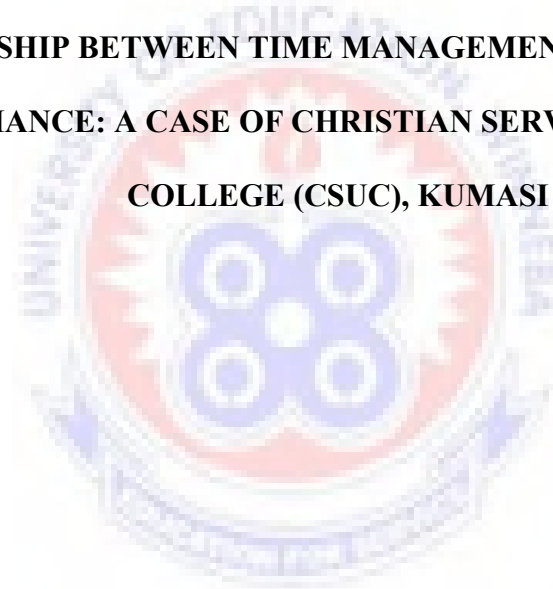


**UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI**

DEPARTMENT OF MANAGEMENT STUDIES

**THE MODERATING ROLE OF WORKING EXPERIENCE IN THE
RELATIONSHIP BETWEEN TIME MANAGEMENT AND EMPLOYEE
PERFORMANCE: A CASE OF CHRISTIAN SERVICE UNIVERSITY
COLLEGE (CSUC), KUMASI**



CECILIA ARTHUR

AUGUST, 2017

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COLLEGE (CSUC), KUMASI**

CECILIA ARTHUR

(7151790026)

**A Dissertation in the Department of Management Studies, Faculty of Business
Education, submitted to the School of Graduate Studies, University of
Education, Winneba in partial fulfilment of the requirements for award of the
Master of Business Administration (Organisational Behaviour and Human
Resource) Degree.**

AUGUST, 2017

STUDENT'S DECLARATION

I CECILIA ARTHUR, declare that this thesis with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

Signature:

Date:.....



SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this project report was supervised in accordance with the guidelines on supervision of the project reports laid down by the University of Education, Winneba.

Supervisor's Name: Dr. Alfred Owusu

Signature:

Date:.....

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DEDICATION

This project work is dedicated to my parent, my siblings and Mr. Joseph Baffoe-Bonnie.



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ABSTRACT

The study investigated the moderating role of working experience on the relationship between time management and employee performance. The purpose of this research is to explore the effect of time management on employee performance within Christian Service University College (CSUC), the moderating role of working experience. The objectives were to examine the effect of time management on the performance of employees and to examine the moderating role of working experience in the relationship between time management and employees' performance in Christian Service University College, Kumasi. The study used the descriptive research design to obtain information concerning the current status of the phenomenon. Self-administered questionnaire was the only instrument used for gathering data for the study. Data were analysed with the aid of Statistical Package for Social Sciences (SPSS) version sixteen v21. The study revealed that, effective time management plays an important role in employee job performance. The study further revealed that the working experience of employees have an effect on the relationship between time management and employee performance. Based on the findings of the study, it was recommended that time management training workshops and seminars be organized for workers to teach them basic principles and techniques of time management. The advantage of this is in equipping staff with the right set of information and skills for effective time management which will in turn result in high performance both at the individual and organizational levels. It is recommended that Christian Service University College, Kumasi should institute appropriate measures to check the effective use of workers' time.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The focus of this study is to investigate the possibility of effective time management leading to high organizational performance. It contains background of the study, problem statement, research objectives and research questions, significance of the study, limitations and delimitation of the study as well as the organization of the study.

1.2 Background of the Study

Nowadays, time management is regarded as one of the effective management principles requiring the recognition of effective factors on reactions to stressful events and has significant role in controlling the stress of employees and staffs. The effect will be increasing levels of organizational effectiveness which will in turn lead to high organizational performance. (Kohandel, et al, 2014) However, the Pareto's 80/20 principle (as cited in Chun, 2017), states that 80% of results come from 20% of effort. This means that only 20% of one's activities are vital and 80% per cent don't contribute much. Just think of how much would be achieved if more effort is focused on the 20% that really matters.

According to Adejo (2012), the concept of time management started with industrial revolution and became the modern notion of doing things effectively and efficiently. It is one of the fundamental skills needed to be successful in life and every activity in organization is bound by time but people including business organization failed to treat it as serious factor to their survival. As defined by Blue Mountains (2017), effective time management means lowering stress levels and increasing efficiency for

both you and your organisation. It's about getting control, making sure that you are not tyrannised by a series of urgent tasks. It's about giving the right proportion of your time to overall planning. Time management involves honing your business skills and using techniques to make sure that you have clear, uninterrupted time to concentrate.

Objective approaches to time generally consider time as a uniform commodity where people view it much as they do money. The basic contrast between "objective" and "subjective" time is that the former is characterized by concrete or measurable quantities of time which people actually have to work with, and the latter is based on people's perceptions of the amounts of time available, relative to the things they have to do. (Appelbaum (2008) and Bauer (2008), cited by Ahmad, et al (2012))

Irrespective of one's activities, it is important to develop effective strategies for managing time to balance the conflicting demands for time. The perception that there isn't enough time to do what one needs to do can lead to a buildup of stress. Once we have identified ways in which we can improve the management of our time, we can begin to adjust our routines and patterns of behaviour to reduce any time-related stress in our lives. (Woodcock, undated)

Chun (2017) identified 11 tips to help manage and maximize the benefits of time, viz, Make a to-do list; Prioritize; Make a schedule; Stop procrastinating and just do it; Manage your emails and phone calls; Keep a time log; Take regular breaks; Put good systems in place; Delegate; and Learn how to say no. To Chun (2017), learning how to make the most of one's time is essential to one's career and work/life balance!

According to Kohandel, et al (2014), effective time management has significant role in controlling the stress of employees and staffs, with the resultant effect been increasing levels of organizational effectiveness which in turn leads to high

organizational performance. Gavrea, Ilieş and Stegorean (2011) state that continuous performance is the aim of any organization because they are able to grow and progress only through sustained high performance. A simple definition of performance was given by Addai (2012) as “a person’s ability to exert appropriate level of energy to accomplish all the tasks and duties required of them.” He is of the opinion that the concept of performance should recognise and examine three issues because they will provide the information necessary to consider what needs to be done to improve results. These issues are the level of results expected of the employee; the (set of) behaviours required of the employee to accomplish the expected results; and the right combination of behaviours to achieve expected results. From a study of 290 academic and management publications on high performance and excellence, a framework (known as High Performance Organization (HPO) Framework) was built to serve as a guide for organizations to build a high performance culture. The framework categorises characteristics of high performing organizations into five groups, called HPO Factors. These factors are Quality of Management; Openness & Action Orientation; Long-Term Orientation; Continuous Improvement & Renewal; and Quality of Employees. (HPO Centre, 2017)

Bhalla, et al (2011) also found five broad dimensions, that lead to high organizational performance, as including Leadership (An aligned leadership is effective deep within the organization); Design (A lean structure reflects the organization’s strategic focus and has clear roles and accountabilities); People (The organization effectively translates business strategy into a powerful people strategy, attracting and retaining the most capable individuals); Change Management (The organization has the ability to drive and sustain large-scale change and to anticipate and adapt to an increasingly

volatile environment); and Culture and Engagement (The culture is shaped to achieve strategic goals, and its employees are motivated to go beyond the call of duty in pursuit of corporate objectives). In addition, Addai (2012) identified factors such as clear, understandable and reasonable performance standards; employees being part of setting their own performance standards; satisfaction of employees' need for self-esteem, status, personal growth and affiliation; remuneration, benefits and recognition; knowledge and skills base; opportunity to participate in decision making; staffing and work scheduling; performance appraisal and utilization; availability of staff development opportunities; commitment and satisfaction; management related training; clarity of mission and goals; management knowledge and skills; management skills and competencies; workspace and environment; and leadership and management.

The current and future levels of performance for an organization depend on what it does with its time now. Even though the decisions and future of the organization lies at management level, ensuring that decisions are made correctly and action is taken promptly lies on the individual's time management (Adejo, 2012). Better time management improves employee productivity; makes scheduling of jobs easier; helps employees to perform tasks at their highest skill level; helps employees to prioritize and accomplish important task; and records and guides the organization towards achieving its set goals.

Analysis of findings from Adejo (2012) showed a positive relationship between the effective time management and high organizational performance. The findings revealed that effective time management is a key to achieving excellent organizational performance. Channar & Shaikh, et al (2014), cites Ojokuku&Obasan (2011) who found out that time management is important for effective service delivery, timely

completion of assignments and for the promotion of excellence. The study indicated that there is a positive relationship between adequate time management and organizational performance; and that time management is a key to achieve organizational objectives regardless of location, size and nature of the business. Adebisi (2013) also concluded that performance is measured in relation to time and effective time management reduces failure. Findings indicated that time management helps organizations to survive and also helps them to increase profitability.

According to Swain (2017), proper time management in the workplace has a number of positive effects, ranging from making you a more focused and valuable employee to reducing the stress of your job. The specific effects include setting priorities and goals; eliminate procrastination; developing employees; general life improvement; and reducing stress and negativity. From the above background, it is apparent to investigate the direct and indirect influences of effective time management has on organizations' ability to achieve high levels of performance. This is what this research paper sets out to do.

