

***Effects of Time Management on Employee Performance: Case in
Jimma University Academic and Administrative Wing Employee***

*A thesis Submitted to the School of Graduate Studies of Jimma University in Partial
Fulfillment of the required for the Award of the Degree in Masters of Business
Administration (MBA)*

BY:

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JIMMA UNIVERSITY

COLLEGE OF BUSINESS & ECONOMICS

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JIMMA, ETHIOPIA

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CERTIFICATE

This is to certify that the thesis entitled: “The Effect of time management on Employee Performance in Jimma University academic and administrative wing employees.” submitted to Jimma University for the award of the Degree in Masters of Business Administration (MBA) and is a record of valuable research work carried out by **Mrs. Selamawit Melaku Alemu**, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other universities or institutions for the award of any degree or diploma.

Name of Main Advisor

Signature

Date

Name of Co Advisor

Signature

Date

DECLARATION

I declare that thesis titled “*The Effect of time management (TM) on Employee Performance in case of jimma university academic and administrative wing employees*” is my original work, prepared under the guidance of my advisors: ***Dr.Mekonnen Bogale and Mr. Megersa Wodajo.*** All foundations of material used for the thesis have been accordingly acknowledged. I further settle that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Researcher's Name

Signature

Date

Abstract

The main objective of this study was to investigate the effect of Time management on employee performance in Jimma University academic and administrative wing employees. To reach on the purpose, quantitative research approach was used in which 144 closed ended questionnaire distributed and 125 (88%) were collected. The data was analyzed by using SPSS (Version-20). Descriptive and inferential statistical techniques were used for data analysis. In descriptive by using frequencies, percentages, mean scores, Standard Deviations and in inferential statistics, Pearson's correlation and regression analysis were used to assess both relationships and effects between the time management and Employee Performance. The finding of the study display that all time management dimension (goal setting, prioritization tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goals) almost similar mean and standard deviation value. Generally, scores in all time management dimensions were found to be strongly correlated with employee performance. The correlation between overall time management dimension and employee performance was strong with a coefficient of $r=0.773$ and based on the regression analysis 59.7% of the employee performance has been explained by time management dimensions jointly. Thus, it has been concluded that, time management has positive significant effect on Jimma University academic and administrative wing employee's performance. Finally the researcher recommends that jimma university academic and administrative wing employees to inculcate those time management dimensions: goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal into consideration in their day to day activities.

Key words: *Time Management: Goal: prioritization: self-organization: time-limit: monitoring, Employee Performance.*

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ACRONYMS or ABRIVATIONS

ACW:	Academic wing
ADW:	Administrative wing
EP:	Employee Performance
GS:	Goal setting
JU:	Jimma University
MBO:	Management by objective
MOVE:	Monitoring and evaluation
PR	Prioritization
SO:	Self-organization
TM:	Time management
TMD:	Time management dimension

CHAPTER ONE

INTRODUCTION

This chapter contains: background of the study, statement of the problem, objective of the study, hypothesis of the study, significance of the study, scope of the study, limitation of the study and organization of the study.

1.1 Background of the Study.

Organizations are set of connections to achieve some customary goals and objectives. So as to achieve these goals and objectives; the human factor is paramount importance. In other hands, organizations are cooperative frameworks where human resources are the most essential components for effectiveness and proficiency. Organizations need competent management and employee to accomplish their goal and objectives. In order to make competent management and employee, time management plays energetic part. Employee, who knows how to manage the day time in the work place, will able to improve his performance.

Time is the part of existence that is measured in minutes, hours, days, weeks, months, years, decades, centuries and millennium (Cambridge dictionary). It is the indefinite continued progress of existence and events that occur in an apparently irreversible succession from the past, through the present, into the future.it is a component quantity of various measurements used to sequence events to compare the duration of events or the interval between them and to quantify rates of change of quantities in material reality or in the conscious experience. Management is the coordination and administration of tasks to achieve a goal. Such administration activities include setting the organization's strategy and coordinating the efforts of staff to accomplish these objectives through the application of advisable resources. Management is the art of arranging and controlling of activities progress.

Your ability to manage your time as much as any other practices in your professions an executive will determine your success or failure. Time is the one indispensable and irreplaceable resource of accomplishment. It is your most precious asset. It cannot be saved, nor can it be recovered once lost. Everything you have to do require time, and the better you use your time, the more you

will accomplish, and the greater will be your rewards (Tracy, 2013). Time management is the process of organizing and planning how to divide your time between specific activities. Good time management requires an important shift from activities to results: being busy is not being effective. We cannot manage time we manage events in our life in relative with time we may often wish for more time but we only acquire 24 hours, 1,440 minutes or 86,400 seconds each day. How we use that time depends on skills learned through self-analysis, planning, evaluation, and self-control. Much like money, time is both valuable and limited: it must be protected, used wisely, and budgeted. People who practice good time management techniques often find that they Are more productive, Have more energy for things they need to accomplish, Feel less stressed, Are able to do the things they want, Get more things done, Relate more positively to others, and Feel better about themselves (Dodd and Sondheim, 2005).

To manage our time effectively and efficiently, following time management strategies is essential. Time management strategies explained under this study was goal-setting, prioritization of tasks wisely, self-organization, setting time limit for each tasks and monitoring and evaluation for goals. The ability to set and follow through on goals can make a profound different in your personal performance and long-term business success. Research has shown that teams who set goals obtain 20-25% improved work performance in addition to improving their performance; people who set goal have more self-confidence, are less stressed and are happier and more productive at work. Goals that is realistic, attainable and challenging. The greatest motivation and performance is achieved with moderately difficult goals (somewhere between too easy and too difficult). Goals should be attainable, but at the same time they must be a challenging. (Procedia, 2015) conduct research with the aim of investigating the impact of goal-setting on worker performance-empirical evidence from a real-effort production experiment. The major results of this study showed that even without financial incentives goal setting improve worker performance by 12-15% compared to the situation where no goals were defined. This holds true for the groups which had to maximize either output quality or output quantity as well as for the group which was obliged to be as energy efficient as possible. Likewise research conducted by (Sari, 2015) was aimed to investigate the moderating effect of goal setting on performance measurement system managerial performance relationship. The survey was conducted to 108 managers and 51 useable responses were then analyzed by using moderated regression analysis

(MRA). The results of the study was proved that goal specificity, goal participative and goal commitment strengthen or moderate the relationship between performance evaluation system and managerial performance. Goal setting does not have to be boring. Setting goals helps trigger new behaviors, helps guides your focus and helps sustain that momentum in life. Goals also help align your focus and promote a sense of self-mastery. In the end, you do not measure and you cannot improve upon something that you do not properly manage. Setting goal help you do all of that and more (Positive psychology.com).

The multitude and Variety of tasks can become overwhelming: many employees are unable to handle the stress and face a dip in their productivity. Prioritization skills become a handy tool in such cases and allow professionals to plan their day in a manner that not only creates value, but creates right value. The classic situation faced by employees today is simultaneous urgent requests from multiple stakeholders. In the context of a global marketplace (different time zones), increasing compensation (higher expectations), many communication channels (request reach and immediacy), prioritizing daily, weekly, monthly tasks is key to effective responsibility management. Working fast not the solution; instead, working on the right tasks is essential (Times of India).prioritizing tasks wisely is particularly critical when performing multiple asks concurrently. Although necessary to achieve one's goals or avoid serious consequences (www.google.com).

Most people find that disorganization results in poor time management. Professional organizers recommend that you first get rid of the clutter. Even the busiest people find time for what they want to do and feel is important. Scheduling is not just recording what you have to do (e.g., meetings and appointments), it is also making a time commitment to the things you want to do. Good scheduling requires that you know yourself. Using your time log, you should have determined those times during the day when you are most productive and alert. Plan your most challenging tasks for when you have the most energy. Block out time for your high priority activities first and protect that time from interruptions (Ruptured, 2016). Scheduling is the art of planning your activities so that you can achieve your goals and priorities in the time you have available. When it is done effectively, it helps you; understand what you can realistically achieve with your time, make sure you have enough time for essential tasks, work steadily toward your personal and career goals and achieve a good work-life balance. (Sage -Journals). Reaches show

that the right deadline increase people's urgency and stress levels. The more stressful deadline, the less open people are to other ways of approaching the problem (Richard, 2020). The reason that it is important to meet deadlines is so that the recipient receives the quality standard and meeting deadline also avoids unnecessary delays.

Setting time limit for each task helps the employee to know the total time the tasks need to be completed and total time on hand helps to manage our time properly and deliver tasks on their time. You cannot and should not do everything yourself. For that reason it is essential to delegate the task for our subordinate or other co-worker in order to accomplish our personal and organization goal. Delegation of tasks gives you the time and ability to focus on higher-level tasks, gives others the ability to learn and develop new skill, develop trust between workers and improve communication and improves efficiency, productivity and time management.

(Netanya's, 2016) study objective was to assess the extent to which involvement of stake holders in monitoring and evaluation process influences performance of consistently development projects and to examine how the utilization of monitoring evaluation results influence performance. The study used descriptive research design and both qualitative and quantitative research methods. The study adopted 124 target population and select 51 sample size by using stratified random sampling. Structured questionnaire was used to collect the primary data. The data was analyzed by using spss version 21. The finding of the study showed that utilization of monitoring and evaluation has statistically significant effect on performances of CDF projects.

Since time management is life management, managers and both academic, administrative wing employees have to know and exercise the tips of time management ;- setting goal at every start of tasks a goal which is simple, easily understandable, measurable, achievable, realistic and which can be accomplished within the given time period (SMART goal). Prioritizing tasks wisely based on their degree of urgency and importance, set a time limit or having delegation of tasks to someone, self-organization, and monitoring and evaluation for goal.

Time management is considered one of the features of the professional personality because it leads to production and appraising the situation and forecasting future (Macan, 2012). This is why time management should be one of the basic interests to managers in their management. Most of the studies on time management proved that good time management is closely

associated with improving performance. Time is finite in nature that is why everyone should spend it carefully (Ojo&Olaniyan, 2008). A set of certain skills and methods to achieve targets, goals and objectives such as setting goals, analyzing, allocating and organizing the available time is known as time management (Abd-el-Aziz, 2012).

According to business dictionary (BD) performance is ‘‘the accomplishment of a in a contract, performance is deemed to be the fulfillment of an obligation, in a manner that relieves the performer from all liabilities under the contract. Performance in an organization revolves round the monetary costs, efficiency (i.e. ability to do something well or achieve a desired result without wasted effort) and effectiveness (i.e. doing the right things more than performing them efficiently). As a manager, both the resources and employees must be properly managed and all priorities must be placed in order of their importance. Time management strategies are often associated with the recommendation to set personal goals these goals (Adejo Adeyinka, 2012). Employee performance is the set of employee behaviors that contribute to organizational goal accomplishment. Job performance has three dimensions: task performance: Task performance can be defined as the effectiveness with which job incumbents. Perform activities that contribute to the organization's technical core either directly (Kozlowski, Chen, & Salas, 2017).

Effect is a change or result. An effect can be positive or negative. Change which is a result or consequence of an action or other cause (English dictionary) if the employees effectively manage their time, they can strongly influence the achievement of the long term and short term goal of their organization. And also their effective time management culture enables them to achieve their personal need and success.

1.2 Statements of the Problem

A large number of organizations spend considerable huge amount of their times on solving managerial problems regarding with organization goal achievement incapability. Besides, research on time management and employee performance are limited and personnel do not know enough about Time management dimensions and the organizational productivity. Over all organization performance is the main determining factor for the organization success and failures which are the collective effect of individual employee performance. Tandoh (2011) found that, the performance of the employee is what leads to the survival and success of the organization. Studies about time management and employees' performance relationship found out

time management has a direct effect on employee performance. That's why a set of certain skills and methods to achieve targets, goals and objectives such as setting goals, prioritizing, analyzing, allocating and organizing the available time is known as time management (Abd-el-Aziz, 2012). An important part of planning is prioritizing. Prioritizing means list out the tasks you have to do and classify them according to their priority, and then spend most of time to the important and urgent tasks (Tavakoli, 2013). Like any other person proper management of time is also important for the managers. Manager's work is closely related to time as he/she has to fulfill numerous working demands in limited time. Managers who complain not having sufficient time actually fail to organize themselves. Mostly they focus on the issues that will have a great impact on the performance of the organization and ignores the trivial things (Aniwura, 2011).

In people's private and professional life, time management is an application process of people's own events to management functions such as planning, organizing and controlling in order to achieve their goals effectively and efficiently. As (zahid Ali Channer, Pervez Ahmed Pathon, and Shahabuddin Mugal, 2014), Assessed In Their Study on Impact of Time Management on Organizational Performance, Time Management Has A Direct Effect On Employee And Organizational Performance. The effectiveness of organizations depends upon the effectiveness of their time utilization. According to Philpot (2011), In order to make more efficient and effective use of your time, you must be able to plan for the future and prioritize the present. Time increases productivity and thus productivity increases profits. This makes time management one of the most important aspects of a successful business. In spite of its high significance organizations do not treat it as the essential ingredient of survival (Adebisi, 2013). Time management is now taken as a separate field of study and it has become imperative for the organizations to hire consultants to teach employees how they can better employ their time. Some organizations now arrange time management workshops and seminars that are quite helpful for the employees to better manage their time (Abd-el Aziz, 2012). Performance of employees in organization is very important to achieve organizational objectives. Time managements also play essential role for the effectiveness and efficiency of the organization in general and employees' performance in particular. So, it is logically understood that Time managements would have relationship with employee performance, even though the nature of relationship is not consistently similar across organizations.

Several organizations today have the problem of Time management dimensions to be adopted in controlling employee's effectiveness. The employee performance can be influenced by different factors related to the person him/her- self, working environment and habits of time management practice within the organization. From the preliminary investigation and experience of the researcher, the employees say to apply all time management dimensions to enhance their organizational performance. However, there is complaint in the academic and administrative wing employees regarding the time management practice in the institution. Employees of the wing raised problems regarding to encouraging employees to perform as expected, capacity building in the form of training, to make rewarding based on performance and proper performance evaluation timely. Those problems may affect the enhancement of employee performance in order to achieve the goals and objectives of the university and this needs research to examine the relationship between time management and employee performance.

