achieve the goal of the public sector reform program.

The concern of the respondents was the weakness of the control management system at Musoma municipal council, 10.8% of respondent insisted on establishing a strong management control tool that will act as a solution against those who misuse the time. Therefore, one of the respondents when interviewed said, some people do come early and start discussing football and politics this has an implication that, Musoma municipal council should formulate other management control tools that will help in monitoring the progress of employees at workplace. The respondent doesn't mention this because they believe will suffer from the changes and are the one who are supposed to be controlled thus few of them mentioned it.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECCOMENDATION**

#### **6.0 Introduction**

This chapter presents the summary of the findings of the study, conclusion and recommendation in line with specific objectives of the study and tested by research questions.

#### **6.1 Summary of the study**

In Musoma municipal council, the study discovered four time management techniques whereby, setting targets, setting priorities, scheduling each activity and organising the tasks. The findings identified that, there is a need to impart other techniques of time management in Musoma municipal due to the fact that, employees do not link evaluation as a time management strategy which ca effect punctuality of employees in managing their time.

Furthermore, the findings identified factors hindering effective use of time in Musoma municipal council, namely delay of information, interruption at workplace, ineffective meeting, disorganisation and procrastination (postponing things). Bases on data, the finding revealed that delay of information is a giant source that hinders effective use of time among employees at Musoma municipal council. Also, interruption at work place brought negative impact on the use of time among employee in fact, incoming calls, email, and visitors contribute much on the failure in accomplishment the daily activities.

Moreover, the findings revealed that, the majority of respondents who were invited in the study appreciated that there is high relation between time management and their work performance. The researcher also noted that, employees who have good time management records are goal achievers, this means that for any person wishes to achieve or to gain high recognition he/she must understand the special value of linking plans with the time in order to achieve the goal that you have planned. The findings also, detected that, many employees do not manage their time effectively

when performing their activities, the way they perceive is contrary to the real performance.

The study found that delaying of information is a big challenge in improving time lost waiting for information. Therefore, the majority has asserted that reducing of a bureaucratic system is very important due to the fact that it remains as an obstacle and creates an environment for corruption for instance; if a person wants to get service earlier he/she should bribe the secretary. And this has been proven when teachers are waiting for PV this do happen. However, long procedure has a lot of inconvenience that force a person to delay, in addition to others that has been mentioned are, time management seminars, establishing a strong management control tool, effective reward system, effective delegation, and employee involvement in decision making.

## **6.2 Conclusion**

In view of the results presented above; it can be concluded that;

Awareness of employees on time management techniques still low at MMC, the situation is terrible due to the fact that, people do not have the habit of managing their time through different techniques that can yield positive results, and this has been influenced by the nature of public employment in Tanzania whereby people believe that they have been employed for life. This brought about laziness and careless towards accomplishment of their task on time. “This is the way we do here” a statement that is spoiling systematically time management techniques in return most of the government plans will never be achieved on time.

This study identified different factors hindering effective use of time such as interruption, disorganisation, ineffective meeting, and procrastination and unlike human traits delay of information is critical ensuing in the municipal council. The situation is not blessing because of rigid and long procedures that have wasted time for the majority of employees at MMC.

The findings concurred with different researchers who believed that time management and work performance normally go together, therefore, due to the poor

time management investigated by the researcher at Musoma municipal contribute to the poor performance of daily activities among employees. And this might resulted in poor performance of students of standard seven in Mara region in 2014.

The researcher concludes that, unlike the respondents who were invited in this study pointed out rewarding should be improved, reducing bureaucratic system, but the two things are very potential such as time management seminars, this if it is effectively undertaken it will help at large because employees will be in the position of understanding the value of managing the time at the working area. Also, the establishment of strong control tools at the municipal will also help to control the behavior of employees.

### **6.3 Recommendations**

The following are the recommendations put forward by the researcher to make the use of time at Musoma municipal council to be effective to address the observed weakness by this study.

- There is a need to establish time management policy and rules that will help employers to shape the behaviour of the employees at work place. And there should be an effective implementation of policy and laws against people who misuse time.
- The government should provide extensive seminars and workshop on time management to all employees in public sector in Musoma municipal council so that they become up to date on different skills and techniques concerning time management. This will help employee to manage time and realise different goals in the municipal.
- The municipal council should involve their employees in decision making in order to increase morale towards their job. This will increase on time accomplishment of tasks.
- The government should increase the rate of incentives pay and rewards for those who identified to have good performance and avoid bias. This will help

to increase punctuality to what they are doing in order to win the reward which may result in the achievement of their activities on time.