1.3 Statement of the Problem

There is perhaps no area of life in which self-discipline is more important than in the way time is managed. Time management is an art and a science. Everybody has to learn how to do it. Some people have a good skill at it but not everybody. Time is a priceless source. Time is the single resources that can't be changed, can't be taken back once it is used and is used completely at the appreciation of the owner. No one can control the moving of time but everyone is able to decide how to use it. Time management is self-management with an explicitly focus on time in deciding what to

do; on how much time to allocate to the activities; on how activities can be done more efficiently and on when the time is right for particular activities.

Time management is a core discipline that largely determines the quality of life. As Peter Drucker puts it, “You cannot manage time; you can only manage yourself.”

Time management is really life management, personal management, management of yourself rather than of time or circumstances. (Tracy, 2010) Time management helps in identifying needs and wants in terms of their importance, and matching them with time and other resources. It brings about orderliness and enables one to be more productive and fulfilled. Even though time is an endless commodity, it is the one resource that is constantly depleted, cannot be reproduced and once lost can never be recovered. Organizations and people who manage time well are better equipped to face both the personal and professional challenges of the business world. Time has become not only a tool for organizational survival, but also a means to gain competitive advantage in the marketplace.

Time management is the art of arranging, organizing, scheduling and budgeting one’s time for the purpose of generating more effectiveness work and productivity. Gerald (2002) defined time management as a set of principles, practices, skills, tools and systems that work together to help you get more value out of your time with the aim of improving the quality of your life. According to Argarwal (2008), time management is usually a personal problem and if one instinctively knows what the right is, then there is no need to worry. Time management is focused on solving problems.

Akomolafe (2005) stated that time really cannot be managed because it cannot be slowed down, speed up or manufactured. But Quek (2001) believed that time can be managed because when one wants to solve the problem of procrastination, one needs

to learn and develop time management skills. Every activity in organization is done within a given time frame to meet deadlines but when there are interruptions from so many sources, it is not helpful to employees to be time conscious thereby hindering the performance of individuals and their organizations.

Some observed problems in certain areas in the performance of employees may owe their causes largely to time management. This is when the employees do not manage their time properly. They may not come or may delay in coming to work. There may be delay in planning for work activities postponement of time to do work assignment. They may be facing interruptions during work hours like receiving lengthy calls, pinging, social networks, working of lottery, using company computer to surfing the internet, Facebook etc. and mingle with friends. This has some influences on some areas of employee work activities especially in the academic performance. Almost all past studies conducted on time management and performance was done in the western context and other part of Africa (see, Adejo, 2012; Adebisi, 2013; and Ahmad, et al, 2012). However, this study is conducted to examine the moderating effects of working experience on the relationship between time management and employee performance with the reference to Christian Service University College, Kumasi.

1.4 Purpose of the Study

The purpose of this research is to explore the moderating role of working experience in the relationship between time management and employee performance within Christian Service University College.

1.5 Objectives of the Study

In specific terms, the study seeks to achieve the following objectives.

1. Examine the effect of time management on the performance of employees of Christian Service University College, Kumasi.
2. Examine the moderating role of working experience in the relationship between time management and employees' performance in Christian Service University College, Kumasi.

1.6 Research Question

The following research questions were designed to guide the researcher to achieve the research objectives.

1. What is the relationship between time management and employees' performance in Christian Service University College, Kumasi?
2. What are the roles of working experience in the relationship between time management and performance of employees in Christian Service University College, Kumasi?

1.7 Significance of the Study

This research will provide information to management of Christian Service University College, Kumasi, to be able to make informed decisions on the appropriate approach with respect to effective time management to adopt in their attempt to review teaching and non-teaching staff performance. Again, the research will help individuals and workers to know the importance of time so as to manage it well for marvelous development. The study will also serve as useful guide for students of universities,

polytechnic and other institution of the higher learning on the use of their time for better academic performance. Finally, this research will benefit the researcher to learn new skills in research for further studies in other fields and all improprieties will be corrected.

1.8 Limitations of the Study

The study was conducted within one institution due to inadequate materials and literature to make references for the needed information and to support the study. Time constraint was one of the issues that also limited the researcher. This is because blending such a tedious assignment with academic schedule as well as work was not an easy task to deal with. In this regard, generalization about the findings of the study to Christian Service University as well as all other institutions may be difficult to articulate.

In addition, data collection and access to information was very challenging. This is the result of the fact that the researcher is not a worker of the University. Also, people generally did not feel 'safe' giving information out especially information about a research. In other words, the respondents were normally subjective in answering questionnaires which made analysis difficult, and also hindered the researcher's ability to get a true picture of what was actually happening. Another difficulty the researcher faced was the compilation of the received questionnaires for analysis. This activity demanded extensive attention. However, the quality and accuracy of the study were not sacrificed on the basis of the limitations named above.

1.9 Delimitation of the Study

The purpose of this research is to find out how effective time management can lead to high performance. The study covers understanding of the concepts of time management and organizational performance. It also looks at factors that lead to effective time management and high organizational performance. It then concentrates on how effective time management influences high performance. The case study organization that was selected, for a period of 6 months in which this research will last, is Christian Service University College, Kumasi. It is an educational institution that is situated at Odeneho Kwadaso, a suburb of Kumasi. The research is again delimited to the management and staff of the University College. The University College has staff strength of about 110. This is made up of both teaching staff and administrative workers from all departments and/or units of the University College.

1.10 Organization of the Study

This research work is grouped into five chapters. Chapter one is the introduction which provides the background of the study, statement of the problem, research objectives and research questions. It also outlines the significance of the study, limitation and delimitation of the study as well as the organization of the study. Chapter two covers the review of related literature. The literature was reviewed under the following headings; the concept of time, time management, employee performance, effect of time management on the performance of employees of Christian Service University College, Kumasi and the moderating role of working experience in the relationship between time management and employees' performance in Christian Service University College, Kumasi.

Chapter three is the research methodology which highlights on research design, population and sampling, data collection instruments, validity and reliability, data collection procedures and data analysis. Finally chapter four deals the results of the study which covers the background analysis of the data, findings of the study and discussion of the results. The final chapter is chapter five which covers summary, conclusion and recommendation of the study.



CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

The purpose of this research is to explore the effect of time management on employee performance within Christian Service University College (CSUC), the moderating role of working experience. The chapter is the review of related literature of the study. In this chapter literature related to Time Management, Employee Performance, the effect of time management on the performance of employees and the moderating role of working experience in the relationship between time management and employees' performance in Christian Service University College, Kumasi is reviewed.

2.2 The Concept of Time

In modern society, time has been standardized as a linear progression measured by the clock and the calendar, in a way that dominates our daily living. However, in primitive cultures and ancient civilizations, time was measured according to cyclic natural phenomena. Time expresses the rhythm of collective activities, but also indirectly regulates such activities (Damasceno, 2005).

In the Newtonian physics time is used as a parameter to describe the motion of objects. But this does not necessarily mean that time exists in reality. It cannot be perceived that time itself but only the flow of time. Every instant the present turns into past and the future into present. We feel this passage of time because the past is quite different compared with the future: it has been in memories of the past, but we don't know anything about the future. And we cannot stop the present: even when we are talking about the present instant, it's already gone into past. Since the flow of time makes a given moment come on the present stage only for an instant and the past and

future exist only in our consciousness, one may think that time doesn't exist in reality but is only a psychological phenomenon.

The notion of current time, both individually and socially, qualifies and distinguishes human beings from other species; humans use time as a reference for their social activities and for constructing their history (Ferreira, Arco-Verde, Chrónos & Kairós, 2001). Time serves essentially as a means of orientation in the social universe and as a regulator of social coexistence (Damasceno, 2005). Time is imperative resource every person possesses evenly but fails to utilize at the same level due to a variety of reasons (Örücü et al., 2007). All the material and human resources possessed by organizations can be improved in the way of time or be transformed as time goes on; yet the only asset that cannot be changed or purchased or stored is "time" itself. The secret to achieving success in life is effectively managing this resource that everyone possesses equally and paying sufficient emphasis to planning.

Demetris (2014), time is a dimension and measure in which events can be ordered from the past through the present into the future, and also the measure of durations of events and the intervals between them. Time has been called an illusion, a dimension, a smooth-flowing continuum, and an expression of separation among events that occur in the same physical location (WhatIs.com, 2006) According to Albert Einstein and John Wheeler & others, time, respectively, is what clocks measure; and what prevents everything from happening at once.

Time is a priceless resource and continues to pass by without coming back. There are many things we dream to do and have to do in the midst of competitive conditions in business life. For those who cannot perform the necessities of time management

effectively in their private and business lives will result in failure and unhappiness (Mercanlioglu, 2010 & Shellenbarger, 2009).

According to Drucker, quoted in Repak (2007), time is the scarcest resource available and many times our highest priorities are not reflected in our actual daily activities. Time is the indefinite continued progress of existence and events that occur in apparently irreversible succession from the past through the present to the future (Oxford Dictionary, 2011; The American Heritage Dictionary of English Language, 2011). Time is an observed phenomenon, by means of which human beings sense and record changes in the environment and in the universe. A literal definition is elusive.

Adebisi (2013) cites Tracy (2010) who spells out the key components and/or characteristics of time as time is perishable; it cannot be saved. Time is irreplaceable; nothing else will do. Time is irretrievable; once it is gone or wasted, you can never get it back. Finally, time is indispensable, especially for accomplishments of any kind. All achievement, all results, all success requires time.