Even though, there are Time management researches in different countries, still there is a need to conduct more researches to fill the time management skill gap and to examine its effect on employee performance. Moreover, the conducted researches can be used as a reference but, since they were not particular to jimma university and target area specially, specific to jimma university academic and administrative wing employees, making judgments based on those research lead us to missing the context. In other hands, there are no empirical studies which identify the effect of Time management on employee performance particular to academic and administrative wing employees as far as the researcher concerned. Additionally, other time management dimension were more of comprehensively studied by different researchers and there is limited study on goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goals to identify their effect on employee performance. (Netanya, 2016) conducted the study to assess the extent to which utilization of monitoring and evaluation has influence on performance. 124 target population and 51 sample was adopted. The finding of the study showed that monitoring and evaluation has influence on performance. (Asmus, 2015) was aimed to assess the impact of goal-setting on worker performance, the finding of the study show that goal-setting has impact on worker performance.

Hence, the purpose of this study was to identify the relationships and effects of time management on employee performance. And in this study the researcher adopted five time management

strategies, goal-setting, and prioritization of tasks wisely, self-organization, setting time limit for each task and monitoring and evaluation. Adopting those five time management strategies together will fill the gap of time management skill.

1.3 Research question

The main questions addressed by the study were:

1. What is the effect of goal setting on Jimma University academic and administrative wing employee's performance?
2. What is the effect of prioritizing tasks wisely on Jimma University academic and administrative wing employee's performance?
3. What is the effect of setting time limit for tasks on Jimma University academic and administrative wing employee s performance?
4. What is the effect of self-organization on Jimma University academic and administrative wing employee's performance?
5. What is the effect of monitoring and evaluation for goal on Jimma University academic and administrative wing employee's performance?
6. Is there statistically significant Time management difference between academic and administrative wing employees of Jimma University?

1.4Objective of the Study

1.4.1 General Objective

The general objective of the study was to investigate the effect of time management on Jimma University academic and administrative wing employee's performance.

1.4.2 Specific Objectives

This study was intended:

- ❖ To investigate the effect of goal setting on Jimma University academic and administrative wing employee's performance.

- ❖ To investigate the effect of prioritization of tasks wisely on Jimma University academic and administrative wing employee's performance.
- ❖ To investigate the effect of setting time limit for each task on Jimma University academic and administrative wing employee's performance.
- ❖ To investigate the effect of self-organization on Jimma University academic and administrative wing employee's performance.
- ❖ To investigate the effect of monitoring and evaluation for goal on Jimma University academic and administrative wing employee's performance.
- ❖ To investigate whether there is statistically significant time management difference between jimma university academic and Administrative wing employees.

1.5 Hypothesis of the study

Ha1: Goal setting has statistically significant effect on Jimma University academic and administrative wing employee's performance.

Ho1: Goal-setting has no statistically significant effect on jimma university academic and administrative wing employee's performance.

Ha2: Prioritizing tasks wisely has statistically significant effect on Jimma University academic and administrative wing employee's performance.

Ho2: Prioritization of tasks wisely has no statistically significant effect on Jimma University academic and administrative wing employee's performance.

Ha3: Self-organization has statistically significant effect on Jimma University academic and administrative wing employee's performance.

Ho3: Self-organization has no statistically significant effect on Jimma University academic and administrative wing employee's performance.

Ha4: Setting time limit for tasks has statistically significant effect on Jimma University academic and administrative wing employee's performance.

Ho4: Setting time limit for tasks has no statistically significant effect on Jimma University academic and administrative wing employee's performance.

Ha5: Monitoring and evaluation for goal has statistically significant effect on jimma university academic and administrative wing employee's performance.

Ho5: Monitoring and evaluation for goal has no statistically significant effect on jimma university academic and administrative wing employee's performance.

Ha6: There is statistically significant time management difference between jimma university academic and administrative wing employees.

Ho6: There is no statistically significant time management difference between jimma university academic and administrative wing employees.

1.6 Significance of the Study

Most of the previous studies focused on effect of time management on students' academic achievement and organizational performance not on academic and administrative wing employee's performance of higher educational institution as well as some focused on only on the outcome of good time management on organizational performance. But also investigating the effect of time management on academic and administrative wing employee's performance is critical. Because they shoulder the overall responsibilities of the institution on the process of producing competent and performing man power or generation for the country so this wing employees have to be aware of importance of effective time management identified for the pursue of using the renewable resource 'TIME' wisely.

The study also has significance in bring up the objective and the useful information about the importance of Time management on employee performance which may help the institution to achieve its goal. This helps Jimma University in awareness creation concerning the problems related to Time management and its effect on employees as well as organizational performance. After determining the relationship between Time management and employee performance, academic and administrative wing employees and other similar staffs will be in a better position to use the findings of this research to develop Time management practice that will see employees acquire relevant Time management skills for effective goal achievement and improve employee performance. Similarly it helps the employees to know as Time management has role in the employee performance in terms of motivating and satisfying employees in proper way. Additionally, the findings of this research will initiate and helps other interested researchers to

undertake further study under this domain. Finally the study suggests important points on effect of time management on employee performance.

1.7 Scope of the Study

The study was not designed on all public higher educational institutions in Ethiopia or in Oromia National Regional State, but limited to Jimma University, even it cannot investigate all employees of the university. It was limited to investigate effect of time management on Jimma University academic and administrative wing employee's performance. The respondents of the study are academic and administrative wing employees of the university.

The key variables of the study are goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal as independent variables and employee performance as dependent variable. The research methodology used to determine the sample size was stratified sampling, quantitative approach and data was collected from respondents by using questionnaire. Lastly, the study was analyzed by using descriptive and inferential statistical techniques.

1.8 limitation of the study

The study has faced the following limitations:

- The limited sample size, conclusions and generalizations could be made. Because the target participants in this study were in academic and administrative wing employee of jimma university and generalization of this research topic was difficult to make to other populations/employees;
- The research limited on the five time management dimensions (independent variables), goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal but there would be other variables which can have effect on employee performance.

1.9 Organization of the Study

This research has five chapters. Chapter one constitutes introduction part, which includes background of the study, statement of the problem, objective of the study, hypothesis of the study, significance of the study, scope of the study, limitation of the study and organization of

the study. Chapter two contains review of related literatures including theoretical, empirical literatures and conceptual framework. Chapter three presents research design and methodology which includes sample design, target population, sample size, sampling techniques, type and source of data, data collection instruments and procedures, method of data analysis and ethical considerations. Chapter four contains research findings, analysis and interpretations. Finally, chapter Five presents summary of major findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The chapter offers a review of both theoretical and empirical literatures related to the study. Past studies are important as they direct the researcher on other studies done in the similar area. From this review, a conceptual framework using the dependent and the independent variables in the survey was developed, which lays a framework for the study.

2.1 Theoretical Framework

2.1.1 Concept of Time and Time management

Time

Time is considered one of the expensive and unique sources for every institution, organization and individual. It is one of the sources that cannot be reproduced and considered one of the important elements of management. Individuals and institutions that manage their time effectively are more prepared to face professional and personal challenges (Abdullah, 2006).

Time management

According to (Matiku, 2003) time management is the process by which managers and individuals make optimal use of time so that they can attain the goals that would enable them to be effective in their performance. However, time management is considered or presented as a set of skills when one's master becomes more organized, efficient and happier.

Time management is not about getting more things done in a day. It is about getting the things that matter more done. Time management is the ability to decide what important in your life both at work, at home and even in our personal life. Time is that quality of nature which keeps all events from happening at once. To manage your time, you need to go through a personal time survey and estimates the way your time is being spent. Time management is a set of principles, practices, skills, tools and system that help you use your time to accomplish what you want. Time management is a skill that many of us seem to learn through necessity. The problem with learning a skill through necessity is that, more often than not, bad habits creep in and, although the skill may be useful in general, we do not use it to its full potential. Time management is a

skill that takes time to development and perfection. It also is a skill that is different for everyone. Time management refers to the development of process and tools that increase efficiency and productivity. (Adejo Adeyinka Lawrence, 2012). Time management is According to Hisrich and Peters (2002), “time is a unique quantity an entrepreneur (manager) cannot store it, rent it, and buy it. Everything requires it and it passes at the same rate for everyone. Time management involves investing time to determine what one wants out of his activities. Effective time management is the investment of time in such a way that optimal result is gotten from activities consuming a specific time quantity. Time management hinges on the principle that it is more important to do the right things than to do things right. The ability to choose between the important and the unimportant and be persistent on the correctly chosen sequence is the key determinant of effectiveness in time management. (Adejo Adeyinka Lawrence, 2012)

Theories on Time Management

1. The pomodoro technique

The pomodoro technique is time management tool that breaks work into 25-minute session to help you stay focused and get more done. A simple method to balance focus with deliberate breaks. 1. plan your tasks:-how many pomodoro might you need, 2. do one pomodoro:-time for 25 minutes than take a five minute break, 3.

2. The pickle jar theory

Stones, Pebbles, Sand and Water

Rocks: They represent the highest priority matters with timelines and are of high values and impact most people in the organization.

Pebbles: They represent the urgent and important issues.

Sand: They represent Urgent but not so important issues and tasks.

Water: This represents the Unimportant and Trivial matters that lead to time wastage and are neither Important nor Urgent. The pickle jar theory uses a metaphor to illustrate an essential point of time management; you must do the most important tasks first, otherwise, you will never

get around to them. This theory represents three metaphors: - empty pickle jar, some rocks, some pebbles, some sand and water. Time is like a jar of Pickles, that has limited space, Fill it with large size Stones, The Stones stand for your Roles, Objectives, Commitments; these are of Highest Importance for anyone interested in Achieving, progressing in Life. The jar even when it is filled with large size stones has space still left, you can fill such space with small Pebbles, and the pebbles represent roles and tasks of lesser importance. These roles and tasks may be small in size but are urgent and important. Now knowing that your time is limited to what can fit inside the pickle jar, which items do you place in it first? If you pour all the sand in, and add the pebbles, and then try to squeeze in the rocks last-you will not have enough space for the rocks. But if you add the biggest items first (the rocks), then add the pebbles, and then pour the sand in, you will find that you had just enough space for the essential items. So for the pickle jar theory, you plan your day by deciding which tasks are your rocks, pebbles and sand, and then you finish the rocks before moving onto anything else.

3. Parkinson's law

Parkinson's Law, created by British naval historian and author Cyril Northcote Parkinson. Parkinson stated that "work expands so as to fill the time available for its completion." And there is plenty of proof that is true. For instance, at Microsoft Japan, cutting back to a four-day work week and limiting meetings to 30 minutes boosted productivity by 40%.

4. The Alpen method

The Alpen method was developed by German economist Lothar J. Alpers. There are steps how to work in Alpen method. Step 1. Create a to-do list before you begin the day, step 2. Estimate how long each item will take you, step 3. Allow 40% as buffer time-things such as breaks and little tasks, step 4. Prioritize each task and delegate where you can, step 5. Take notes during the day and check off items as they are completed and move any uncompleted items to the next day. Your estimate on the amount of time task will take prevented you from overloading your to-do lists and feeling like you did not do enough that day.

5. The ABC method

This method was developed by Alan Lakein. This method is a way of prioritizing the items on your to-do list. While most of us dump our tasks onto a list without much thought to the weight of each item, the ABC method makes you categorize tasks as A, B, or C. A-must do;-due soon and important, B-should do:- important but no due, C-nice to do:-not important no deadline. You start with A and refrain from moving on to B until you finish all of your A tasks. You can also use subcategories within box A, such as A1, A2, A3, etc...

6. The pareto principle (80/20 rule)

The Pareto principle stems from the economics world and was created by economist Vilfredo Pareto. But it is applicable in almost any area. So for time management, the Pareto principle would assert that 20% of the activities you do each day generate 80% of the results. Or, by decreasing distractions by 20%, you can increase productivity by 80%. (20% effort, 80% result).