- To institute e-services between the employees and headquarters in order to avoid losing time waiting for service. Also, it will help in reducing bureaucratic system, whereby employees will enjoy online service that reduces long procedures.

#### **6.4 Area for further studies**

This study is not representative of the whole country because only a single municipal council was included under the study and 93 employees were using a sample of the study. It is recommended, that for more reliable generalisation of findings a similar study would be carried on large scale involving a large sample of municipal council units. Hence, such an approach would give more representative results.

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## APPENDICES

### APPENDIX I: RESEARCH QUESTIONNAIRE

I'm Ngasa Mgeleka pursuing Masters of Science in Human Resource Management (MSc.HRM) at Mzumbe University of Tanzania. I decided to carry a research concerning "The impact of time management on work performance in local government authorities; a case of study Musoma municipal council". This research is considered for the award of Masters Degree in my study. You have been chosen to be one of my respondents. I kindly request you to answer the questions provided below according to the instruction given in each questions and your answer will be confidential.

Please put tick appropriate but for the open ended questions please record the respondent answers in the space provided, if the space provided is not sufficient you can use another sheet, the sheet should be numbered to correspond with the number of questionnaire.

#### SECTION A: PERSONAL INFORMATION

1. Which of sex group do you belong?

(a) Male ( ) (b) Female ( )

2. Which of the age bracket do you belong?

(a) 20-34 ( ) (b) 35-44 ( )

(c) 45- 54 ( ) (d) 55 and above ( )

3. Marital status

(a) Single ( ) (b) Married ( )

(c) Devoiced ( ) (d) Widowed ( )

4. Education qualification

(a) Certificates [ ] (b) Diploma [ ]

(c) Degree [ ] (d) Masters' and above [ ]

5. Length of the work experience

- (a) 0-4years [ ] (b) 5-9years [ ]  
(c) 10 years and above [ ]

**SECTION B; Research Questionnaire**

1. How many hours do you work in a day during working days?

- [ ] 8 hours [ ] above 8 hours

2. Do you have any allocated time for breakfast and lunch at work place?

- [ ] Yes [ ] No

3. Do you have a specific time for answering incoming calls and email during working hours?

- [ ] Yes [ ] No

4. In your own experience do you set targets of your daily activities?

- [ ] Yes [ ] No

5. When preparing activities for a next day have you ever classified or put the plans into major and minor tasks?

- [ ] Yes [ ] No

6. When planning your daily activities do you set deadline for each of the activities which you have planned to accomplish during workday.

- [ ] Yes [ ] No

7. Do you save time during the consecutive days?

- [ ] Yes [ ] No

8. In your own experience, which techniques do you use to save your time at the work

place?.....  
.....  
.....  
.....  
.....

9. In your view, which of the following activity wastes your time at work place?
- Interruption at work place (incoming mails, telephone and visitors)
  - Ineffective meeting
  - Procrastination
  - Disorganization
  - Delaying of information
10. Do you think the ability of setting targets, scheduling the activities, clarifying the major and minor tasks and evaluating the activities is the key to your performance?
- Yes       No
11. Do you think effective Planning daily targets of your activities can result into high achievement and not?
- Influence high achievement of the expected results
  - Does not influence high achievement of the expected results
12. Do you think the ability to clarify the tasks help you to achieve what you have planned?
- Influence high achievement of the results
  - Does not influence the achievement of the results
13. Which of the following is the result of setting deadline at the working place
- Influence high accomplishment of tasks
  - Does not influence accomplishment of tasks
14. Do you think effective organizing can positively or negative affect the accomplishment of the tasks
- influence the result positively
  - Does not influence the result positively
15. Are there any punishments for those who fail to accomplish tasks on time?
- Yes       No
16. Has some workers been laid off because of failure to achieve their targets?
- Yes       No