Managing time requires having a schedule of activities and adjusting our thoughts, feelings and behaviours to reflect what is important to us. The best outcome of this is doing the things we consider to be important. We continuously have to make decisions based on what is of priority (assessment of our affect, behaviour and cognition) and to avoid procrastination (that great thief of time). Time is a resource that affects all aspects of human endeavours. It is a resource that is extremely limited in supply and it is a factor that affects all stakeholders in educational sector - students, teachers, administrators, supervisors etc. (Kayode & Ayodele, 2015).

2.3 Overview of Time Management

Managing time is a challenging thing to do by employees of today. Managing time effectively means deciding what is important in one's life both at work, at home and even in his or her personal life. Literature shows that there is no universal definition for time management but researchers have defined it from different perspective and for different purposes (see, Randall, 1979; Gerald, 2002; Eilam and Aharon, 2003; North, 2004; Argarwal, 2008; Claessens, Roe, Rutte, 2009; Shellaenbarger, 2009; Adeyinka, 2012; Aduke, 2015; Sahito, Khawaja, Panhwar, Siddiqui&Saeed, 2016; etc.).

Eilam and Aharon (2003) stated that time management is a way of monitoring and controlling time. Time management is the management of our own activities to make sure that they are accomplished within the available or allocated time, which is an unmanageable continuous resource (Covey, 2012). Time management is a method for managers to increase work performance effectiveness Claessens, Roe, Rutte (2009). According to Lakein (1973), time management refers to the use of particular techniques such as 'to-do' lists or deliberately planning activities, or to participate in training with the purpose of learning how to master and use such a technique.

According to Sahito, Khawaja, Panhwar, Siddiqui & Saeed (2016), time management is a process of managing the time according to the need and requirement of work and activities in order to utilize, save and do not waste the time for an effective organizational progress and success. Time management refers to the development of processes and tools that increase efficiency and productivity. Time management is defined as one process by which you can accomplish the tasks and goals which will enable you to be effective in your job and career (Randall, 1979). Charles (1987) cited in Frank (1994), who is one of the foremost influences in the field of time

management, defines time as ‘occurrence of events one after another and defines management as the act of controlling’.

Gerald (2002) defined time management as a set of principles, practices, skills, tools and systems that work together to help you get more value out of your time with the aim of improving the quality of your life. Time management is a set of principles, practices, skills, tools and system that help you use your time to accomplish what you want. According to Aduke (2015), time management is a set of practices that work together to help you get more value out of your time with the aim of improving the quality of your life. Time management is defined as practices individuals follow to make better use of their time (Allen, 2001). It also refers to principles and systems that individuals use to make conscious decisions about the activities that occupy their time.

Shellaenbarger (2009) views time management as behavioural change techniques that help people get organized, clarify thinking and increase output. Claessons, Eerde, Rulte & Roe (2007) observed that time cannot be managed because it is an inaccessible factor. The only way a person deals with time is by influencing behavioural attitude (Claessons et al, 2007). In general sense, Claessens et al (2009), defined time management as types of behaviour that differentiate people who do things on time, stick to deadline and spend little time on their activities from those who are often late, pass deadline, spend much time on their activities and waste time on unimportant matters.

According to Adeyinka (2012), time management involves investing time to determine what one wants out of his day to day activities. Effective time management is the investment of time in such a way that suitable results are achieved from activities within a specific time range and it emphasizes on effectiveness rather than

efficiency (Adeyinka, 2012). According to Aduke (2015), time management is as important as human and material resources in any organization.

Mountains (2017), posits that effective time management means lowering stress levels and increasing efficiency for both you and your organization. It's about getting control, making sure that you are not tyrannised by a series of urgent tasks. It's about giving the right proportion of your time to overall planning. Time management involves honing your business skills and using techniques to make sure that you have clear, uninterrupted time to concentrate.

According to Philpott (2011), time management is all about planning the day in order to make the best use of time. Time management started with the industrial revolution. Linda (2011), cited by Adebisi (2013), also states that the concept has evolved slowly but steadily to the modern notion of time management, such as doing things effectively to gain control over one's life. People commonly struggle with managing time since they fail to treat it like a business.

2.3.1 Principles of Effective Time Management

Time Management is not about getting more things done in a day. It is about getting the things that matter most done. Time management is the ability to decide what is important in life at work, at home and even in one's personal live (David 2011) as cited in Adejo (2012). Blue Mountains (2017) further opines that time management means sorting out the big picture and clarifying your priorities so that you decide when and how you work. It can help give you the balance you want between your work and personal life.

Effective time management does not come naturally for many of us, but to avoid working ridiculous hours and greatly increase the chances of success in business, it is

an area that needs attention (Steven, 2009, cited by Adebisi, 2013). Business managers and thus individuals need to realize that time is a myth; one cannot create, store or save time to use another day. Being prepared will ensure you don't waste any valuable time. Effective time management will help in being more productive, more creative, save money and avoid working ridiculous hours and to greatly increase the chance of success in business.

Brain Tracy in his book "No Excuses" proposes a simple but effective time management system that one can use to overcome procrastination and thus become efficient at whatever one does. This model requires self-discipline, willpower and personal organization, but the payoff is huge. It is estimated that, people can double, or even triple, their productivity, performance, output, and income, when they use this system. (Tracy, 2010)

Tracy (2013), goes on to say that before each day begins, start by making a list of everything you have to do that day. The best time to make this list is the evening before, at the end of the workday, so that your subconscious mind can work on your list of activities while you sleep. You will wake up with ideas and insights for how to more effectively complete the tasks of the day. Once the list is ready, apply the A B C D E Method to your list. The rule is that you should never do a B task when you have an A task left undone. You should never do a lower-value task when you have a higher-value task before you.

- a. A = "Must do" – Serious consequences for non completion;
- b. B = "Should do" – Mild consequences for doing or not doing;
- c. C = "Nice to do" – No consequences whether you do it or not;
- d. D = "Delegate" -- Everything you possibly can to free up more time for those things that only you can do;

- e. E = “Eliminate” – Discontinue all tasks and activities that are no longer essential to your work and to achieving your goals;

Objective approaches to time generally consider time as a uniform commodity where people view it much as they do money. The basic contrast between “objective” and “subjective” time is that the former is characterized by concrete or measurable quantities of time which people actually have to work with, and the latter is based on people's perceptions of the amounts of time available, relative to the things they have to do. (Appelbaum (2008) and Bauer (2008), cited by Ahmad, et al (2012))

2.3.2 Dimensions of Time Management

There are three surfaces of time management behaviours: short-range planning, long-range planning and time attitudes (Laurie & Hellsten, 2002). Short-range planning is the capability to set out and systematize responsibilities in the short period of time. Long-range planning competence is to handle everyday jobs over a longer time perspective by keeping follow of significant dates and setting objectives by putting adjournment (Alay & Koçak, 2003).

Long Range Planning

Long-range planning means to have long-range objectives and having disciplined routines. Various researchers named it as having perception of a preference for organization and it is comparable to long range planning. To acquire a summary on the everyday jobs that necessitate to be executed, time limits and priorities which increases the perception of having control over time so, in the long run, planning enables one to deal with all activities (Kelly, 2004). It directs to have less perception of control over time because it may be tackling to be familiar with how much effort

requires to be completed within hours, days or weeks; it may even be the immediately measurable effect of planning.

Short Range Planning

Short-range planning was defined as time management activities surrounded by daily or weekly time structure and cover the activities such as setting objectives at the commencement of the day, planning and prioritizing daily behaviours and creation work contents (Yilmaz et al., 2006). Numerous studies invented that short-range planning behaviours, forecasting of time in the short run, surrounded by the time envelope of a week or less, established a constructive relationship to performance (Nofle et al., 2007). Short range planning in interface with accomplishment determined was optimistically associated to dealing performance as well (Nofle et al., 2007).

Time Attitude

Time management demands a key shift in emphasis: concentrate on results, not on being busy. There are a lot of cases with people who waste their lives in discoloured doings and attain very small since they are placing their labours into the incorrect responsibilities or weakening to focus their activity successfully, established that time management workings directly affect the collective achievements (Mercanlioglu, 2010). The perception of how their time requires to be used up or planning including utilizing short and long period goals and time attitudes that both planning and encouraging time attitudes initiated that they had much more time to finish their everyday jobs because they experience more in control of how their time was exhausted therefore knowing when they had to state no to activities (Kaushar, 2013).

The literature revealed that time management practices that connected to the individual's awareness and attitudes about time management and is comparable the

perception of having control over time. Therefore, time attitudes comprise the perception that the individual is in control of time the perception that the person is efficiently managing his time and the perception that the individual is making constructive utilization of time (Karim et al., 2015).

2.4 Employee performance

Employees are the bedrock of every business and to be successful as a business requires the commitment and sacrifice of employees. Every organization drives its success and profitability on the quality work performance of its employees. In his book on performance management, Thomas Aguinis suggests the definition of performance does not include the results of behaviours, but only the behaviours themselves. He limits performance only to what employees actually do by identifying two additional characteristics of the behaviours that qualify to be labelled performance (Aguinis, 2007). They are evaluative - such behaviours can be judged as negative, neutral, or positive based on whether they make a contribution toward the accomplishment of individual, unit, and organisational goals; and multidimensional - different kinds of behaviours that have the capacity to advance (or hinder) organisational goals.