7. Time management matrix

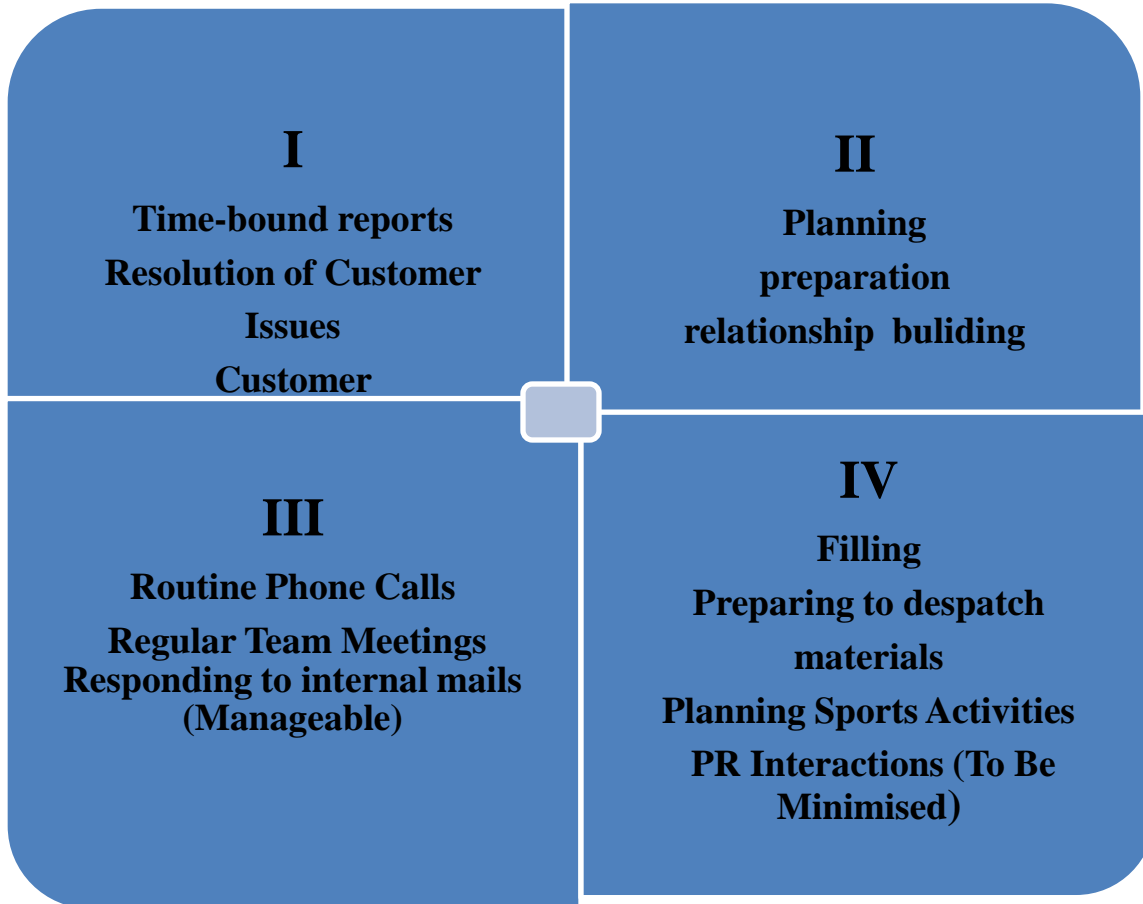
This method was popularly developed by Stephan Covey, who wrote about it in his New York time bestseller, the seven habits of effective people. To use this time management method, you create a matrix and place your tasks for the day in one of the four quadrants. Note that: -

Quadrant I represents important and urgent tasks,

Quadrant II Represents not urgent but important tasks,

Quadrant III Represents not important but urgent tasks and

Quadrant IV represents not important and urgent tasks.



Stephen Covey's 4 Quadrants

The goal is to spend most of your time in quadrant II (important but not urgent), as these tasks affect your long term goals. Quadrant IV is to be avoided whenever possible.

Benjamin Franklin's Time Management Habits

Habit 1: Strive to be authentic. Be as honest with yourself as you can about what you want and why you do what you do, **Habit 2:** Favor trusting relationships. Put your efforts into building relationships with people you can trust and count on, and make sure those same people can trust and count on you, **Habit 3:** Maintain a lifestyle that will give you maximum energy. Work your way up to doing aerobic exercise at least three times a week, eating a light lunch, and getting enough sleep, **Habit 4:** Listen to your biorhythms and organize your day accordingly. Make it a habit to pay attention to regular fluctuations in your physical and mental energy levels throughout the day; and based on what you learn, make adjustments to how you schedule tasks,

Habit 5: Set very few priorities and stick to them. Select a maximum of two things that are your highest priority, and plan time to work on them, **Habit 6:** Turn down things that are inconsistent with your priorities. Get good at saying no to other people, and do so frequently, **Habit 7:** Set aside time for focused effort. Schedule your time every day to work on just one thing, **Habit 8:** Always look for ways of doing things better and faster. Be on the lookout for tasks you do over and over again, and look for ways of improving how you do them, **Habit 9:** Build solid processes. Set up processes that last and that run without your attention. **Habit 10:** Spot trouble ahead and solve problems immediately. Set aside time to think about what lies ahead, and face all problems as soon as you can, **Habit 11:** Break your goals into small units of work, and think only about one unit at a time. Spend most of your time working on the task in front of you, and avoid dreaming too much about the big goal and **Habit 12:** Finish what's important and stop doing what's no longer worthwhile. Don't stop doing what you considered worth starting unless there's a good reason to give it up.

40-30-20-10 Rule of Time Management

Spend:40% of your time on your Most Important Priority, 30% on your Second Important Priority, 20% on your Third Important Priority, 10% on everything else combined, Inherent in this are choices around: 1. Focusing on your top three priorities, 2. Prioritizing within those three, and 3. Setting aside some time for everything else, but not too much time.

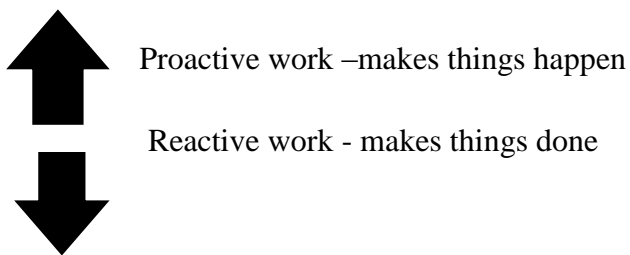
2.1.2 Strategies of Time management

1. Goal setting

The authors define goal setting as “a formal program of setting numerical or quantitative performance goals for individuals” and that “all formal goal setting programs share the common objectives of increasing employee motivation and performance.” The importance of goal is aptly defined by (Mills, 2002) as representing “a way of keeping score” and that “by helping employees define their personal goals, managers are putting them on the path towards achieving the organization goals.”

The importance of goal is aptly defined by Mills (2002) “a way of keeping score” and that “by helping employees define their personal goals, managers are putting them on the path towards

achieving the organization goals.” Goal setting would have a positive impact on employee effectiveness; however, frustrated bosses often wonder why employees don’t perform as expected. This argument is reinforced by (Xavier, 2002), who posits that clarifying expectations and the roles and responsibilities of employees through “clear communications and feedback can improve manager and employee effectiveness”. Additionally (Mills, 2002) pointed out that “people who see the connection between their personal goals and the larger goals of the organization will have a greater impact on the achievement of those goals than people who see no such connection” Luthans (1995) in describing the theoretical background of goal setting highlighted that there was also an awareness that goal setting will not work if there was no commitment to the goals, and that “commitment is a moderator of the goal-performance relationship and a meta-analysis found that goal commitment significantly affects goal achievement.” According to Latham (2004), “goal is the object or aim of an action”. The author contented that people’s performances can be improved through specific hard goals or “stretched” goals. He further states, “A goal is a standard for assessing one’s satisfaction. In short, employees who are committed to attaining high goals are high performers. All tasks are either reactive or proactive. Reactive are when you react to the situations that occurs and are driven by events and the actions of other people. Conversely proactive tasks are when you seek opportunities to make a positive impact in the work place and are driven by you. Reactive works are; handling daily routines, dealing with urgent task, resolving crisis and handling interruption and proactive works are; developing the business, focusing on key tasks, achieving deadlines and targets, managing projects. (Effective goal setting, 2013)



Those who gain recognition and promotion in the organization are usually those who are proactive, they are those who use their initiative to make things happen in order to truly be proactive; however, there are two things that need to be addressed.

The first is that a certain amount of time needs to be freed up from handling routines tasks, resolving crisis, and handling interruption.

The second thing that you need to do is to be able to set goals that will inspire you and your team to make things happen. Setting goals that motivate people is not easy and requires effort and good judgment. (Effective goal setting, 2013)

Important of setting goal

According to effective goal setting (productivity skill, 2013), importance of goal setting are;-

- To achieve profitable growth through superior customer service, innovation, quality and commitment.
- To combine aggressive strategic marketing with quality products and services at competitive price to provide the best value for consumers.
- Be the best in the eyes of our customers, employees and shareholders.

These **mission** statements are fairly typical and whilst these are nothing wrong with them per se, they seldom inspire anyone to do anything specific to help achieve them.(Effective goal setting, 2013).And also as described in this e-book goal setting can aid individual's performance in four ways; (1) Goals allow team members to be focused and committed to achieve the end result, (2) Goals serve as an energizer; goals stimulate people to make an extra effort to achieve them, (3) Goals encourage team members to use their initiative to make effective decisions with long term impacts. This often results in more efficient and successful working practices that are driven from the bottom up rather than by management and (4) Goals motivate employees to organize their time efficiently to maximize productivity.

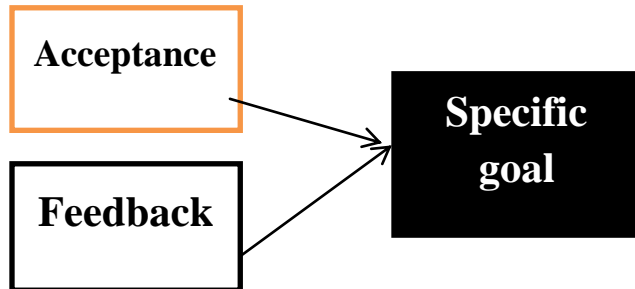
Goal setting theory of Edwin A Locke, (1938)

The theory argues that goals and intentions drive human behavior. They also are determined by our values and believe.

The two most important findings of this theory are that setting specific goals (e.g. I want to earn \$ 500 more a month) generates higher level of performance than setting vague goals (e.g. I want to earn more money). Goals that are more specific, and thus more challenging and harder to achieve, often have a direct and a positive impact on performance. This relies on the notion that

the harder the goal, the more a person will strive to work towards it. However, such influences on performance are mediated by two conditions.

Firstly, the goal must be accepted and acknowledged, and secondly, feedback must be used to develop areas of weakness, giving feedback on the strategies that are used to obtain goals is very important specially for complex work, as challenging goals place emphasis on the final outcome rather than on performance strategies.



Source Edwin A Locke, (1938) + researcher

Figure 2.1 specific goal

This allows weakness in performance to be overlooked which can be detrimental in the long term. Feedback is crucial to optimize results from setting goals by overcoming weakness as well as sustaining motivation and commitment to achieving the target. Good feedback should;- be given in a positive context , use constructive and positive language, focus on behaviors and strategies, be tailored to the needs of the individual and be two way communication process

Smart goal

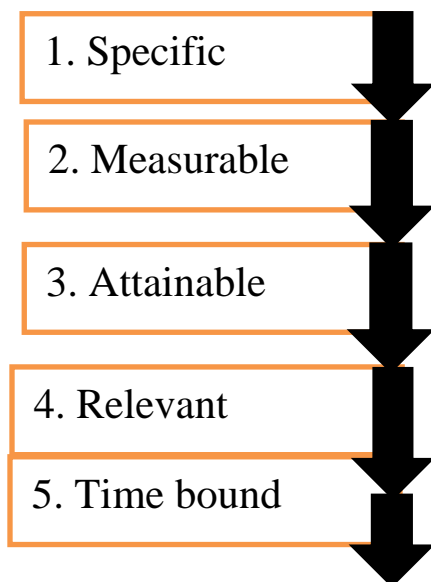


Figure 2.2 smart goal

Source Edwin A Locke, (1938) + researcher

Specific; the goal is said to be specific when it answers the, what (what do I want to accomplish), why (specific reason for, or purpose or benefit of accomplishing the goal), who (who is involved), where (identify a location) and which (identify requirements and constraints).

Measurable; a measurable goal answers the questions, how many, how much, how will I know its accomplishment

Attainable; is achieving this goal realistic with effort and commitment?

Relevant; why is this goal significant to your life?

Time bound; when will you achieve this goal?

New forms of management structure in recent decades, such as management by objectives (MBO), described by Peter Drucker in the 1950s, have been heavily influenced by goal-setting approaches. In particular, large technology firms such as Google, Intel, and Twitter have started to use goal-setting approaches to provide real-time feedback to their workers. In psychology, the research on goal setting has a long tradition. Studies have consistently demonstrated that an individual's behavior is affected by goals and that, if well chosen, goals can boost individual productivity. More recently, economists have jumped on the goals bandwagon, adding formal theories to model the functioning of goals and contributing to the empirical evidence.

While many studies have found positive effects of goal setting (Sebastian J. Goerg 2015).According to student's activities and time management center report 2013

Goal setting can: i) Serve as clear and specific delegations of responsibilities, ii) Offer more diversity of services and programs by updating and improving old programs and developing new ones, iii) Identify both individual and organizational strengths and weaknesses, iv) Allow clarification and/or development of an organization's mission or philosophy, v) Focus your efforts in a consistent direction, vi) Increase success because success can be defined as the achievement of a goal and vii) Serve as self-motivators and energizers.

2. Prioritization of tasks wisely

In our complex business world, you can't wait until you have reached one long-term goal before neatly moving on to the next. On any given day, you will be working on short-term tasks associated with multiple long-term goals and objectives. So how do you decide which to do first? You prioritize them. But how do you decide which tasks take priority over others? Which tasks should be completed first, second, third, and so forth? The first step is to have a clear understanding of what's involved in each task by asking the following questions, who, what, when, where, why, and how. Who? Who needs this to be done, your boss, a customer, a coworker, or a subordinate? Who will be performing the task? Who will benefit from this? Does the person asking you to do this task understand the demands it will make on your time and energy? What? Exactly what are you required to do? Is it valuable in the big picture? Does the benefit of doing the job justify the investment of your time, energy, and resources? When? By what date do you need to complete your task? Do you have the time to accommodate this request? Former president Dwight D. Eisenhower explained that truly important things are rarely urgent and urgent things are rarely important. Unimportant things usually become urgent because of poor planning. Keep your priorities in mind as you take on new work. (John Hoover, 2007).

Prioritizing tasks based on their degree of importance and urgency. According to (CASAS National Summer Institute 2013), Easy to Employ Prioritization Methods prioritization can be explained as follows.

- ✓ Important and urgent tasks = do these task right way
- ✓ Important but not urgent task =decide when to do those tasks
- ✓ Not important and not urgent tasks = set there a side to do later
- ✓ Urgent but not important tasks== delegate those tasks if possible.

If you are having trouble dealing with your workload in a reasonable amount of time, it might be time to consider these tips. Followed routinely, they will make a seemingly endless list of tasks more doable, do ask yourself the basics: who, what, when, where, why and how, do make lists and stick to them. according to experts, lists are one of the most effective time management tools, do allow yourself more time than you think you need to perform necessary tasks, don't let distraction sabotage your list of task, don't forget to factor in time sinks like e-mail and returning

phone calls and don't fall into time traps like private net surfing or excessive chatting with coworkers.