17. Do you think that there is room for improvement in the way time is managed in your department?

Yes       No

18. If question 10 above is 'YES' which of the following measure(s) can improve the situation?

Conducting time management seminars

Rewarding the higher achievers

Establishing strong control tools

Reducing bureaucracy

19. Do you think there is relationship between time management and high achievement?

Yes       No

***THANKS FOR YOUR COOPERATION.***

## APPENDIX II A: OBSERVATION KIT TO TEACHERS

TIME MANAGEMENT		
Major areas to be observed	Indicators	How to find out the information and the intention of observing
-Morning attendance -	-Employees arriving on time at the working place	-Observing the employees when are signing in. -To understand the way employee use the time in its holist.
-Class journal	-- Teachers attending the class	-Observing if the employees sign in class journal -This aim to understand if teachers do attend the class during workdays.
-Setting targets	Preparing the lesson plan, scheme of work	-Looking the status of employees if prepare lesson and scheme through observing academic shelve -The purpose of this is to understand if they set targets through the given tools
-Setting priorities	-List of tasks, <i>for instance</i> , identifying major tasks and minor tasks. -The general view is the availability of to- do- list	-To observe the daily list of tasks it can be a note book or paper - The intention to see the effectiveness on prioritizing their daily activities.
-Scheduling	-Setting deadline for each activity in to do list	-;looking on the time for teachers to make consultation with their heads of departments -Also comparing the actual teaching lesson with the scheme of work. This help to understand the performance of teachers by looking if deadline are achieve

		effectively. -The level of teachers submitting the lesson plan and the scheme of work to the academic master -Teacher accomplishing level of the syllabus.
-Organizing	-Proper allocation of files, exercise books for students -Availability of to do list on the table -Effective presentation of the lesson plan	-Looking the arrangement of the office -Asking to see the to do list -Attending the class during the presentation of lesson. This aim to see the actual performance of teachers if are effective in presenting the lesson. -The purpose of this is to see the punctuality of employees in managing their time at the working place.
<b>WORK PERFORMANCE</b>		
-Tasks accomplishment	-High achievement of the expected results	- Observing teaching activities -Observing employees performance, scheme and syllabus. -Observing the OPRAS form this help in looking the way objectives are achieved by the employees.
-Students performance	-High/Low students pass mark in standard seven and form four NECTA.	-Looking the students NECTA results.

## **APPENDIX II B: OBSERVATION KIT TO THE HEAD QUARTER**

The researcher will observe the key areas as shown below

s/n	Major areas to be observed
1	Employees status in managing their time in Musoma municipal
2	Time wasting at Musoma municipal council
3	Employees achievement of the expected result

### **APPENDIX III : STRUCTURED INTERVIEWS GUIDELINES**

1. (a) Which department do you work?  
(b) Which position do you belong?  
(c) Your age
2. Do you know how many working hours are supposed to be at work place?
3. Do you have any allocated time for breakfast and lunch?
4. Have you been setting targets of your work?
5. Do you think you need effective setting targets in your work place?
6. (i) Does the MMC practice effective formulation of time table?  
(ii) Do you involve your employees in formulating time table?
7. On your own opinion do you think practicing setting targets, setting priorities and deadlines will improve the performance of your employee?
8. Has some workers been laid off because of failure to achieve their targets?
9. From your own experience which things do you think waste your time?
10. Is there any mitigation measures made to ensure effective achievement of plans?
11. Do you think the mechanism put forward to solve the time problem are working effectively?
12. (i) Are you comfortable with the work?  
(ii) If 'NO' what are the factors influencing such situation?

***THANKS FOR YOUR COOPERATION.***

#### APPENDIX IV: BUDGET PLAN

<b>COST TYPE</b>	<b>COST IN TANZANIA SHILLINGS (TSH)</b>
Materials and equipment for research	TSH. 260,000/=
Secretarial services photocopy and binding costs	TSH. 300,000/=
Consumable materials	TSH. 500,000/=
Data entry, analysis, and interpretation of data	TSH. 200,000/=
Report writing and presentation	TSH. 300,000/=
Travel and transport cost	TSH. 400,000/=
Daily cost	TSH. 1,800,000/=
<b>Grand Total</b>	<b>TSH. 3,250,000/=</b>

## **APPENDIX V: RESEARCH TIME PLAN**

The Proposed Time of Activities for Nine Months

<b>S/N</b>	<b>ACTIVITY</b>	<b>TIME</b>
1	Search background information and developing research tools	1 month
2	Study conduct to test the research tools	1 month
3	Data collection	2 months
4	Data analysis	1 month
5	Report writing and presentation	2 months
6	Integrate comments & research report publication	2 months
<b>7</b>	<b>TOTAL</b>	<b>9 months</b>