Armstrong (2006), however, proposes that performance is a matter not only of what people do; neither is it only about what they achieve, but how they achieve it as well. He shares the concept of organizational performance expressed by Brumbrach (1988) as follows: “Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviours are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results”

(Armstrong, 2006). He states that such definition of performance leads to the conclusion that both inputs (behaviour) and outputs (results) need to be considered in managing performance.

According to Meyer and Peng (2006), performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. Performance can be defined as the way in which someone does a job, judged by its effectiveness (Encarta, 2009). According to Yang (2008), performance of individual cannot be verified. He asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable (Yang, 2008). According to Addai (2012), employee's performance as "a person's ability to exert appropriate level of energy to accomplish all the tasks and duties required of them." He is of the opinion that the concept of performance should recognise and examine three issues because they will provide the information necessary to consider what needs to be done to improve results. These issues are the level of results expected of the employee; the (set of) behaviours required of the employee to accomplish the expected results; and the right combination of behaviours to achieve expected results.

An organization's level of performance as well as its timely management is crucial to the success or otherwise of the organisation (Addai, 2012). Continuous performance is the focus of any organization because they are able to grow and progress only through sustained high performance. Thus, employee and organizational performance is one of the most important variables in the management research. (Gavrea, Ilieş and Stegorean, 2011).

2.5 Effects of Time Management on Employee Performance

Adejo (2012), found in his study that there is a positive relationship between the effective time management and employee performance. The findings revealed that effective time management is a key to achieving excellent employee and organizational performance. Channar & Shaikh, et al (2014), cites Ojokuku & Obasan (2011) who found out that time management is important for effective service delivery, timely completion of assignments and for the promotion of excellence. The study indicated that there is a positive relationship between adequate time management and organizational performance; and that time management as a key to achieve organizational objectives regardless of location, size and nature of the business. Alzalet & Sandybayev (2015) also found that time management has a positive effect on organizing, objective setting, objective accomplishment, and on time. The results showed that there is a good connection between time management and employee performance.

Adebisi (2013) also carried out research work on “Time management practices and its effects on business performance”. From its findings, the researcher deduced that performance is measured in relation to time and effective time management reduces failure. Findings indicated that time management help organizations to survive and also helps them to increase profitability. Channar & Shaikh, et al (2014) also found that time management is a key to excellent employee and organizational performance. The study further revealed a positive relationship between time management and employee satisfaction and motivation; which means that time management resulted in high job satisfaction and motivation.

Jacobs and Ozioma (2017) concluded in their study that time is a valuable resource available to every organization and the challenge of time management seems to be a missing link in effective public service delivery. The findings revealed that civil servants do not really appreciate the process of time management and consequently do not adopt its principles. It was also discovered that there are traces of time wastage by civil servants during working hours. Effective time management reduces service failure. The study also revealed that time management behaviors were generally found to have a positive effect on perceived control of time, job satisfaction, stress reduction, job performance, employee productivity and health.

According to Adejo (2012), better time management improves employee productivity; makes scheduling of jobs easier; helps employees to perform tasks at their highest skill level; helps employees to prioritize and accomplish important task; and records and guides the organization towards achieving its set goals. Ahmad, et al (2012) proved their study that there is a significant relationship between time management and job performance especially in the context of event management as event managers or organizers constantly work to meet deadlines given by their clients and the planning process takes months in advance to prepare. However, the short duration of planning process usually affect the job performance of event professionals or crew members. Therefore, it is of the utmost important for event crew members led by the manager heading the organizer appointed and entrusted by the client to carry out their responsibilities to execute the tasks following up to the event.

According to Swain (2017), proper time management in the workplace has a number of positive effects, ranging from making you a more focused and valuable employee to reducing the stress of your job. The following are the specific effects identified by Swain.

Setting Priorities and Goals

Effective time management help you identify the items in your workload that need to be done first before you address items of lower importance. You will also find it easier to keep track of any due dates that are mandated for your projects. Prioritizing and setting goals for yourself can assist you in becoming a more productive employee by ensuring that all of your work items are addressed in a timely manner (Swain, 2017).

Eliminate Procrastination

If you've ever found yourself whiling the day away on small tasks – only to find at the end of the day that you didn't have time to get an important project done -- you know how important good time management is. When you put off projects until the last minute, you wind up having to throw things together in a hurry and end up with subpar results. Practicing good time management at work helps you develop a task list for each day and schedule the items that need to be done while also leaving yourself time to address any emergency issues that may arise. In the end, your results will be better, too (Swain, 2017).

Developing Employees

Practicing good time management helps you perform better at your job because you are less likely to feel the stress and pressure of bumping up against important deadlines. You may even find yourself working on the long-term goals of your company rather than simply worrying about the day-to-day workload. Even employees who are not in a management position will have more time to mentor less experienced workers. The extra time you can give to developing colleagues will have a positive impact on the entire company. (Swain, 2017)

General Life Improvement

Another positive side effect of practicing time management is that it helps improve your life away from the office. The skills that you learn and use at work can also translate into your personal life. You will be better able to prioritize your daily tasks, create a workable schedule for busy times and also leave yourself time to relax. A less hectic home life can help improve your professional performance as well because you spend less time on the job worrying about personal commitments (Swain, 2017).

Reducing Stress and Negativity

Two things that can severely impact your work performance are stress and negativity. Practicing good time-management techniques helps to reduce stress by keeping your work on schedule and in good shape to meet approaching deadlines. When you're less stressed you're also less likely to have negative feelings about your job. Having a negative attitude at work can hurt your career because employers want people who are enthusiastic about their work. Because proper time management helps you accomplish more in the allotted time, it can help you adopt a more positive attitude in the workplace (Swain, 2017).

2.6 The Moderating Role of demography in the Relationship between Time

Management and Employee Performance

Literature show that employee working experience and skills have effects on work performance and organisational overall productivity. Employee generic skills are commonly known as employability skills (ACCI&BCA 2002) and were once known by the term 'key competencies' (Australian Education Council, Mayer Committee 1992). They are those skills essential for employment and for personal development, fulfillment, community life and active citizenship (Gibb 2004).

According to the Australian Chamber of Commerce and Industry, and the Business Council of Australia (2002), problem solving skills contribute to productive outcomes. In high performance workplaces, there is a constant focus on solving problems in order to achieve overriding goals like customer service and quality. On the other hand, learning skills contribute to ongoing improvements and expansion in employee and company operations and outcomes. A study conducted by ACCI and BCA (2002) found that, all enterprises participated in their research recognised the importance of learning and skill development, and suggested that their employees needed to understand general aspects of the economy and current affairs, and not just about the job at hand so that they could provide effective customer service (ACCI&BCA 2002).

The differences made to productivity by skilled employees will be limited, however, if they are not motivated to perform well in their jobs (Delany & Huselid 1996). According to Tamkin (2005), the most educated, highly skilled and trained people may not do a good job if they are disinterested or de-motivated and therefore, skills utilisation is dependent in part on the motivation and engagement of employees.

Planning and organizing skills contribute to ongoing improvement and expansion in employee and company operations and outcomes. ACCI and BCA (2002) found that enterprises expected all employees in the full range of jobs to have good time management skills and strong project management capability. They also found that self-management skills contribute to employee satisfaction and growth; whereas initiative and enterprise skills contribute to innovative outcomes, and appear to be increasingly important as enterprises require their employees to show initiative in the workplace.

Mason et al. (2007), in their study on human capital found that educational attainment plays an important and significant role in determining the level of productivity. Using the Employment Prospects in the Knowledge Economy (EPKE) and the International Sector Productivity (ISP) dataset, they estimated that a 1% increase in educational attainment in the UK leads to an increase of approximately 0.09 % in productivity.

However, they found little evidence to support the idea that growth in human capital has a short-term impact on productivity growth (Gambin et al. 2009).

Harris et al. (2005) combined Employers' Skills Survey data with data from the Annual Respondents Database to examine the impact of skills on plant level productivity. They found that innovative plants were on average 5% more productive as a result of having a more qualified workforce. However, they argue that employing people with higher qualifications does not inevitably lead to higher productivity. Galindo-Rueda and Haskel (2005) have also looked at the impact of skills on firm performance and compare this to the impact these skills have on wages. They found that increased levels of workplace education attainment are associated with improved firm-level productivity, and also, higher skills were found to be correlated with higher wages, suggesting that employers must make some gains from higher skills in order to be willing to pay higher wages in the first place (Gambin et al. 2009).

Tamkin (2005) argues that when looking at the evidence linking skills to organisational outcomes, scholars are in fact nearly always looking at evidence which uses qualifications or educational attainment as proxies for skills because it is very difficult to measure or monitor skills per se. The notion of skills is often translated by researchers to mean education and training (Green 2009). Qualifications and education indicators do not necessarily reflect the skills that a person has and uses in

their work. Such indicators may reflect more about the personal characteristics of an individual rather than their skills, and in some cases, qualifications are merely formal certifications rather than true reflections of a person's actual set of skills (Gambin et al. 2009).

The literature reviewed indicates that employees which is mostly acquired through employee working experience they gain on the job. However, it means that experience employees have enough skills to manage their time effectively and efficiently which help them to perform their job better than inexperience employees. In effect employee working experiences moderate the relationship between time management and employee performance as well as the organisational performance.