Infrequently important and insignificant things frequently become urgent because of poor planning. Keep your priorities in mind as you take on new work. Where? Are there any geographic differences that will have an impact on the timelines of the task you have been assigned? Are there time-zone differences, for example, that will need to be taken in consideration? If you are working with someone in a different office, state, or country, do you need to consider the time it will take to traffic communications or documents back and forth between those two locations? Why? Why have you been asked to complete this task? Why is it necessary in the context of long-term goals? Understanding the big picture will help you stay focused and prioritize better (j. hoover 2007). How? How should you complete the task? How will your completed task be measured or evaluated? "How" something needs to be done has a huge effect on time management decisions and on the quality and cost of the task.

3. Setting a time limit

Creating correct approximations of how much other tasks will take to complete a task is important for effective decision making across a diversity of settings. Reliable with this need, a major focus of the initial work in organizational behavior and management was to precisely define and time the steps in industrial processes (Lowry, Maynard, & Stegemerten, 1940). Thus, prior measurement approaches are often infeasible in modern workplaces, and managers must instead rely on judgment-based estimates of project completion time as the primary inputs for important planning and resource allocation decisions (Halkjelsvik & Jørgensen, 2012).

Making duration judgments of prospective events, such as predicting a task completion time, is a particularly difficult task. A large body of work has shown that duration judgments of non-experienced events are susceptible to contextual factors, and are therefore often biased (see Roy, Christen Feld, & McKenzie, 2005 and Halkjelsvik & Jørgensen, 2012 for reviews).

For example, prospective duration judgments of non-experienced events have been found to be affected by many factors, including arousal and vividness (Ahn, Liu, & Soman, 2009; Caruso, Gilbert, & Wilson, 2008), details of task description (Kruger & Evans, 2004), valence of the pending outcome (Bilgin & LeBoeuf, 2010), completion motivation (Buehler, Griffin,

&MacDonald, 1997; Byram, 1997), measurement units (LeBoeuf & Shafir, 2009), and perceived contraction of objective duration (Zauberman, Kim, Malkoc, & Bettman, 2009).

Setting a time limit for tasks helps a manager to be more focused and efficient. Time limit is also very important to practice delegation especially for managers and staff administrators by taking small amount of effort to oversee all tasks and amount of time they require to be completed helps to recognize potential problem before they arise because once a managers oversee see tasks and couple of time they need to be completed he/she can transfer or delegate amount of tasks for someone to complete the task before their deadline.

4. Self-organization

Self-organization is the ability to work in an ordered and systematic manner while being efficient and productive. Good self-organizational skills help us to cope with the world around us and are essential if we want to achieve personal goals as well as perform well in our job. These skills help keep us focused on doing the right tasks, help us set our priorities and give us the confidence that we are following our chosen pathway to our desired destination (Fuller 2010). Good self-organization requires the ability to prioritize, plan, manage time and work to deadlines. Self-organization is required for managing our time, resources, relationships, information, our environment, pressure, and our behavior (Dombeck, 2006). Time management and organization skills are applicable to a wide range of office tasks. The awareness part of time management corresponds to self-monitoring method. What you need to self-monitor are your commitments and how much time you spend on them. Commitments are appointments, or things you have to do like errands. They are also the things you choose to do when you are avoiding your actual commitments (such as spending time hanging out with your friends). Some commitments are predictable and follow a formal schedule, while others are informal and occur more spontaneously. Make sure you schedule time for different commitments (Hayner, 2015).

Self-organization is utilizing a calendar for more long term time management. Daily start and end times outside core hours), annual hours averaging (cumulative work hours calculated over an extended period), staggered hour (starting work at slightly different fixed times), time-autonomous (work time is shaped by tasks), special leave (e.g., parental, educational), and on-call (see International Labor Organization [ILO], 1995, for further details). Any schedule,

including a standard workweek, can act as a stressor if it does not conform to the needs of the individual worker. However, the nature of some work schedules means that they have an increased likelihood of causing problems. Working at night or for extended hours, for example, can incur fatigue-related problems that are not associated with some of the other schedules. Plan a head is that making sure that you start every day with clear idea of what you need to do –what needs to get done that day.at the end of each work day go ahead and write out your ‘to do list ‘for the next work day to hit the ground running the next morning :- 1) prepare to do list, 2) take brake and unwind before sleep, 3) plan your meals,4) don’t forget to have fun, 5) keep your inspiration and motivation, 6) set best day to dedicate specific tasks, 7) being scheduled for every task, 8) learn how to say no, 9) try to not be overwhelmed, 10) say no to multitask, 10) removing non-essential tasks and block out things that can distract you.

Write down the deadlines for every task. To meet deadlines, it is important that you are well organized and that you plan ahead. It is also critical that you are realistic in the tasks that you set yourself, and that you create environments - both internal and external - that support the achievement of those tasks. The following is a list of strategies to help you successfully meet your deadlines.

5. Monitoring and Evaluation

Monitoring and evaluation (M&E) can be effective tools to enhance the quality of project planning and management. Monitoring helps project managers to understand whether the projects are progressing in schedule and to ensure that project inputs, activities, outputs and external factors are proceeding as planned. Evaluation can be a tool to help project managers assess to what extent the projects have achieved the objectives set forth in the project documents ((CPD,2012). According to the report on monitoring and evaluation for continuing professional development (CPD 2012) the following are the importance of monitoring and evaluation (M&E).

It provides the only consolidated source of information showcasing project progress, It allows educators to learn from each other’s experiences, building on expertise and knowledge, It often generates (written) reports that contribute to transparency and accountability, and allows for lessons to be shared more easily, It reveals mistakes and offers paths for learning and improvements, It provides a basis for questioning and testing assumptions, It provides a means

for educators seeking to learn from each other's experiences and to incorporate them into policy and practice, It provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers, It provides a more robust basis for raising funds and influencing policy.

Why time management is important

In both personal and professional live time management is very important in order to, save time, reduce level of stress, function efficiently, increase out puts of work, have more control over job responsibilities, prioritizing our tasks, get more done in less time, get more quality of work, discipline one self and making sure of delivering what is promising

2.1.3 Employee performance

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

Performance can be seen as the reliable ability to produce results over long period of time and in a diversity of tasks. High performance in organizations is when an organization is so excellent in so many areas that it consistently outperforms most of its competitors for extended periods of time. To improve organization performance is through effective time management. Performance also determines the success and survival of every organization. An employee's performance is measured by the 3Es of management (Economy, Efficiency and Effectiveness). Since the employee is a man provided with resources in the form of men, materials, and money for the purpose of achieving stated organizational goals and objectives, what lowest appropriate costs are being maintained (economy), what quantity and quality of goods and services are being produced, and resources used to produce them (efficiency), and how far the expected organizational goals are being achieved (effectiveness), become the best measures of determining the performance of the employees. The key to building high employee performance in an organization is to make sure you consider what and how you will get to your endpoint.

Strategies of employee performance

Quality of work i.e. the quality of work produced in terms of standards, errors, waste and rework – recognizes employees who produce quality work, work which meets standards and work with few errors or mistakes. Quality job means one's work is valued and respected and meaningfully contribute to the goals of the organization. It encompasses having a voice in one's workplace and the opportunity to shape one's work life, as well as having accessible opportunities to learn and grow. A quality inspector sets and maintains standard for product quality while also ensuring that procedures are in place to assure compliance with those standards. The typical duties for a quality inspector include: establishing quality standards for all products and services provided and received by the organization. Quality is delivered when you achieve the minimum requirement of specified. Quality is specified performance range. Get into the range of required performance and you have quality. Quality in a product or service is not what the supplier puts in. it is what the customer gets out and is willing to pay for (F.Drucker).

Quantity of work i.e. the quantity or amount of work produced or the sheer volume of work completed by employees – recognizes hard-working employees. Quantity is an amount, measurer number. Employees have to be perform regarding to appropriate amount of product or work quality in order to address the customers expectation.

Timeliness of work i.e. timely delivery of work in terms of schedules, meeting deadlines, etc. – recognizes employees who produce work on-time and meet deadlines. It is your duty to deliver work in a timely fashion. It is not appropriate to miss deadlines, and if you make a habit of this, you are going to have a hard time earning to your full potential. Instead, clearly define deadlines with clients before starting the new project... lastly; make it your goal never to miss a deadline.

Use of Resources efficiently i.e. produces work in an efficient way in terms of using time, money, materials and other people's time well – recognizes employees who come in on budget with efficient use of time, materials and people. Efficiency is important for profitability. Effectiveness is important for growth... you should be documenting your processes and systems, and then you should engage in brainstorming ways to do things more efficiently. By increasing efficiency you save both time and money, thus doing your job more productive.

Customer (External & Internal) Impact/Value Add i.e. work produced meets the expectations of customers (external or internal) recognizes employees who do work that meets or exceeds internal or external customer standards and expectations. Customer satisfaction reflects the expectation and experiences that the customer has with the product or service. ... This information influences our expectations and gives us the ability to evaluate quality, value, quantity, and the ability of the product or service to meet needs and expectations.

Self-Reliance i.e. recognizes employees who produce work without the need for extensive supervision – requires a reasonable level of support. Having self-reliance is important for several reasons. The most obviously being that depending on others for help means there will be times when it is not available. But let's dig a little deeper to understand how and why you can use this concept to flourish, grow, find, and nurture happiness. Self-reliance is also because it: means you can solve problems and make decision by yourself. These is critically as we grow older and learn to live independently, allows you to feel happy by yourself, In yourself, and about yourself – without needing to rely on others.

Department Contribution – the employee is helpful to others in the department in getting work done and sets a tone of co-operation. Employees who fill the above strategies, quality of work, output quantity, timely performing, self-reliant do greater contributions to his organization, department, co-workers and customers. Productive Work Habits – the employee has an overall work style which is effective and productive in terms of time management, setting priorities and following-up on commitments. Adding Skills & Capabilities – the employee is continuously adding new capabilities in terms of skills, knowledge, and attitude to get work done in new/better ways and building for the future. Alignment & Compliance – the employee behaves in a way that is aligned with the values, culture and mission of the organization as well as common organizational practices and procedures.

Time management and job performance

Effective time management reduces job stress, which can be an important barrier to job performance because of the need to accomplish the goals within a set of time schedule and pre planning. Individuals who have greater control over their time experience less tension and exhibit fewer physical symptoms of stress. Since stress has been negatively correlated with self-

assessed job performance, reducing stress through time management can minimize work strain and increase job performance (Claessens et al., 2004) in an effective organization. A positive association has also been found between time management and employee health, mediated by perceived control and conflicts among the various demands of work and family support and responsibilities.

TM affects various factors that might influence job performance. Professionals who manage their time report less emotional exhaustion, which is the most important factor in professional burnout (Peeters & Rutte, 2005). (Green & Skinner, 2005) Satisfaction and satisfaction-related factors have been shown to fundamentally contribute to employees' performance (Judge et al., 2001), even though every organization faces limited resources, time and skills time management can increase perceptions of control by relaxing employees' attitudes if employees do not engage themselves in new behaviors, they cannot know which behaviors are most productive.

2.2. Empirical literatures

A number of studies have been conducted on the effects of time management on performance and the evidences are also varied based on the variables and scope.

The study conducted by Zahid Ali Channer, Perrez Ahmed Pathan and Shahabuddin Mugal (2014) was aimed to assess the level of time management in public and private sector organizations and then to find the impact of time management on employee satisfaction and the overall performance of the organization. The study was administered by close ended questionnaire from 260 male and female faculty members and students of public and private universities of Hyderabad and Jamshoro districts. The data was analyzed through the independent sample T-test and correlation. The result of the test shows that employees of both type of organization act on time management equally. The result of the study was that time management has strong and statistically significant impact on employee motivation and overall organizational performance. Time management is the best weapon to struggle, compete and survive and success in this fast-moving business world.

Amal Mousa Shibah, Shagra Abdullah Jabri and Zainab Ali Albosruar (2017) aimed to determine the relationship between time management skills and academic performance students to assess the effect of time management on academic performance among students of Jazan

University. The study was used cross-sectional research design .it was conducted on 491 participants of male and female students of the university. And the result of the study was that students who had opportunities to practice time management skills reviled better academic performance. Therefore time management has a significant effect on performance.

Alemu Hailu (2012) conducted research on “Time management Skills of Summer Students: The Case of EFL Learners at AAU”. With The Aim Of examining the effectiveness of time management skills of students focusing on their goal setting, prioritizing, managing interruption, beating procrastination and scheduling activities. The researcher adopted 80 second year male and female students from English department in Addis Ababa University. The study was used questionnaire which was developed by mind tools Ltd (1995) to measure the described factors. After all the study conclude that students who had proper goal-setting, prioritize their tasks properly, manage the interruption, beat procrastination and schedule their activities properly have greater academic performance. This implies that time management skill practice has significant effect on academic performance.

The research conducted by Tesfaye Nigussie (2019) “the effect of time management practice on the academic achievement in dire dawa university, Ethiopia” with the aim of assessing general time management behavior of regular students and its relation with their academic achievement. The study was used stratified random sampling technique and adopts 120 students as a sample size. Time management questionnaire developed by Britton and Tesser (1991) was used to measure time management behavior of the participant student. Descriptive statistics was used to generate mean, standard deviation and frequencies for the study variables. Finally the result of the study shows that understanding and practice of the importance of time management has significant effect on academic performance.

Herman Aguinza and Brand Aeon (2017) conducted the new perspective and insights of time management. In this study, in the body of literature they review too many researchers conducted on time management among them, time management is associated with overall academic performance (Trueman and Hartley, 1996), time management correlates with the influence of helping behavior on job performance (rap et al., 2013), time management training increases job performance as assessed managers appraisal of participants activity diaries (Orpen, 1994) ,

according to (Neois Fennwe Sager, 2011) time management is associated with higher self-reported job performance , dedicating uninterrupted time to work leads to higher self-reported job performance (Konig, Kleinmann and Hohmann, 2013) and time management intervention reduces procrastination (hafiner, oberst etal, 2014).

Fatuma Mohammed said (2017) was aimed to assess effective time management on improving organizational performance in bank industry, post bank Nairobi in Kenya. The research used descriptive research design and adopted 50 samples from 90 total population of the study. Data was collected by using questionnaire, interview and observation and presented interims of percentage, frequency distribution and table. The study found that time management was not fully implemented in respective bank industry and some of the employees even do not understand the importance of time management to improving personal and organizational performance. Based on the results of findings effective time management has significant relationship with both individual and organizational performance. Finally the researcher recommends that every individual must see time as a company resource and concerns and not personal issue.

Ngasa Mgeleka (2015) was conducted research on ‘’ impact of time management on work performance in local government authorities, in musoma municipal council, Tanzania’’ with the aim of examining relationship between time management and work performance. The researcher takes 93 sample respondents by using purposive sampling, stratified sampling and accidental sampling techniques. The primary data was collected through questionnaire, interview and observation. The major findings of the study revealed that employees of the municipal council were not aware of significance of time management on work performance. According to this study employees do not practice hath they know and this leads to poor work performance. Information delay and interruption at work place has been identified as superior factors that causes employee waste their time. Generally time management has significant impact on employee work performance.

Ali yakuba and Baka Edna (2015) investigate the impact of self-organization and time management on staff performance and service delivery. The sample population the study was 196 respondents who work in different departments of the institution under the study. Survey

research design was adopted for this study. The researchers determined the reliability of the instrument through a pilot study on a sample population of 20 secretaries from secondary school and banks drawn from idah. The reliability coefficient to test the internal consistency of the instrument was determined by using Cronbach's alpha which gave a reliability coefficient of 0.83.the collected data was analyzed using spss. The results of the study showed that there was positive impact of self-organization and time management on Staff performance and service delivery. The researches recommends that time management be given priority attention and be jealously implemented by both employer and employee for efficiency and increasing productivity.

The research conducted by Lucy Karim Njagi (2012) was aimed to examine the relationship between time management strategies and job performance in selected parastatals, Kenya. The study used complex research design (methodology) and stratified random sampling technique for getting sample population from the target population under the study. Statistical models of regression and correlation were used and the z-score was used to test hypothesis. The correlation result between time management and performance was 0.674 which implies that there is strong relationship between time management and employee performance. Based on the results of the findings of the study the researcher concludes that time management and performance are directly related and there is need.

Zafarallah.s Sahito and pertti.v (2017) was conducted research on ‘‘effect of time management on job satisfaction and motivation of teacher educators, in Sindh province of Pakistan’’. With the aim of investigating teachers' skills, routines and characteristics relate to time management, job performance and motivation. The primary data was collected by interview and 40 teacher educators were used to conduct the study. The final outcome of the study showed that time management has significant effect on job satisfaction and motivation. High job satisfaction and motivation result high individual and organizational performance.

A.Habib (2018) was conducted research on ‘‘factors effecting time management of professional nurse in public hospital, Lahore, Pakistan.’’ The study was aimed to determine the relationship between individual skills and organizational skill in time management. The descriptive cross-sectional analytic method was used and data was collected using continent sampling from 211

registered nurses. The study analyzes the data using spss version 21. Based on the results there is significant ($p < 0.05$) time management difference between men and women nurses. Women nurse has greater time management practice than men. Nurse who spent their time more on chat and such activities has poor performance. Generally based on the findings of this study time management is very crucial to the nurse and help them to plan for their available time and used it to manage their task.

Ahmad ameyoune (2015) was conducted research on ' prioritization of factors affecting time management among health managers, in 10 selected hospital, Kermanshah. The method of the study was cross-sectional and descriptive-analytical. The researcher adopted 240 respondents (senior, middle and first line managers of the hospital) by using census technique. Data was collected using researcher-made-pair wise comparison questionnaire. Data was analyzed using DEMATEL techniques through mat lab 8.1.0.6.4 software. The results findings of this study showed that the variables, goal setting and prioritization of objectives and activities were certainly affecting variables and considered as cause group. Variables planning, delegation, communication management and meeting management were affected variables and were effect group.

Research conducted by Richelle V.Adms.' and Erik Blair (2019) was aimed to investigate the impact of time management behavior on under graduate engineering students. The study used correlation analysis, regression analysis and model reduction to determine time management aspects that the students practice. Based on the results of the finding of this study, students perceived control of time was the factor that correlated significantly with cumulative grade point average and time management behaviors were not significantly different across age, gender, entry qualification and time already spent in the program. And effective time management is associated with greater academic achievement and lower level of anxiety in students.

Osawe, Cyril Onyepuemu (2017) was conducted research on an imperative factor to effective service delivery in the Nigeria public service. With the aim of examining how time can be managed to enhance effective and efficient service delivery in public service. The study adopted qualitative research design to gain an insight into the nature and attitude of employees in relation to time management and productivity in the Nigerian public service. Basically the source of data

was secondary because it was a qualitative research. Descriptive analysis was used to examine the outcome. Based on the results of finding of the study, being well organized in respect of the use time in a work place improves employees competence in performing his/her tasks towards achieving organization's goal. The study argued that spirit of time management should be acquired through learning and developing consistent time management habit.

The research conducted by Fiolla Trakaniq (2017) was aimed to prove the influence of fear from delegation and poor management of time on organizational stress. The researcher used likert scale questionnaire as a tool to collect primary data. The researcher adopted 180 respondent of business management in peja and surroundings and distributes questionnaire. Among this 120 were filed and collected correctly. The collected data was analyzed through statistical methods. The quantitative (descriptive) data analysis excel software was used and SPSS software for likert scale questionnaire by factorial method and proof of hypotheses with linear regression. Based on the results of the finding of the study the researcher concludes that, there is statistically significant relationship between poor time management and fear of delegation on organizational stress.

In related research Nzewi H.N., Chielezie O.M and Ikon M.A. (2012) investigate time management and academic performance of postgraduate students in selected universities in Nigeria. The study employed survey research design with sample size of 246 respondents. Data was collected by questionnaire and analyzed using mean and standard deviation and to test the formulated hypotheses the study used Z-test at 5% level of significance. The finding of the study revealed that even though family workload and other psychological factors influence academic performance, time management has a positive significant relationship with postgraduate student's academic performance.

Igdem (2010) examined the relationship of time management to academic performance of Master level students. Employing survey research design, the findings of the study shows that there is a significant positive relationship between time management and academic performance of Master's level students. He concluded that the competitive conditions in business life have forced people and business to do so many things simultaneously.

A study by Alrheme and Almardeni (2014) intended to identify the students' viewpoint about how to time in terms of planning, organizing, directing and censorship and its effect on academic achievement as long as identifying the personal variables effects on academic achievement. The data were collected through a sample of 300 students. The study results showed that the planning was of high effect on academic achievement proved by a correlation coefficient and that there is a statistically significant positive relationship between time management and academic achievement.

Kimlglo & filz (2008) conducted a study which aimed at studying the relation between the academic achievement and time management skills in Education College at Ghazi University in turkey. The study results also showed that the student's behavior in the field of planning time was at a high level, in the area of wasting time it was at its lowest. It also showed the existence of significant positive relationship between planning time and wasting time and between the academic achievements of students and there is a meaningful relationship between the medium time management and academic achievement as well.

Abdullah N.A, OmarR.M and Mahmoud K.A (2013) conducted research to investigate relationship between time management and job performance in Malaysia Privet University. Survey research method was used and the researchers adopted 220 participants in the study. the results of the study showed that there is a positive relationship between time planning and time attitude with the job performance and inverse relationship between time wasters and job performance.

Abusakour (2003) accompanied a study which pointed at finding the Obstacles of time management and decision making to the education departments of government schools in the West Bank, Palestine through detecting the obstacles of time management and decision-making to the education departments of government secondary schools and developing of suitable suggestions to reduce them. The researcher has used the descriptive approach in his study in the collection of information and data, the study results showed that the obstacles of time management relate directly to the obstacles in planning in addition to the shortage in resources and the retardation of scholastic services in the next year.

In a related study, Davis (2000) examined the effect of time management on work and academic settings. Using survey research design, his results suggest a positive relationship between time management and work academic settings and increased performance. A number of experts (Wright, 2002, Ancona, Goodman, Lawrence & Tushman, 2001, Gorge & Jonas, 2000), assessed the need to incorporate time in theoretical models and research designs in organizations. Applying survey method, their findings indicate that time management facilitates improvement in effort.

Cognizance of the non-acceptability of a universal definition of time management, Shellaenbarger (2009) views time management as behavioral change techniques that help people get organized, clarify thinking and increase output. Eilam and Aharon (2003) believe that time management is a way of monitoring and controlling time. However, 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 behavioral attitude.

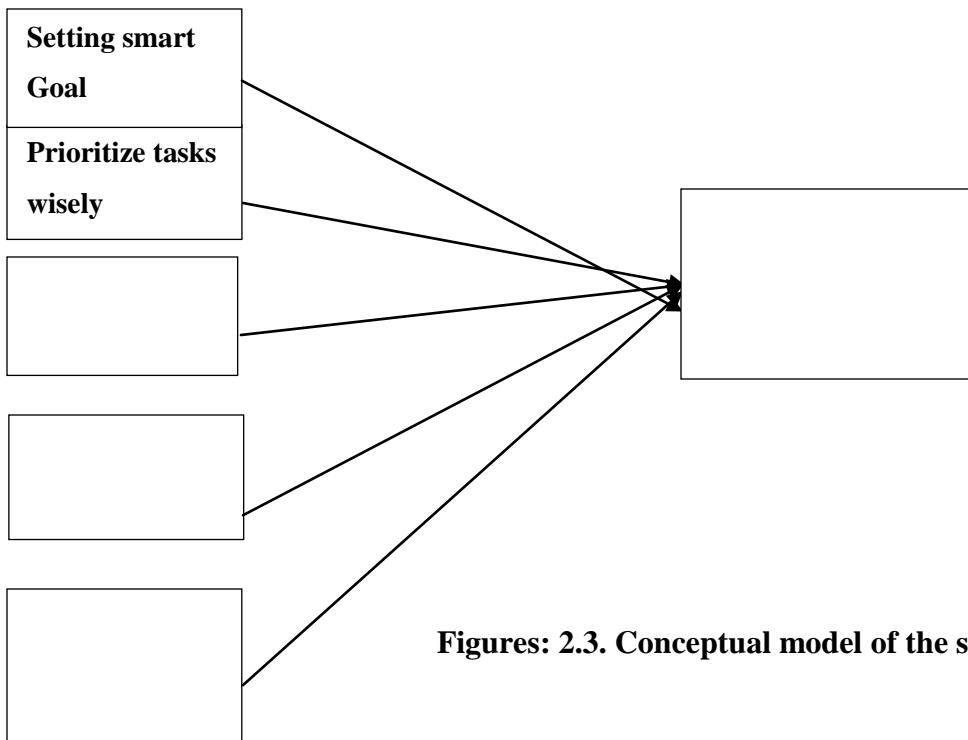
Abulshawi & Abusultana (2003) conducted a study targeting at identifying the student of yarmouk university ability to manage time from different faculties and finding its relation to academic achievement considering the variables; gender, the university year and the faculty and how much these variables affect time management skills. The study results showed that there is a medium degree of time management skill among students at Yarmouk University, and the skill of time management and academic achievement. And that there is a positive correlation and statistically important between time management skill and the academic achievement according the faculty variable goes to the advantage of economics, science students only.

2.3 Conceptual Framework

The conceptual framework of this study was prepared based on the objectives of the study. In this study the five time management dimensions (goal setting, prioritizing tasks wisely, self-organization, setting time limit for each task, and monitoring and evaluation for goal) which are independent variables and Employee performance the dependent variable is considered.

Independent Variables
Time Management

Dependent Variable



Figures: 2.3. Conceptual model of the study

Source (Michael Revered, 2016) strategies for better time management

The review of the literature has been analyzed in order to see the relationship and effects of time management and employee performance.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This segment offers the overall research design, sample design (target population, sample size and sampling techniques), variables of the study, type and source of data, procedures of data collection and instruments, method of data analysis and ethical considerations of the study.

3.1 Research Design

Research design is the frame work of research methods and techniques chosen by the researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter and set up the studies up for success. The design of a research topic explains the type of research (descriptive, experimental, correlational, diagnostic, and explanatory). Proper research design sets our study up for success. In descriptive design, researcher is only interested in describing the situation or case under the research study. It is a theory based design method which is created by gathering, analyzing and presenting collected data. This allows a researcher to provide insights into the why and how of the research.

Since the main objective of the study was to investigate the effect of time management on employee performance, descriptive research design was appropriate to achieve the objective of the study. Descriptive is used to describe characteristics of a population or phenomenon being studied. The description is used for frequencies, averages and other statistical calculations. According to Cohen (1994), descriptive survey inquire helps to gather data at a particular point with the intention of describing the entire nature of the existing conditions in generalizing from sample to population.

This study used quantitative method of research to gather data from the respondents to recognize and predict some aspects of the behavior of the population interest. The quantitative research approach basically provides facts and figures about phenomena and involves statistical analysis (Ticehurst, 2000). Under the quantitative research method of data collection, standard questionnaire with modification to fit the context of the study was used to collect data for this study. The researcher used the measure with numbers and then analyses the data with statistics techniques by using spss software.

3.2 Target Population

This study tried to identify the relationship between time management and employee performance in Jimma University academic and administrative wing employees. The target populations of this study were academic and administrative wing employees of Jimma University and they are 225 in number, (10 dean, 10 vice dean, 74 heads, 80 college level officer and 50 administrative wing employees). In which 175 (78%) are academic wing. The academic wing employees include college dean and vice deans, department heads and college level officers (academic quality assurance officer, gender focal person, continuous and distance education coordinator, community based education coordinator, registeral, ethics and ICT unit of each institutions and colleges) and 50 (22%) are administrative wing employees. The administrative wing employees include administration director, human resource management, finance officer, purchase and property management officer, plan and development officer of each institutions and colleges. As shown in table 3.1 below.