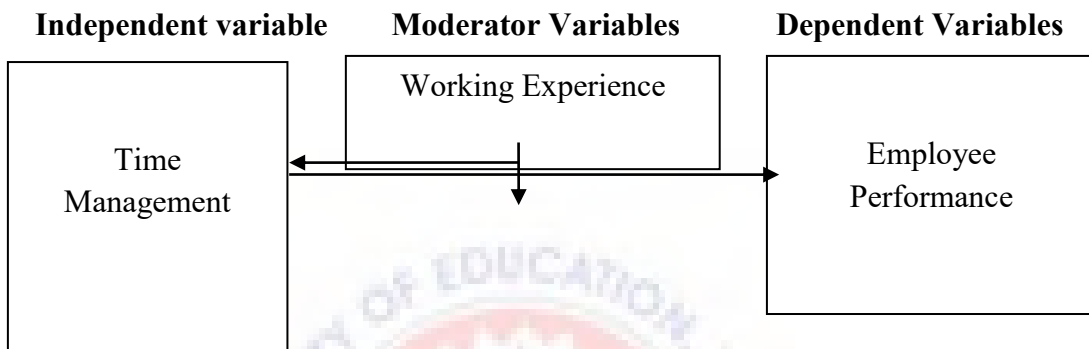
2.7 Statement of Hypotheses

Based on the above literature review, the following hypotheses are proposed for this study.

- 1a. There will be a significant positive relationship between time management and employee performance.
- 1b. Working experience will moderate the relationship between time management and employee performance. Specifically, the positive effects of time management will be reduced for employees with high level of working experience than those with low level of working experience.

Summary of hypothesized Relationships between the Independent, Moderator and dependent variables in this study

Figure 1: Summary of Hypothesized relationships between independent, moderator, dependent variables in this study



CHAPTER THREE

METHODOLOGY

3.1 Introduction

The purpose of this research is to explore the moderating role of working experience in the relationship between time management and employee performance within Christian Service University College. This chapter presents the methodology used for the collection of data, presentation and analysis of data. Specifically, this chapter discusses research design, population and sampling, data collection instruments, data collection procedure and data analysis.

3.2 Research Design

A research design is the general plan of how the researcher intends to go about answering their research questions. It guides the researcher in planning and implementing the study in a way that is likely to achieve the intended goals (Saunders, et al, 2009). They acknowledge that in planning a research project it is critical that the researcher does not only choose a viable research problem, but should also take into account the kind of data that will be required in investigating the research problem.

The research design used was descriptive design. This research design was appropriate with the purpose of the study, which was to find out how effective time management can lead to high performance in organizations. It was thought appropriate to use the survey method because it is the dominant form of collecting data in education and other social sciences (Fink, 2002). The descriptive survey was further considered the most appropriate design for conducting this study since it is the one that deals with things as they currently are (Creswell, 2003).

Again, information gathered from the descriptive research can be meaningful or useful in diagnosing a situation since it involves describing, recording, analyzing and interpreting conditions that exist. Most surveys are based on samples of a specified target population – the group of persons in whom interest is expressed. They are designed to provide a ‘snapshot of how things are at a specific time’. There is no attempt to control conditions or manipulate variables (Kelley, Clark, Brown & Sitzia 2003).

Creswell (2002) also noted that a survey study can be done in a short time in which investigators administer a survey to a sample or to the entire population of people in order to describe the attitudes, opinions, behaviours or characteristics of the population. Creswell (2002), however noted that, survey data is self-reported information, reporting only what people think rather than what they do. There are two main approaches used in gathering and analysing data: the qualitative and quantitative method. This study uses quantitative as the major approach.

3.3 Population and Sampling

This study was conducted using higher education institutions in the Kumasi metropolis. Population according to Saunders, et al (2009) is the full set of cases from which a sample is taken. The target population of this study consists of all staff of the University College. The estimated total number of workers of Christian Service University College, Kumasi is 110. This comprises all classes and ranks of workers, that is, teaching and administrative staff from all departments and/or units of the University College. According to Burns and Grove (2001) a sample is a segment that consists of the same characteristics as the population on whom the study is conducted.

Since the population size is finite, that is, known to be 110, under the Yamane's (1967) equation, the sample size is given by:

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

Where N = known population size

e = alpha level, i.e., $e = 0.05$ if the confidence interval is 95%

For a population of 110 and 95% confidence interval, the sample size is calculated as:

$$n = \frac{110}{1 + [110(0.05)^2]} \cong \mathbf{86}$$

Thus, an approximate total of 86 workers of the University College was used as sample size for the study. The researcher believes that this is representative enough to provide the best possible information needed for this research. Respondents were selected using simple random sampling techniques. This gave the respondents an equal chance of being picked.

3.4 Sampling Technique

The sampling technique prescribes the method with which a sample is drawn from a population, where many items that are needed solely for the purposes of the study are chosen through selection technique. It is unprecedented to include all the respondents in the study since the study covers such a vast area. It is thus significant to draw a sample from the population. The sampling frame for any probability sample is a complete list of all the cases in the population from which the sample is drawn (Saunders, Lewis, & Thornhill, 2007). A sample is a smaller and more accessible subset of the population that adequately represents the overall group, thus enabling one to give an accurate (within acceptable limits) picture of the population as a whole, with

respect to the particular aspects of interest of the study. A sample normally drawn in order to learn something about the aggregate or population (Tryfos, 1996).

The sample size was determined and calculated based on the Yamane's (1967) simplified sample equation formula. This formula was used to calculate the sample sizes for the study. A 95% confidence level and $P = .5$ are assumed. The sample techniques used for the study are purposive sampling and simple random sampling techniques. Purposive sampling technique was used to select the Christian Service University College for the study. Creswell (2002) stated that, in purposive sampling, researchers intentionally select individuals and sites to learn or understand a phenomenon.

Cohen, Manion and Morrison (2003) cited in Avoke (2005) also assert that purposive sampling enables researchers to handpick the cases to be included in the sample on the basis of their judgment and typicality. Simple random sampling technique was used for selecting the participants for the study. However, simple random sampling technique which provides participants with equal opportunity to be randomly selected was used to select the participants. 'Yes' or 'No' were written on pieces of paper for the employees of the university. All those who picked 'Yes' formed part of the sample.

3.5 Data Collection Instruments

This study used self-administered questionnaire to collect data from respondents. Questionnaire was the main instrument used to collect the data for the success of the study. A likeliest-type questionnaire was developed to collect data for the research questions stated. According to Creswell (2002), a questionnaire is a form used in a survey design that participants in a study complete and return to the researcher. The

author further stated that, participants mark choices to questions and supply basic personal or demographic information. Amedahe (2002), also posits that questionnaire administration involves sending or presenting the questionnaire to prospective respondents and following it up which involves two main ways, through mail-mail questionnaire and personally delivered questionnaire to the respondents.

Likewise, Sommer & Sommer (2001) suggest that a questionnaire is a series of written question on a topic about which the subject's opinions are sought. They preceded that, it can be self-administered, that is when people answer a questionnaire they have received in the mail or at the same event. The questionnaire is a formally organized set of written items presented in a uniform manner to a number of persons or respondents to elicit response from them on a specific subject matter. One of the reasons why the questionnaire was used for this study was that the sample size was large and as a result the researcher cannot conduct one-on-one interview for all of them.

These questionnaires were filled by the top level management, administrative staff and teaching staff. The questionnaire contained close-ended with pre-categorization. A self-administered questionnaire is data collection tool which is written in a form of questions and are presented to be answered by respondents. The advantages in using a questionnaire are that, responses can be given quickly, analyzed easily, there's mid-anonymity and may result in more honest responses. However, its disadvantages are that, close-ended questions may lead respondents to make choices they would not have thought of.

3.6 Data Collection Procedures

Approval to collect data for the study was obtained from the Human Resource manager of the University. Questionnaires were used to gather data from employees.

Specifically, data were gathered on the following variables: time management, working experience and employee performance. In order to ensure a satisfactory response rate to the survey, the following steps were adopted in this study: After approval was granted, the questionnaires were administered to participants who also consented to participate in this study. One week later, a follow-up was made by the researcher purposely to retrieve completed questionnaires from participating organizations. Finally, respondents were required to put completed questionnaires in an envelope that accompanied the survey and sealed it.

3.7 Validity and Reliability

The instrument was validated using face and content validity. The face validity was done by looking at the layout and the structure of the instrument while the content validity was determined by experts in the field of time management who examined each item of the instrument and matching them with the research questions in order to determine whether the instrument actually measured what is supposed to measure.

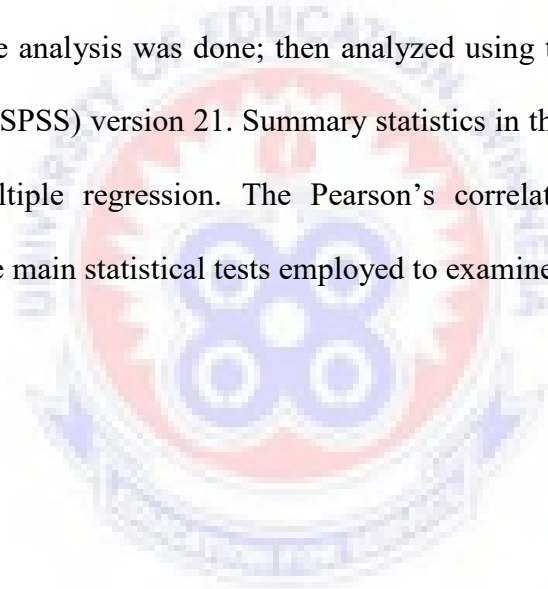
Questionnaires were first given out to respondents to ascertain their reaction to how questions are framed and wording order. This was to determine whether the questionnaire was understandable and also to determine the strength and weaknesses of the questionnaire. Informed consent was verbally obtained voluntarily from each of the respondents after having understood the total package of the study before the administration of the instrument was done. Data collection was done manually by the researcher to ensure regularity and accuracy. The questionnaires were retrieved instantly by the researcher.