Table 3.1 total population of the study

Colleges and institutes	Total number of dpt heads	Total number of dean and vd	Total number of college officers	number of admin wing employee
Business and economics	5	2	8	5
Institute of technology JIT	13	2	8	5
Agree culture	7	2	8	5
Social science and humanity	13	2	8	5
Law and governance	3	2	8	5
Natural science	6	2	8	5
education and behavioral s.	4	2	8	5
Institute of health	23	6	24	15
Total	75	20	80	50

Source JU plan and human resource management office, 2020

3.2.1 Sample Design

In this study the researcher used both convince and purposive non-probability sampling design.

As stated by (Uma Sakkara, 2003) convince sampling is nonprobability design, which is not generalizable at all, is used at times to obtain some quick information to get a feel for the

phenomenon or variables of interest. As its name implies, convenience sampling refers to the collection of information from members of the population who are conveniently available to provide it. To use the most available respondents the researcher used this convince sample design.

(According to Uma Sakkara, 2003) Instead of obtaining information from those who are most readily or conveniently available, it might sometimes become necessary to obtain information from specific target groups. The sampling here is confined to specific types of people who can provide the desired information, either because they are the only ones who have it, or conform to some criteria set by the researcher. This type of sampling design is called purposive sampling. For that reason the researcher used Judgment sampling; - Judgment sampling involves the choice of subjects who are most advantageously placed or in the best position to provide the information required.

3.2.2 Sample Size

A sample size is a way of selecting a portion of the population which adequately represents the entire population according (chandran, 2004). An adequate sample size is important for identifying the correct factor structure. A sample size less than 100 is not very suitable for conducting factor analysis.

The total number of academic and administrative wing employee of Jimma University in the two institutes (institute of health and jimma institute of technology, JIT). And six colleges (college of agriculture, college of business and economics, college of social science and humanity, college of law and governance, college of education and behavioral science and college of natural science) was 225. To determine the average number of respondents from academic and administrative wing to be included in the sample was determined by using the formula which was developed by Yamane (1967). The formula applied with five percent (5%) error and ninety five percent (95%) confidence level to determine the sample size.

Hence

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

Where

N = population size,

n = sample size,

e = margin of error at 5% (standard value of 0.05)

By using this formula the sample size (n) would be:

$$n = \frac{225}{(1 + 225 \times 0.05^2)}$$

n = 144 (selected sample size)

3.2.3 Sampling Techniques

In this study, to draw a sample proportion for each college and institutions, proportionate stratified sampling design was used. Because the researcher used similar fraction to draw the number of questioners to be distributed in each colleges and institutions for the academic and administrative wing employees. And both convince and purposive sampling design was used to distribute the drawn questioner for the respondents in each colleges and institutions. Convince sampling design was used because, the researcher distribute the questioner to the nearest by respondents. And purposive sample design was used because the researcher believed that there were individual who have to take part in filling the questioner. For instance, distributing questioner for deans, heads, academic quality assurance officers and administrative director was critical.

Table 3.2 sample size proportion of college and institute and academic and administrative wing

Colleges and institutes	Total number of Employees	Total sample size proportion	Sample proportion for academic wing	Sample proportion for admin wing
Business and economics	20	20*0.64=13	13*0.78=10	13*0.22=3
Institute of technology JIT	28	28*0.64=18	18*0.78=14	18*0.22=4
Agree culture	22	22*0.64=14	14*0.78=11	14*0.22=3
Social science and humanity	28	28*0.64=18	18*0.78=14	18*0.22=4
Law and governance	19	19*0.64=12	12*0.78=9	12*0.22=3

Natural science	21	$21*0.64=14$	$14*0.78=11$	$14*0.22=3$
education and behavioral s	19	$19*0.64=12$	$12*0.78=9$	$12*0.22=3$
Institute of health	68	$68*0.64=43$	$43*0.78=34$	$43*0.22=9$
Total	225	144	112 (78%)	32 (22%)

Note= $n/N=0.64$. n=sample size, N=total population. Source researcher, 2020

The researcher distributes 13 questioners (10 for academic and 3 for admin wing employees) in business and Economics College, 18 questioners (14 for academic and 4 for admin wing employees) in jimma institute of technology JIT, 14 questioners (11 for academic and 3 for admin wing employees) in college of agriculture, 18 questioners (14 for academic and 4 for admin wing employees) in college of social science and humanity, 12 questioners (9 for academic and 3 for admin wing employees) in college of law and governance, 14 questioners (11 for academic and 3 for admin wing employees) in college of natural science, 12 questioners (9 for academic and 3 for admin wing employees) in education and behavioral science college and 43 questioners (34 for academic and 9 for admin wing employees) in institute of health.

In the estimation of sample size based on proportions, it is statistically proved that the maximum representative sample is achieved at $p= 0.5$ (Seyed, 2010).

3.3. Sources of Data

In this research the both primary and secondary data was used. The sources of the primary data were Jimma University academic and administrative wing employees. And the source of secondary data was jimma university plan and human resource management office, staff co-workers.

3.4 Data Collection Instrument, Design and procedure

3.4.1 Data Collection Design

To investigate the effect of time management on Jimma University academic and administrative wing employee's performance, Likert-scale questionnaire was used. Questionnaires were distributed and collected by the researcher. The questioner was developed by the researcher based on (Michael Ruptured, 2016)'s strategies for better time management, dimensions of time

management (www.google.com) and principles of effective time management for balance, well-being and success (Princeton university, 2016).

3.4.2 Data Collection Instrument

Sample testing of instrument

According to (porta, 2008) Pilot study is a small-scale test of the methods and procedures to be used on a large scale. The researcher carried out a pilot testing of the questionnaire for validity and reliability.

Researcher selected 30 respondents (15 from academic and 15 from administrative wing employees) and 30 questionnaires were distributed to the respondents. The questionnaire contains **36** items that identify and measure key time management dimension and employee performance found to be strongly linked to both individual and organizational success. The questionnaire has three parts: Part I to gather data on the demographic information of participants, Part II to gather information on time management habits from the respondents and part III to gather and examine about employee performance. All questions of part II and part III were scored along a 5-point likert scale (1= strongly disagree, 2= disagree, 3= neutral, 4, agree and 5= strongly agree). The Independent variables are the time management dimensions: setting smart goal, prioritizing tasks wisely, self-organization, setting time limit for each task and monitoring and evaluation for goal, whereas the dependent variable was Employee Performance.

Validity and Reliability of the Instrument

Reliability and validity are two important characteristics of any measurement procedure. Reliability refers to the confidence we can place on the measuring instrument to give us the same numeric value when the measurement is repeated on the same object. It is the degree to which one may expect to find the same result if a measurement is repeated. One way to ideally measure reliability is by the test-retest method. It is done by measuring the same object twice and correlating the results. If the measurement generates the same answer in repeated attempts, it is reliable. Validity on the other hand means that our measuring instrument actually measures the property it is supposed to measure. The objective of assessing validity is to see how accurate is

the relationship between the measure and the underlying trait it is trying to measure. (Gaur, 2009)

Then, the returned 30 questionnaires were coded, analyzed by using SPSS and the result of was identified in terms of Cronbach's Alpha. Cronbach's Alpha coefficient is an indicator of internal consistency of the scale. A high value of the Cronbach's Alpha coefficient suggests that the item that make up the scale "hang together" and measure the same underlying construct. A value of Cronbach's Alpha above 0.70 can be used as a reasonable test of scale reliability. Reliability analysis (Cronbach's Alpha) was carried out on each of the dimensions of time management which were then compared to the conventional cut-off point of 0.70. And Cronbach's Alpha coefficient of all independent and dependent variables are greater than 0.70 as shown in table 3.3 below.

Table 3.3: Cronbach's Alpha Reliability Coefficients

<i>Dimension</i>	<i>No of Items</i>	<i>Cronbach's Alpha</i>
Setting smart goal	5	0.828
Prioritizing tasks wisely	5	0.780
Self-organization	5	0.792
Setting time limit for each task	5	0.802
Monitoring and evaluation for goal	5	0.814
Employee performance	9	0.834
Collective Cronbach's Alpha		0.872

Source researcher survey, 2020

Based on the findings of Cronbach's Alpha Reliability Coefficients value above on table 3.3, all the independent variables (goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal) has Cronbach's alpha value of, 0.828, 0.780, 0.792, 0.802 and 0.814 respectively, which is greater than 0.70. On the other hand the Cronbach's Alpha value of the dependent variable (employee performance) is also 0.834, which is also greater than 0.7. Similarly the collective Cronbach's Alpha value of dependent and independent variables is 0.872, this is also greater than 0.7. Based on Cronbach's Alpha

reliability coefficients value we can conclude that the instrument was reliable to investigate the case under this study.

Validity

The validity of the questionnaires was checked with the advisors, experts of the field and based on the test the relationship between the measure and the underlying trait is accurate.

3.4.3 Procedure of data collection

Before distribution of the questionnaire to respondents, the researcher provided support letter from Jimma University, Department of Management which deals about the research topic and request for cooperation from the concerned body to conduct the research. First the researcher collect data from Jimma University plan office and human resource management office to know the total number of department in each colleges and institutes. Then after based on the selected sample size the researcher was distributed 144 questioners, out of which 125 questioners were properly filled and returned. The researcher received 87% of the total attempted responses successfully completed.

3.5 Method of Data Analysis

The collected data were first checked for its consistency, completeness, missing and other errors before the entry process. The data coding make ready the completed and correct questionnaire for analyzing process. A data entry template was organized and data entered in to the appropriately designed program for analysis. Therefore, data has been analyzed by descriptive and inferential statistics using Statistical Package for Social Science (SPSS-version 20). Descriptive statistical indexes like percentage, mean and standard deviation were used for analyzing. Similarly, inferential statistics such as correlation and multiple linear regressions were also used to identify the strength of relationship and the degree of prediction between time management and employee performance.

The Mathematical Model of multiple regressions below can be used to determine the quantitative relationship between the variables:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + E$$

Where

Y = dependent Variable,

B_0 = constant

B_n = Coefficient

X_n = represents the Independent Variables in the estimation model

E = represents the error term

Assumption Tests

Beforehand applying multiple linear regression models, different assumption tests were measured to ensure the appropriate use of data analysis. Those assumption tests include the normality test, linearity test, Multicollinearity tests and homoscedasticity and heteroscedasticity test. Finally, based on those tests there was no normality linearity, Multicollinearity and homoscedasticity and heteroscedasticity tests problem to precede to the multiple linear regressions analysis.

Independent sample T- test analysis

The independent sample test was conducted to make a comparison between academic and administrative wing employees of Jimma University. On the hand to know whether there is statistically significant time management difference between academic and administrative wing employees of Jimma University which was included under the study.

3.6 Ethical Consideration

In this study the researcher deliberately measured ethical issues in seeking permission, keeping privacy and caring the secrecy of respondents that met during the study. Further to this, the researcher told the purpose of the study to the respondents and ensured voluntary participation, as it is only for academic purpose with full confidentiality. To avoid any harm on the research participants, the researcher has been careful to abide by the general research ethics. This is because of questionnaire participants may doubtful to be harmed with what they express to the researcher

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

This chapter contains the demographic results, descriptive statistics, and correlation between variables, assumption tests, multiple regression analysis and independent samples t-test analysis. It displays the analysis and interprets the study which examines the effect of time management (setting smart goal, prioritizing tasks wisely, self-organization, setting time limit for each task and monitoring and evaluation for goal) on employee performance.

4.1 Demographic Descriptions

The demographic description contains gender and age distribution, work experience and wing (academic and administrative distribution) of respondents.

Gender

Table 4.1: Gender distribution

Gender	Frequency	Percent	Cumulative Percent
Male	82	65.6	65.6
Female	43	34.6	100.0
Total	125	100.0	

Source researcher survey, 2020

As we can see from table 4.1 above of all the participants of the research are 125 and from the respondents 82 (65.6%) are male and 43(34.4%) are female.

Age Distribution

As the respondents age frequency table show from the total respondents of 125 (100%), 65 (51.2%) are between 31-40 years old, 38 (30%) are between 41-50 years old, 12 (9.6%) of the respondent are >50 years old and 10 (8.0%) are between 20-30 years old.

Table 4.2: Age distribution

Age	Frequency	Percent	Cumulative Percent
20-30	10	8.0	8.0
31-40	65	51.2	80.8
41-50	38	30.4	174.4

Source researcher survey, 2020

Table 4.3: wing distribution

Wing	Frequency	Percent	Cumulative Percent
Academic	98	78.0	78.0
Administrative	27	22.0	100.0
Total	125	100.0	

Source researcher survey 2020

Wing distribution

As shown in table 4.3 above, 98 (78.0%) of the respondent are academic wing employees and 27 (22.0%) of the respondents are administrative wing employee.

Table 4.4 experience distribution

Years	Frequency	Percent	Cumulative Percent
1-3	21	16.8	16.8
4-6	64	51.2	68.0
7-9	15	12	80.0
>10	25	20	
Total	125	100.0	100.0

Source researcher survey 2020

Experience distribution

From the respondents of the study, 64 (51.2%) of them have 4-6 years' experience, 25 (20%) have above 10 years' experience, 21 (16.8%) have 1-3 years' experience and 15 (12%) have 7-9 years' experience.

4.2 Descriptive Statistics for management dimension and Employee Performance

The descriptive statistics was used as a way to examine the mean, standard deviation, frequency and other information which are not apparent in the raw data. It was needed to determine the effect of time management on the employee performance. Tables below, contains descriptive data (mean and standard deviations) for the time management dimension (IV), goal setting, prioritization of tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal and employee performance (DV).

Table 4.5 descriptive analysis for goal setting (IV)

SN	Descriptions/Items	N	Mean	Standard deviation (DV)
Gs	clear understanding of JU mission	125	3.768	1.19423
Gs	daily to do lists to start the daily task	125	3.708	1.07085
Gs	Evaluate daily achievement of to do list	125	3.712	1.38508
Gs	Checking for smart goals	125	3.700	1.07181
Gs	Goal setting increase success	125	4.216	1.19812
Goal setting average		125	3.8208	.44419

Source researcher survey, 2020

As indicated in Table 4.5 above, the overall mean score and standard deviation of goal setting was (M=3.8208, SD =0.44419).The mean score and standard deviation of goal setting ranges from 3.7 to 4.216 and from 1.07085 to 1.19812 respectively. From this goal setting description the highest mean score was for goal setting increase success (M=4.216, SD=1.19812) followed by mission understanding (M=3.768, SD=1.19423). The third highest mean score was for evaluation of daily to do list (M=3.712, SD=1.38508) followed by having daily to do list (M=3.708, SD=1.07085) and the last mean score was checking for smart goal (M=3.7, SD=1.07181). Based on this result goal setting increase success was the most frequently used item of goal setting.

Table 4.6 descriptive analysis for prioritizing tasks wisely (IV)

SN	Descriptions/Items	N	Mean	Standard deviation (SD)
Pr	classify tasks on urgency and important	125	4.0351	1.28299
Pr	Prioritize by answering ‘ wh’	125	4.2191	.99567
Pr	priority for important task	125	3.9071	.91072
Pr	Priority for urgent task	125	3.7311	1.21188
Pr	Delegate urgent but not important task	125	3.7871	.97504
Prioritizing tasks wisely average		125	3.9359	.39614

Source researcher survey, 2020

As directed in Table 4.6 above, the overall mean score and standard deviation of prioritization of tasks wisely was (M=3.9359, SD=.39614) respectively. From this prioritization description the highest mean score was for prioritize by answering when, where, what, why, who, how questions (M=4.2191, SD=.99567) followed by classify tasks based on their important and urgency (M=4.0351, SD=1.28299). The third highest mean score was for priority for important tasks (M=3.9071, SD=.91072) followed by delegate urgent but not important tasks (M=3.7871, SD=.97504) and the last mean score was for priority for urgent tasks. Based on this result among the description of prioritization of tasks wisely, prioritize by answering ‘wh’ was the most frequently answered.

Table 4.7 descriptive analysis for self-organization (IV)

SN	Descriptions/Items	N	Mean	Standard deviation (SD)
So	schedule for all tasks	125	3.9938	0.97960
So	Clear deadline for all tasks	125	3.8738	0.92710
So	Choose best day to do job	125	3.8978	0.87753
So	Avoid multitasks at once	125	3.9538	0.78222
So	Block out disturbance during work	125	4.0258	0.9286
So	Keeping inspiration and motivation	125	3.9378	0.81065

	on job			
Self-organization average		125	3.9471	.27492

Source researcher survey, 2020

As table 4.7 above indicates the overall mean score and standard deviation of self-organization was (M=3.9471, SD=.27492) respectively. From this analysis the highest mean score was for block disturbances (M=4.0258, SD=.9289) followed by preparing schedule for all tasks (M=3.9938, SD=.97960). Thirdly the highest mean score value was for avoid multitask at once (M=3.9538, SD=.78222) followed by keeping inspiration and motivation on job (M=3.9378, SD=.81065).the last mean score was for Clear deadline for all tasks (M=3.8738, SD=.92710) following Choose best day to do job (M=3.8978, SD=.87753). Based on this results blocking disturbance during work is the most frequently used description.

Table 4.8 descriptive analysis for setting time limit for tasks (IV)

SN	Descriptions/Items	N	Mean	Standard deviation (SD)
St	breaking down task	125	4.0644	1.2522
St	Start from simplest task	125	3.9204	.99948
St	Classify task by their total amount of	125	3.7924	.91072
St	Take break between each task	125	3.7364	1.21182
St	Delegating tasks beyond total time capacity	125	4.2244	.97504
Time limit average		125	3.9476	.41324

Source researcher survey, 2020

As shown in table 4.8 above the overall mean score and standard deviation of setting time limit for tasks was (M=3.9476, SD= .41324) respectively. From this analysis result task delegation has the highest mean score was for delegating tasks beyond total time capacity (M=4.2244, SD=.97504) followed by breaking down tasks (M=4.0644, SD=1.2522).Start from simplest task (M=3.9204, SD=.99948) was the third highest mean score followed by classify task by their total amount of time (M=3.7924, SD=.91072). The smallest mean score was for Take break between

each task (M=3.7364, SD=1.21182). Based on this value we can conclude that delegation of tasks that take more time than total amount of time has role in employee performance.

Table 4.9 descriptive analysis for monitoring and evaluation for goal (IV)

SN	Descriptions/Items	N	Mean	Standard deviation (SD)
Mo	always monitor job progress	125	3.9379	.92861
Mo	Assessment to ensure connection with goal	125	3.9539	.97960
Mo	Assessment to ensure external factors	125	3.8739	.90710
Mo	Assess effectiveness by goal achievement	125	3.8979	.87753
Mo	Decide a job in need of monitor	125	3.9939	.78222
Mo	Make change if fail to achieve goal	125	4.0259	.81065
monitoring and evaluation average		125	3.9472	.26873

Source researcher survey, 2020

As table 4.9 explain above the overall mean score and standard deviation was (M=3.9472, SD=.26873) correspondingly. In this analysis the highest mean was for make change if fail to achieve the goal (M=4.0259, SD=.81065) followed by decide a job which need monitoring (M=3.9939, SD=.78222). The third highest mean score was for assessment to ensure connection with goal (M=3.9539, SD=.97960) followed by monitoring job progress (M=3.9379, SD=.92861).the last mean score was assessment of external factors (M=3.8739, SD=.90710) following assess effectiveness by goal achievement (M=3.8979, SD=.87753).

Table 4.10 descriptive analysis for employee performance (DV)

SN	Descriptions/Items	N	Mean	Standard deviation (SD)
Pe	perform in standard amount (quantity)	125	4.1760	.98426
Pe	Deliver job on their schedule and meeting deadline	125	4.1850	1.01110
Pe	Perform in standard, errors, waste and rework	125	4.0320	.87008

	(quality)			
Pe	Perform in terms of money, time, material and other time (efficiently)	125	3.9680	.94984
Pe	Perform regarding to customer	125	4.1840	1.05022
Pe	Perform with self-reliance	125	4.0000	.89803
Pe	Do contribution to organization, department and others	125	3.8560	1.04499
Pe	Productive work habit in terms of Tm, priorities and commitment	125	4.0960	.83689
Pe	Add skills and capabilities to do work in better way	125	4.3120	.67700
Employee performance average		125	4.0898	.28909

Source researcher survey, 2020

As table 4.10 explain the overall mean score and standard deviation of employee performance was (M=1.0898, SD=.28909). From this add skills and capability has the highest mean score (M=4.3120, SD=.67700) followed by deliver job on deadline (M=4.1850, SD=1.01110). The third highest mean score was for perform regarding to customer expectation (M=4.1840, SD=1.05022) followed by perform in quantity (M=4.1760, SD=.98426). The fifth mean score was productive time management habit (M=4.0960, SD=.83689) followed by perform in quality (M=4.0320, SD=.87008). The seventh mean score was perform in self-reliance (M=4, SD=.89803) followed by perform in efficiency (M=3.9680, SD=.94984). The last mean score for the dependent variable description was do contribution to the organization and others (M=3.8560, SD=1.04499).

In general the highest mean score averages and standard deviation among the independent variables was setting time for each tasks (M=3.9476, SD=.41324) followed by monitoring and evaluation for goal (M=3.9472, SD=.26873). The mean score of self-organization (M=3.9471, SD=.27492) was the third highest score followed by prioritization of tasks wisely (M=3.9359, SD=.39614). From the analysis the last mean score was for goal setting (M=3.8208, SD=.44419). As we can see from the descriptive analysis tables above there is no large difference between the mean score value of the independent variables. Based on this we can conclude that the

independent variables explained in this study all have statistically positive and significant effect on employee performance.

4.3 Correlation Analysis

A correlation analysis was performed to determine if there were any relationships between the independent variables (goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal) and the dependent variable (employee performance). To analyze the relationship between variables descriptive techniques was used. As described by Amin (2005) descriptive statistics provides us with the techniques of numerically and graphically presenting information that gives an overall picture of the data collected. To analyze data Pearson's correlation analysis was used and the correlation is significant at 0.05 values.

In order to interpret the results of the correlation there are standards. According to Lewin (2005) the criterion for evaluating the magnitude of a correlation was as follows: If the correlation coefficient (r) 0.01 - 0.29 the strength of relationship is weak, when correlation coefficient (r) 0.30 - 0.49 the relationship is medium/moderate and when the correlation coefficient (r) 0.50 - 1.0, the strength of relationship is strong. The negative sign indicates that as the score of one variable increase, the score of the other variable decreases. A correlation coefficient of 1 or -1 indicates the strong relationship and the Pearson correlation coefficient (r) of zero or if it is very close to zero, it shows as there is no relationship/very weak relationship between variables. So, the correlation results of this study are analyzed based on the above correlation coefficient standards of Somekh and Lewin (2005).

4.3.2 The Relationship between Overall TM dimension and Employee Performance

Table 4.11: Correlations between TM dimension and EP N=125

TMD(variables)	1	2	3	4	5	6	TM
1.Goal setting	1						
2.Prioritizing tasks wisely	.479**	1					
3.Self-organization	.333**	.428**	1				
4.Setting time limit for tasks	.466**	.515**	.453**	1			
5. Mo and Ev for goal	.499**	.526**	.536**	.565**	1		
6. Employee performance	.529**	.613**	.561**	.601**	.634**	1	
EP							.774**

Correlation is significant at 0.05

Note, TMD= time management dimension, TM= time management, EP= employee performance

Independent Variables: Gs, Pr, So, St, Mo

Dependent variable: employee performance

Source researcher survey, 2020

Table 4.11 represents three correlations,(1) correlation between the independent variables, (2) correlation between independent variables (goal setting, prioritization of tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal) and dependent variable (employee performance) and (3)correlation between the independent variables (time management dimensions jointly) and dependent variable (employee performance).

Goal setting has relationship with prioritization of tasks wisely with $r = 0.479$, with self-organization with $r = 0.333$, with setting time limit for tasks with $r = 0.466$ and with monitoring and evaluation for goal with $r = 0.499$. Here goal setting has the high relationship with monitoring and evaluation for goal. Likewise prioritization of tasks wisely has relationship with self-organization with $r= 0.428$, with setting time limit for tasks with $r=0.515$ and with monitoring evaluation for goal with $r= 0.526$. When we compare this correlation prioritization of tasks wisely has high association with monitoring and evaluation. Similarly self-organization has

relationship with setting time limit with $r=0.453$ and with monitoring and evaluation for goal with $r= 0.536$. As well setting time limit for task has high relationship with monitoring and evaluation for goal. Finally setting time limit for task has correlation with monitoring and evaluation with $r=0.565$. This correlation is the strong correlation. Therefore there was positive relationship between all the independent variables.

As shown in correlation table above relationship between goal setting and employee performance is with $r=0.529$, prioritization of tasks wisely and employee performance is with $r=0.613$, self-organization and employee performance is with $r=0.561$, setting time limit for tasks and employee performance is with $r=0.601$ and monitoring and evaluation for goal and employee performance is with $r=0.634$. here there is statistically high strong relationship between monitoring and evaluation and employee performance.

In the last row of table 4.11 above **0.774** value indicates that the relationship between the independent variables (time management dimensions) jointly and the dependent variable employee performance. This correlation is strong. Accordingly we can conclude that there is statistically strong relationship between time management and employee performance.

4.4 Regression analysis

4.4.1 Assumption Tests

Formerly applying the multiple linear regression analysis to test the effect of time management on employee performance, some tests were conducted in order to ensure the relevance of data analysis as follows:

4.4.2 Normality Test

Table 4.12 statistical Test of normality

Variables	Descriptive						Test of normality
	Skewness	S.E	z-value	Kurtosis	S.E	z-value	Shapiro-wilk value
Iv, Goal setting	-0.384	0.217	-1.77	-0.754	0.430	-1.75	0.501
Iv, Prioritization	-0.876	0.532	-1.64	-1.051	0.610	-1.72	0.420
Iv,Self-organization	-0.315	0.197	-1.59	-0.169	0.403	-0.42	0.156
Iv, Time limit	0.732	0.712	1.03	0.522	0.340	1.54	0.310
Iv, Monitoring	0.902	0.817	1.0	0.828	0.451	1.81	0.241
Dv,employee performance	0.9751	0.877	1.11	0.822	0.620	1.3	0.551

Source Kent Lofgren (you tube, 2020) and researcher survey, 2020

4.4.2.1 Statistical Test of normality

The Skewness and kurtosis measure should be as close to zero as possible, in spss. In reality, however, data are often skewed and kurtic. A small departure from zero is therefore no problem, as long as the measures are not too large compare to their standard error. As consequence, we must divide the measure by its standard error, and we need to do this by hand, using calculator. This will give us the z-value, which should be somewhere between -1.96 and +1.96 (Kent Lofgren 2020 from www.you tube.com). Based on this Skewness and kurtosis z-value of goal setting is -1.77 and -1.75, prioritizing tasks wisely -1.64 and -1.72, self-organization -1.59 and -0.42, setting time limit for tasks 1.03 and 1.54 and monitoring and evaluation for goal 1.0 and 1.81 respectively. The z-value all independent variables are between -1.96 and +1.96. Similarly for the dependent variable employee performance 1.11 and 1.3. Therefore we can conclude that the data was normally distributed.

The Shapiro-wilk test is a test of normality in frequentist statistics. It was published in 1965 by Samuel Sanford Shapiro and martin wilk. The Shapiro wilk test is a way to tell if random sample comes from a normal distribution. The test gives us a w-value; small values ($p < 0.05$) indicate our sample was not taken from normal distributed. (We reject the null hypotheses that our operation is normally distributed if our p- values is greater than 0.05 (google.com, 2014).