The reliability of the instruments was estimated after the pilot study using the Cronbach's reliability coefficient, indicate a Cronbach's Alpha (0.891). A correlation

was determined between time management and academic achievement. Hypotheses were tested at the 5% level of significance ($p=0.05$). For example, when the p-value obtained was less than 0.05, the null hypothesis was rejected but when the p-value obtained was greater than 0.05 then the null hypothesis was accepted.

3.8 Data Analysis

Data collected was checked manually to ensure regularity and accuracy; this was useful in ensuring that the objectives of the study were being addressed. Data analysis was done according to the objectives of the study. Data generated by questionnaires was coded before analysis was done; then analyzed using the Statistical Package for Social Sciences (SPSS) version 21. Summary statistics in the form of frequencies and percentages, multiple regression. The Pearson's correlation and the hierarchical regression are the main statistical tests employed to examine the hypotheses.



CHAPTER FOUR

RESULTS OF THE STUDY

4.0 Introduction

The purpose of this research is to explore the moderating role of working experience in the relationship between time management and employee performance within Christian Service University College. This chapter is used to analyse the data collected from the respondents. The data was collected within the objectives of the study. The chapter contains respondents' demographic profiles, effect of time management on the performance of employees of Christian Service University College, Kumasi and the moderating role of working experience in the relationship between time management and employees' performance in Christian Service University College, Kumasi. The variables investigated in this study were: time management (independent variable); working experience (moderator variable) and employee performance (dependent variable). To test the hypotheses in this study, the Statistical Package for Social Sciences (SPSS) version 21.0 was employed to facilitate the analysis. The analyses were in three parts. The first part involved demographic profile while the second and third parts involved preliminary analysis and test of hypotheses in the study.

4.1 Demographic Profile of Respondents

This section of the study discusses the background of the descriptive profile of the respondents sampled for the study. The demographic profile of the respondents of the study describes the various relevant features the researcher collected about the respondents and are categorized as; gender, age, marital status, position held and work experience. These categories are detail described in the Table 1.

Table 1: Demographic profile of respondents

Variables	Category	Frequency	Percentage (%)
Gender	Male	66	76.7
	Female	20	23.3
Age	Below 25 years	14	16.3
	25-34 years	31	36.0
	35-44 years	32	37.2
	Above 44 years	9	10.5
Marital status	Single	60	69.8
	Married	23	26.7
	Divorce	3	3.5
Position	Junior Staff	35	40.7
	Senior Staff	45	52.3
	Management	6	7.0
Working Experience	Less than 5 years	32	37.2
	5-10 years	41	47.7
	11-15 years	10	11.6
	More than 15 years	3	3.5

Source: Field work, 2017

From the Table 1, 76.7% of the respondents are male while the remaining 23.3% are females. The Table 1 also indicates that, 36% of the respondents fall within the ages of 25-34 years while a significant respondents representing 37.2% fall within 35-44 years. Again, it was revealed that, 16.3% and 10.5% of the respondents are below 25 years and above 44 years respectively. It can be deduced from the presentation of results that, 82.3% of the employees of Christian Service University were within 25-34 years. The Table 1 also revealed that 60 (69.8%) of the respondents were single, 23 (26.7%) were married with 3 (3.5%) being divorced. It can be seen that majority of the employees are single.

On the position held, it can be observed from the Table 1 that out of the 86 (100%) employees, 35 (40.7%) were junior staff, 45 (52.3%) were senior staff and 6 (7%) form part of management. It can be inferred from the Table 1 that most or majority of the staff of Christian Service University are senior staffs who deals with the day to day running of the affairs of the institution.

Finally, Table 1 presents the working experience or the number of years the employees of Christian Service University, Kumasi had been working with the institution. It shows that 32 (37.2%) of the employees have worked less than five years, 41 (47.7%) fell within the employment range of five to ten years, 10 (11.6%) were between eleven to fifteen years and 3 (3.5%) of the sample size also had been in employment for more than fifteen years. It can be brought to bear that, majority of the workers of the Christian Service University, Kumasi have been working with the institution from five to ten years.

4.2 Preliminary Regression Analysis

This section of the study analysed and discussed the descriptive statistics, reliability, skewness, kurtosis analysis and correlations among the demographic data, independent, moderator and dependent variables.

4.2.1 Summary of Descriptive Statistics, Reliability Analysis and Skewness and Kurtosis of the Variables in the Study

In accordance with the assumptions underlying multivariate analysis (e.g. regression analysis), some preliminary analyses were conducted to assess the fit between variable distributions and their acceptability in this kind of statistical analysis. To determine the fit of these variables, test of normality of the main variables such as

time management, working experience and *employee performance* was conducted. According to Gravetter & Wallnau (2014), normality of a variable is established when skewness and kurtosis values fall within the acceptable values for psychometric purposes such as ± 2 . The values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010). Test of normality in this study revealed some of the variables as normally distributed while others were not. Specifically, all the variables; time management, working experience and employee performance were normally distributed. Thus, most of the variables in this study were normally distributed based on the assumption by George & Mallery (2010) and Gravetter & Wallnau (2014). In addition, descriptive statistics and reliability analysis of the variables in this study were conducted. According to Nunnally (1978) and Loewenthal (2004) scales with reliability values within the threshold of 0.6 are acceptable for statistical analysis. All the scales used in this analysis yielded acceptable reliability coefficients (i.e. alpha values). Finally, the relationship between the variables that is, demographic variables, independent variable, moderators and dependent variables were assessed using *Pearson correlation*.

Table 2: Summary of descriptive statistics, reliability analysis and skewness and kurtosis of the variables in the study

Variables	Mean	SD	Skewness	Kurtosis	Alpha
Time Management	30.663	9.952	-.455	-.759	.98
Working Experience	1.814	0.775	.804	.479	.73
Employee Performance	34.244	7.623	-1.537	2.643	.94
Total Number of Respondents (N = 86)					

Source: Filed Work, 2017

4.2.2 Correlational Analysis of the Demographic, Independent, Dependent and Moderator Variables in the Study

Correlation among variables was also assessed in line with the assumption that at least there should be a relationship between the independent variable (time management) and dependent variable (employee performance) before moderated regression analysis can be performed. To determine these relationships, Pearson correlation analysis was conducted. Below is a summary of the inter-correlation among the variables in the study.

Table 3: Correlation among the demographic, independent, dependent and

	moderator variables in this study						
Variable	1	2	3	4	5	6	7
Demographics							
1. Gender	-						
2. Age	.644**	-					
3. Position Held	.582**	.834**	-				
4. Marital status	.826**	.702**	.669**	-			
Independent variable							
5. Time Management	.625**	.946**	.837**	.703**	-		
Moderator variables							
6. Working Experience	.705**	.833**	.892**	.764**	.826**	-	
Dependent variables							
7. Employee Performance	.487**	.750**	.756**	.530**	.829**	.761**	-

**p<.01

Source: Filed Work, 2017

Pearson correlation analysis was performed in this study to determine the relationship between the demographic variables, independent variable, moderator, and dependent variable in the study. The results from Table 3 suggests that age relate significantly

with working experience ($r = .833, p < .01$), time management ($r = .946, p < .01$) and employee performance ($r = .750, p < .01$). This means that differences in age does account for differences in time management and employee performance.

Also, gender did significantly predict time management ($r = .625, p < .01$), working experience ($r = .705, p < .01$) and employee performance ($r = .487, p < .01$). Like gender and age, position held by the employees sampled for the study correlate significantly with the main variables in this study. Respondents' position related significantly with time management ($r = .837, p < .01$), working experience ($r = .892, p < .01$) and employee performance ($r = .756, p < .01$). In addition to age, gender and position held, marital status related significantly with time management ($r = .703, p < .01$), working experience ($r = .764, p < .01$) and employee performance ($r = .530, p < .01$) respectively. In line with previous studies on time management and performance, working experience was included in this study as a moderator variable. Correlational analysis using Pearson revealed that working relate significantly with time management ($r = .826, p < .01$) and positively with employee performance ($r = .761, p < .01$). Further, time management was found to relate significantly to employee performance ($r = .829, p < .01$). This indicates that increase time management was associated with increase employee performance while a decrease in time management was associated with decrease employee performance. The above results indicate that gender, age, marital status, position held and working experience did relate significantly with the predictor (time management) and outcome (employee performance) in this study.

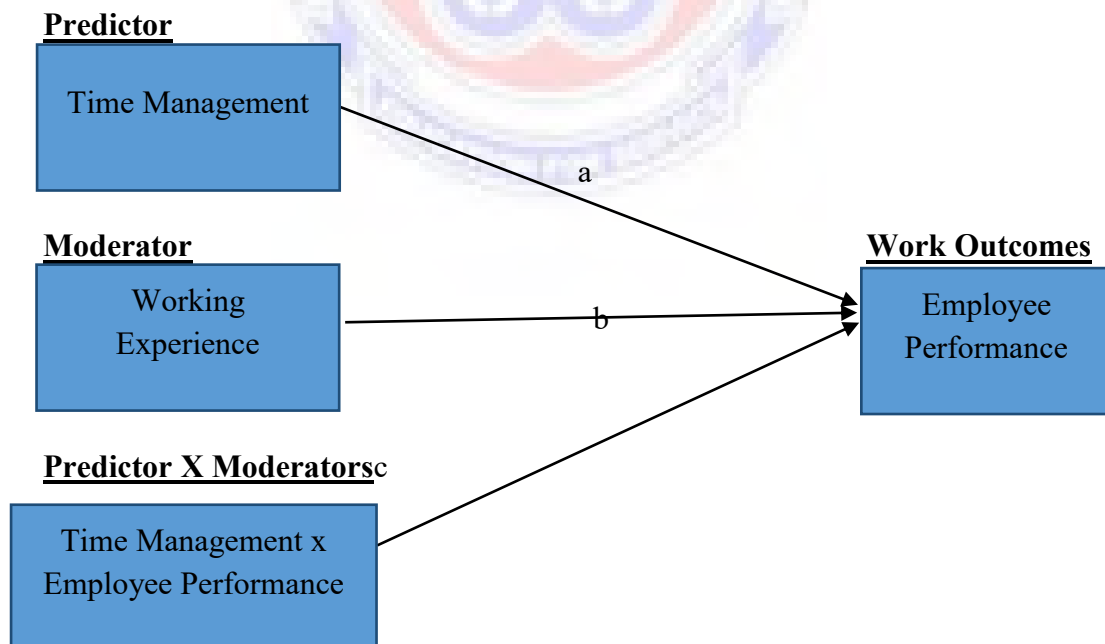
4.3 Testing the Main Hypotheses in the Study

This study was designed to examine how the relationship between time management and employee performance was influenced by employee working experience.

Specifically, the study sought to investigate how time management – employee performance relationship is strengthened or weakened by working experience. To test this therefore moderated multiple regression analysis was employed.

According to Baron and Kenny (1986), moderation occurs when the relationship between two variables depends on a third variable called moderator variable. This variable can be a qualitative variable (e.g. sex, class, race), or quantitative variable (e.g. level of reward) that affects the direction and or strength of the independent – dependent variables relationship. They indicated that a common framework for illustrating moderating effect from both correlational and experimental perspectives was possible using a path analysis or diagram as a procedure. Based on such a procedure, the essential properties of moderation effect as used in this study are illustrated in Figure 2 below.

Figure 2: Path diagram of moderation model (Baron & Kenny, 1986)



Source: *Baron & Kenny, (1986)*

As indicated in Figure 2 above, moderation effect is explained conceptually using three causal paths. The three causal paths as shown above (a, b, and c) feed into the employee performance: the impact of time management as a predictor of employee performance (path a), the impact of working experience and (path b), and the interaction or product of these two paths (path c). The moderator hypothesis is supported if the interaction term (path c) is significant.

As a requirement for testing for moderation effect, there should be a relationship between the predictor variable(s) (i.e. Time management) and the criterion variable(s) (i.e. Employee performance). This basic requirement was met in the current study (see Table 3). In testing for the main hypotheses in this study, that is the moderation effect of working experience on time management and employee performance relationship, Hierarchical Multiple Regression test was employed

According to Cohen and Cohen (1983), Hierarchical Multiple Regression analysis tests for the significance of the increment in criterion variance explained by the interaction term beyond the variance accounted for by the main effects variable. According to Hayes (2013), to test for moderation, one should use the following steps in moderated regression:

1. First Z-standardize or mean-centre X and Z. Although not essential this step can assist in estimating and interpreting the regression equation.
2. Multiply the (mean-centred/standardized) scores on X and Z to create the product term.
3. Run the regression with X, Z and the product term as predictors.
4. If the interaction term statistically significant, plot the interaction to assist in interpretation (Aiken & West, 1991).

Note: Z = Time management and X = Working experience.

With respect to the interaction term, Hayes (2013), recommended that they should be centered to reduce the effect of multicollinearity. In centering, the mean value of the variable is subtracted from the individual scores of the variables (e.g. independent variable – mean value), (e.g. moderator – mean value). Thus, moderation effect is demonstrated when the interaction term (predictor x moderator) is significant.

4.3.1 Hypothesis

1a. Time management will be positively related to employee performance.

1b. Working experience will moderate the relationship between time management and employee performance.

In testing for hypothesis 1a and 1b the procedure by Hayes (2013) was employed. However, in the first instance, the control variables were not entered. Thus, the main independent variable (i.e. time management) was entered in step 1, in step 2 the independent variable and the moderator were entered (i.e. time management and working experience), and the interaction term (time management x working experience) were entered in step 3 after they were centered as recommended. The results base on this procedure is presented in Table 4 below. In testing the above hypothesis 1a and 1b, moderated regression analysis was employed. Below is an illustration of the results in Table 4.

Table 4: Summary of Hierarchical Regression for the Moderation Effect of Working Experience on the Relationship Between Time Management and Employee Performance

<i>Variables</i>	<i>b</i>	<i>Seβ</i>	<i>B</i>
Step 1			
Constant	14.766	1.505	-
Time Management (TM)	0.635	.047	.829**
Step 2			
Constant	15.138	1.479	-
Time Management	.485	.081	.633**
Working Experience (WE)	2.340	1.040	.238*
Step 3			
Constant	17.589	1.566	-
Time Management	.276	.098	.361*
Working Experience	5.398	1.326	.549**
Interaction Term (TM x WE)	.255	.075	.260**

Source: Field Work, 2017

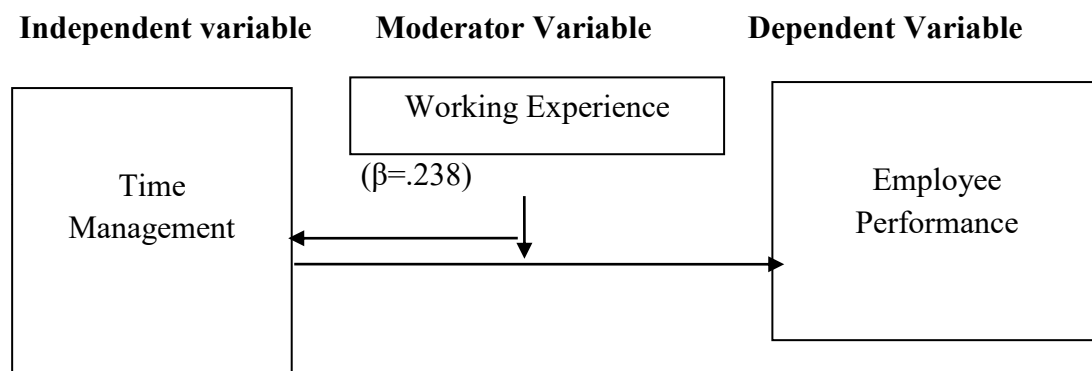
Note. $R^2 = .69, .71, \text{ and } .74$ for step 1, 2, and 3 respectively, $\Delta R^2 = .68, .70, \text{ and } .73$ for step 1, 2, and 3 respectively. * $p < .05$, & ** $p < .001$

As shown in Table 3 above, time management was found to relate significantly to employee performance ($r = .829, p < .01$) see Table 3 above for results. Specifically, a significant positive relationship was found between time management and employee performance. This however, did support the hypothesized relationship predicted in this study. This study predicted a positive relationship between time management and employee performance. The above results suggest that when employees manage their time effectively and efficiently, they become more confident, enthusiastic and highly motivated to perform their job but if they failed to manage their time very well their job performance decreases.

The main hypothesis in the study (1b) which examined the moderation effect of working experience on the relationship between time management and employee was supported in the study. This is because the interaction term (time management x working experience) was significant ($\beta = .260, p > .01$). This indicates that the hypothesis that working experience will moderate the relationship between time management and employee performance was supported. This indicates that hypotheses 1a and 1b were supported by the results of this study. However, when working experience was entered as a variable in step 2 as recommended by Hayes (2013), the moderation effect was still significant ($\beta = .238, p > .05$).

However, when the moderator variable (working experience) and interaction term or product term (time management x working experience) was introduced in the step 2 and step 3 respectively the relationship between time management and employee performance was still significantly related but at a decreased β -value ($\beta = .633, p > .01$) and ($\beta = .361, p > .05$) respectively. This indicates that working experience (moderators) contributed significantly in predicting time management (independent variable). The standard regression model is illustrated below.

Figure 3: Summary of Standard Multiple Regression results between the moderator and independent variable.



4.4 Discussion of Main Findings

4.4.1 Relationship between Time Management and Employee Performance

Consistently to the expectation in this study, the prediction that time management will relate positively to employee performance was supported by the finding in the present study. The study found a significant positive relationship between time management and employee performance. Time management was found to relate significantly to employee performance ($r = .829$, $p < .01$). This indicates that increase time management was associated with increase employee performance while a decrease in time management was associated with decrease employee performance. This finding suggests that increase effective time management result in increase employee performance and decrease effective time management results in decrease employee performance. The present finding confirmed the findings by Adejo (2012), Adebisi (2013) and Ahmad, et al (2012). Adejo (2012), found in his study that there is a positive relationship between the effective time management and employee performance. The findings revealed that effective time management is a key to achieving excellent employee and organizational performance. According to Adejo (2012), better time management improves employee productivity; makes scheduling of jobs easier; helps employees to perform tasks at their highest skill level; helps employees to prioritize and accomplish important task; and records and guides the organization towards achieving its set goals.

Adebisi (2013) also carried out research work on “Time management practices and its effects on business performance”. From its findings, the researcher deduced that performance is measured in relation to time and effective time management reduces failure. Findings indicated that time management help organizations to survive and also helps them to increase profitability. Ahmad, et al (2012) proved in their study

that there is a significant relationship between time management and job performance especially in the context of event management as event managers or organizers constantly work to meet deadlines given by their clients and the planning process takes months in advance to prepare.

4.4.2 Relationship between Time Management, Working Experience and Employee Performance

The present study hypothesized that working experience will moderate the relationship between time management and employee performance such that employees who are high on working experience will effectively manage their time and give better performance. This prediction was supported by the present study suggesting that working experience did weaken or strengthen the effects of time management on employee performance. Put differently the positive effects of time management on employee performance was positive for employees who have more working experience than their counterparts who have less working experience.

4.5 Summary of findings

The hypothesis was examined in this study and included: 1a, and 1b. From the results all the hypotheses were supported. From the above analysis, two of the hypotheses examined were consistent with the prediction made in this study. For instance, hypothesis 1a which stated that “time management will be positively related to employee performance” was supported; in addition, hypothesis 1b which stated that “Working experience will moderate the relationship between time management and employee performance” was also supported by the analysis in this study. However, the study revealed some interesting findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this research is to explore the moderating role of working experience in the relationship between time management and employee performance within Christian Service University College. This chapter covers the summary, conclusions and recommendations of the study. This is the final chapter of the study.

5.2 Summary

This section of the study summarizes the overall research procedures and the key findings of the study.

5.2.1 Summary of Research Procedures

The purpose of this research is to explore the moderating role of working experience in the relationship between time management and employee performance within Christian Service University College. Specifically, this study examined effect of time management on the performance of employees of Christian Service University College, Kumasi and the moderating role of working experience in the relationship between time management and employees' performance in Christian Service University College, Kumasi. Related literatures were reviewed to support the study. The literature reviewed revealed that there is a positive relationship between time management and employee performance (see, Adejo, 2012; Adebisi, 2013; and Ahmad, et al, 2012).

The researcher used close ended questions in the structured questionnaire as the main instrument for the study. A total of 86 questionnaires were distributed and retrieved

personally by the researcher. This represents 100% response rate. The data was analyzed using Statistical Package for Social Sciences (SPSS) version 21.0. Presentation and discussion of the data was done using frequencies and multiple regression from the data gathered to give a descriptive analysis and interpretation to the data. The Pearson's correlation and the hierarchical regression are the main statistical tests employed to examine the hypotheses.

5.2.2 Summary of Main Findings

This section of the study deals with the summary of the key findings of the study. The study investigated the relationship between time management and performance of employees of Christian Service University College, Kumasi and the moderating role of working experience in the relationship between time management and employees' performance in Christian Service University College, Kumasi. Finally, the present study examined the contribution of the moderator variable (working experience) on the main independent variable (Time Management).

5.2.2.1 Relationship Between Time Management and Performance of Employees of Christian Service University College, Kumasi

The study found support for the prediction that there is a significant positive relationship between effective time management and employee performance. Consistently to the expectation in this study, the prediction that time management will relate positively to employee performance was supported by the finding in the present study. The study found a significant positive relationship between time management and employee performance. Time management was found to relate significantly to employee performance ($r = .829$, $p < .01$). This indicates that increase time

management was associated with increase employee performance while a decrease in time management was associated with decrease employee performance. This finding suggests that increase effective time management result in increase employee performance and decrease effective time management results in decrease employee performance.

5.2.2.2 The Moderating Role of Working Experience in the Relationship Between Time Management and Employees' Performance in Christian Service University College, Kumasi

The study also predicted that working experience will moderate the relationship between time management and employee such that employees who are high on working experience will effectively manage their time and give better performance. The findings of the study supported the prediction that working experience will moderate the relationship between effective time management and employee performance. This is because the interaction term (time management x working experience) was significant ($\beta = .260, p > .01$). When working experience was entered as a variable in step 2 as recommended by Hayes (2013), the moderation effect was still significant ($\beta = .238, p > .05$). Also, when the moderator variable (working experience) and interaction term or product term (time management x working experience) was introduced in the step 2 and step 3 respectively the relationship between time management and employee performance was still significantly related but at a decreased β -value ($\beta = .633, p > .01$) and ($\beta = .361, p > .05$) respectively. This indicates the working experience (moderators) contributed significantly in predicting time management (independent variable).

5.3 Contributions of the Study

In particular, this study has contributed to existing literature by filling gaps in the moderation effect of working experience on employee time management and performance literature. This study found a significant positive relationship between working experience, time management and employee performance. This is an indication that the higher employee working experience the higher the positive relationship between effective time management would help increase employee performance. Also, this study has contributed to literature by affirming the role of time management in employee performance. In this study, a significant positive relationship was found between time management and employee performance. This is an indication that promotion of effective time management would help increase employee performance.

5.4 Conclusions

The present study investigated the moderating role of working experience on the relationship between time management and employee performance. From the findings obtained in this study, it can be concluded that, effective time management plays an important role in employee job performance. Further, it can be concluded that the working experience of employees have effects on the relationship between time management and employee performance.

5.5 Recommendations

From the findings and conclusions of this study, the researcher deems it necessary to make the following recommendations to the Christian Service University College, Kumasi and other stakeholders.

1. Time management training workshops and seminars be organized for workers to teach them basic principles and techniques of time management. The advantage of this is in equipping staff with the right set of information and skills for effective time management which will in turn result in high performance both at the individual and organizational levels.
2. It is recommended that Christian Service University College, Kumasi should institute appropriate measures to check the effective use of workers' time. This is necessary because, from the research, it seems that all efforts to manage time come from the workers. However, the researcher is of the view that effective time management is beneficial to the organization as well. Therefore organizations, including Christian Service University College, Kumasi, need to institute checks and balances to ensure effectiveness in managing time.

5.6 Areas of Further Studies

The researcher was unable to adequately cover some aspects of the topic that are equally important. The researcher therefore makes the following suggestions to guide future researchers who may be interested in the subject area. Future studies should employ longitudinal designs in order to determine the long-term effect of the variables investigated in this study. In addition, this study should be replicated using other organizations or industries in order to determine the extent to which working experience affect work related outcomes in those organizations. Also, future studies should consider investigating the role of employee personality and marital status on their time management and job performance.

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UNIVERSITY OF EDUCATION, WINNEBA, KUMASI CAMPUS
DEPARTMENT OF MANAGEMENT STUDIES EDUCATION

Preamble

I wish to introduce myself as a student of University of Education, Winneba reading Master of Business Administration (Human Resource Management). As part of the programme, I am required to write a thesis titled “Effective Time Management for High Performance in Organisation.” Its purpose is to find out how effective time leads to high organizational performance. Your institution is one of the case study organizations. Please, kindly assist me by answering the following questions. The information you provide will only be used for **academic purposes** and would be treated with strict confidentiality. Many thanks in advance of your cooperation and time.

INSTRUCTION:

Please, indicate your response by ticking (✓) the box or writing in the space as appropriate.

for each item using this 5 Likert-point scale:

	1	2	3	4	5
	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
TIME MANAGEMENT					
1	My life is very well organized				1 2 3 4 5
2	I manage the way I use my time really well.				1 2 3 4 5
3	I make effective plans for getting things done.				1 2 3 4 5
4	I am good at breaking complex tasks down into achievable chunks.				1 2 3 4 5
5	I use my time effectively.				1 2 3 4 5

6	I procrastinate over doing difficult tasks.	1	2	3	4	5
7	I accurately predict how long tasks will take.	1	2	3	4	5
8	I waste a lot of time on browsing and chatting on Facebook, twitter, etc.	1	2	3	4	6
9	I balance work, rest, and play.	1	2	3	4	5
10	I accomplish what needs to be done each day.	1	2	3	4	5
JOB PERFORMANCE						
11	I complete my job task.	1	2	3	4	5
12	My work quality and quantity is high	1	2	3	4	5
13	My work output is accurate and neat	1	2	3	4	5
14	I communicate effectively on the job	1	2	3	4	5
15	I cooperate well with and help others on the job	1	2	3	4	5
16	I pay much attention to duties	1	2	3	4	5
17	I am flexible and open-minded to others	1	2	3	4	5
18	I learn new task and technologies on the job	1	2	3	4	5
19	I generate new innovative ideas on the job	1	2	3	4	5
20	I always achieve my daily work target	1	2	3	4	5

Biographical Data

1. Job Class: Junior Staff Senior Staff Management

Others, please specify:

2. How long have you been in the employment of the organisation?

Less than 5 years 5 to 10 years 11 to 15 years More than 15years

3. Age Group (in years)

Under 25 25–34 35–44 above 44

4. Gender: Male Female

5. Marital Status: Single Married Divorced

Thank you very much for your participation in this survey.