Goal setting has Shapiro-wilk test p-value of 0.501, prioritization of tasks has p-value of 0.420, self-organization has p-value of 0.152, setting time limit for tasks has p-value of 0.310 and monitoring and evaluation for goal has p-value of 0.241. According to Samuel Sanford Shapiro and Martin wilk (1965) and ken Lofgren (2020), the smaller value of w ($p < 0.05$) indicates the sample does not describe the characteristics of the total population and thus null hypothesis is rejected. On the other hand the Shapiro-wilk test p-value of the independent variables of this study are all greater than 0.05. Therefore we can conclude that the sample was not statistically different from the target population. And we accept the null hypotheses (Ho: the sample data are not significantly different than a normal population).

4.4.2.2 Graphical test of normality

The researcher also used histogram method of testing the normality of the data. Histogram is bell shaped which lead to infer that the residuals (disturbance or errors) are normally distributed. The residuals should be normally distributed about the predicted dependent variable score. As shown on figure 4.1 below, dependent Variable is normally distributed for each value of the independent variables.

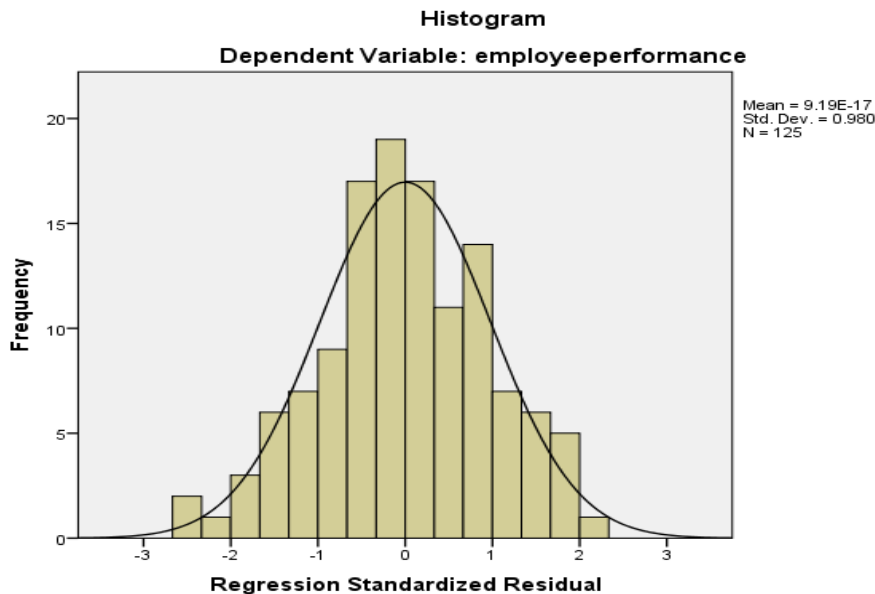


Figure 4.1: The regression model assumption of normality in the study

4.4.2 Linearity Test

Linearity is most simply thought of as data that is a straight line when graphed. Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the independent variables; goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal and dependent variable, employee performance is linear; by using plots of the regression residuals SPSS software. In case of linearity, the residuals should have a straight line relationship with predicted dependent variable scores.

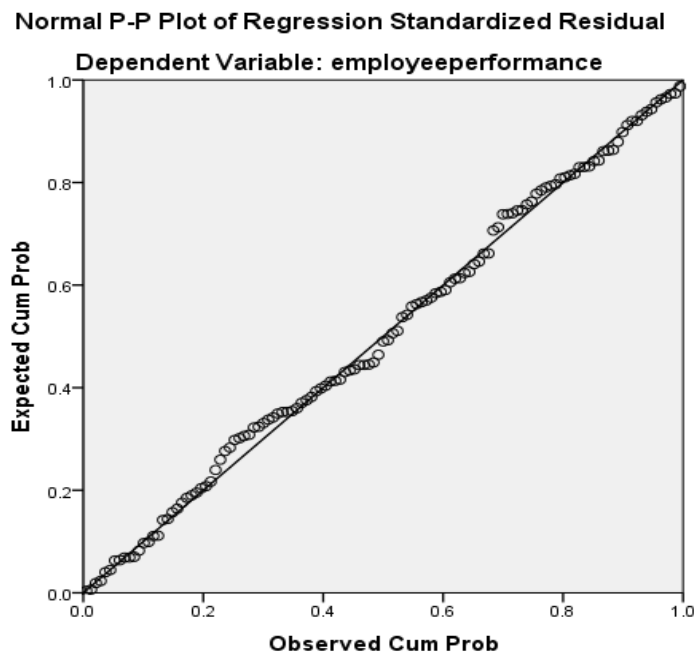


Figure 4.2: The regression model assumption of linearity in the study

As shown on figure 4.2 above, the change in the dependent variable is more of related to the change in the Independent Variables. Therefore, there is no linearity problem on the data for this study and residual follow at straight line.

4.4.3 Heteroscedasticity Test

Heteroscedasticity mean that the error variance around predicted scores is different for the predicted values under the study. It is used to test the violation assumption of the regression analysis. On the other hand the scatter points starting close to the regression line and going

further away. This would imply that for the smaller values of the independent variables and dependent variables we would have a better prediction for the bigger variables. According to advanced statistical methods (www.youtube.com), the type of heteroscedasticity model for this study is the Log-Log model. On the other hand as the independent variables (goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal) increases by one percent (1%), the dependent variable (employee performance) will increase by b1 percent (b1%).based on this model test, the heteroscedasticity assumption is not violated.

4.4.4 Multicollinearity Tests

Multicollinearity can be checked by correlation matrix and Variance Inflation Factors (VIF). A correlation matrix is used to ensure the correlation between independent variables (Explanatory variables) and dependent variable to identify the problem of Multicollinearity. On the other hands, correlation matrix computing a matrix of Pearson's bivariate correlations among all independent variables and the magnitude of the correlation coefficients. Whereas the Variance Inflation Factors (VIF) of the linear regression indicates the degree that the variances in the regression estimates are increased due to Multicollinearity.

As Hair et al. (2006) argued that correlation coefficient below 0.90 may not cause serious Multicollinearity problem.

The result in table 4.7 above shows that, there is a correlation among the independent variables and the coefficient of correlation (r) ranged from .333 to .565 values. From those coefficients of correlations (r) the highest correlation is 0.565 and it is less than the stated standard by Hair et al. So, it can be concluded as there is no Multicollinearity problem among the independent variables in the model based on the correlation matrix result.

Table 4.13: Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Goal setting	.781	1.280
Prioritizing tasks wisely	.632	1.583
Self-organization	.676	1.480
Setting time limit for tasks	.621	1.610
Monitoring and evaluation for goal	.529	1.829

Source: researcher survey, 2020

a. Dependent Variable: Employee Performance

b. Independent Variables: goal setting, prioritizing, self-organization, time limit, monitoring

The Collinearity statistics shows Variance Inflation Factors (VIFs) ranged from 1.280 to 1.829 and tolerance values ranged from 0.529 to 0.781 as described in table 4.8 above,

As stated by Field (2005) the Variance Inflation Factors (VIF) of the linear regression indicated the degree that the variances in the regression estimates are increased due to Multicollinearity and VIF values higher than 10.0 shows as there is Multicollinearity problem. On the other hands, as stated by Pallant (2007) Tolerance is a statistical tool which indicates the variability of the specified independent variable from other independent variables in the model and it has no Multicollinearity problem if the tolerance is greater than 0.10 values. The results of Tolerance and VIF suggest that Multicollinearity is not suspected between the independent variables because the values of Variance Inflation Factors (VIF) are below 10 while the tolerance values are above 0.10. Thus, from an examination of the information presented in all the three tests (linearity, normality and Multicollinearity tests), the researcher concludes that there is no significant data problem that would lead to say the assumptions of multiple regressions have been violated.

4.5 Multiple linear Regression Analysis

Upon the end of the correlation analysis and different model tests (linearity, normality, Multicollinearity), regression analysis were track to find any relationship between the independent variables (TM dimension: goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal) and the dependent variable (employee performance). According to Hair.et al. (2007), multiple regression analysis is a form of general linear modeling and is an appropriate statistical technique when examining the relationship between a single dependent variable and several independent variables (predictors).

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.597	.581	1.08863

Predictors: (Constant) goal setting, prioritization of tasks wisely, self-organization, setting time limit for tasks, monitoring and evaluation for goal

b. Dependent Variable: Employee Performance

Source researcher survey, 2020

Table 4.14 above shows, the R value obtained by regression was .773 which implies that the correlation between the all independent variables, time management dimensions and dependent variable, employee performance is 0.773 that means there is strong positive significant relationship between time management and employee performance. And the Adjusted R square value was .597 which means that 59.7% variations in employee performance have been explained by the time management dimensions cooperatively and 40.3% was due to other unexplained factors in this study.

Table 4.15: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	209.323	5	41.865	35.325	.000 ^b
Residual	141.029	119	1.185		
Total	350.352	124			

Source researcher survey, 2020

On the other hands, the P-value can explain the variation in the dependent variable. That is when the P-value is less than 0.05 the independent variables do a good work clarifying the variation in the dependent variable. Whereas, when the P-value is greater than 0.05 then, the independent variables do not explain the variation in the dependent variable. To this effects, since P-value is 0.000 ($p < 0.05$), time management (TM) do a good job explaining the variation in the dependent variable (employees performance).

Table 4.16: Multiple Regression Coefficients Result

Model	Unstandardized Coefficients		Standardized Coefficient	Sig.	95.0% Confidence Interval	
	B	S.er	Beta (β)		L B	U B
(Constant)	11.524	1.207			9.134	13.913
Goal setting	.120	.041	.178	.008	.029	.191
Prioritization of tasks	.145	.045	.237	.002	.256	.233
Self-organization	.136	.045	.216	.003	.048	.225
Setting time limit	.114	.049	.171	.023	.016	.212
Mo and Ev	.152	.051	.239	.003	.051	.253

Note: **B** = Regression Coefficient, beta (β) = Standardized Coefficients,

Dependent Variable: employee performance

Source: researcher survey 2020

The Beta Coefficient (B) result shows the strength of the effect of each individual independent variable to the dependent variable (employee performance) as shown in table 4.16 above.

The Mathematical Model of multiple regressions below can be used to determine the quantitative relationship between the variables:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + E$$

Where:-

Y = Employee performance,

B₀=value of Y when all of the IV (x1 through xn are equal to zero)

X1=percentage change in the single independent variable

B1=percentage change in dependent variable relative to single IV

E= error term

$B_0 = 11.524$ (constant)

$B_1x_1 = 0.120$ (goal setting)

$B_2x_2 = 0.145$ (prioritizing tasks wisely)

$B_3x_3 = 0.136$ (self-organization)

$B_4x_4 = 0.114$ (setting time limit for tasks)

$B_5x_5 = 0.152$ (monitoring and evaluation for goal)

Reliability coefficient = 95%

The model's prediction outline is as follows:

Employee performance = $11.524b_0 + 0.120x_1 + 0.145x_2 + 0.136x_3 + 0.114x_4 + 0.152x_5$.

On the other hands, based on the table 4.16 above, the Beta value (B) of goal setting is .120 which means that as goal setting increase by 1 percent, the employee performance will increase by 12% keeping the other factors constant. Similarly, the Beta value (B) of prioritization of task wisely is .145 which implies that as task prioritization increase by 1 percent, the employee performance will increase by 14.5% assuming the other variable is held constant. Also the beta value (B) of self-organization is .136 that means when self-organization increase by 1percent employee performance will increase by 13.6% additionally the beta value (B) of setting time limit for tasks is .114 which shows as level of setting time limit for tasks increase by 1 percent employee performance will increase by 11.4% and Lastly, the Beta value (B) of monitoring and evaluation for goal is .152 which displays as monitoring and evaluation for goal increase by 1 percent, the employee performance will increased by 15.2% keeping other factors constant.

Generally, based on the regression coefficient (B) results, all time management dimensions (independent variables) included under this study have statistically positive effect on employee performance (dependent variable) prediction keeping other factors constant.

Table 4.17: Summary of Multiple Regression (N=125)

TM dimension	R	R ²	t	Sig.	F	Sig.
goal setting	.529	.224	5.964	.008	35.564	0.000 ^b
prioritizing tasks	.613	.365	8.405	.002	70.640	
self-organization	.561	.307	7.375	.003	54.385	
setting time limit	.601	.326	7.705	.023	59.368	
Monitoring and ev	.634	.409	9.217	.003	84.955	

Note: R = Correlation Coefficient, R²= Coefficient Determination, t = t-value, Sig = P Value, TM = time management.

Source: researcher survey result, 2020

Regression was also performed to find any effects between time management dimension (TMD) and employee performance based on correlation coefficient (R), coefficient of determination value (R²) and P-value (Sig.) of the variables as shown in table 4.17 above.

The regression table above indicates, the goal setting has R² value = 0.224 and P-value 0.008 (< 0.05) which shows that 22.4% of the employee performance can be explained by goal setting and the remaining balance of 77.6% was due to other factors. Hence, the regression model is useable for predicting the effect of goal setting on employee performance. This implies that goal setting is important in explaining employee performance. On the other hands, it has statistically significant effect on employee performance. Based on the significance results of goal setting p=0.008 (p<0.05) the alternative hypothesis of the study (**Ha1**): goal setting has statistically positive effect on jimma university academic and administrative wing employee performance was accepted.

The regression analysis of prioritizing tasks wisely and employee performance shows that R² value = 0.365 and P-value 0.002 (p<0.05) describing that 36.5% of changes in employee performance was due to prioritizing tasks wisely, while 63.5% change was due to other factors. On the other hands prioritizing tasks wisely has positive effect and statistically significant in the prediction of employee performance. Based on the regression results of prioritizing tasks wisely p=0.003 (p<0.05) the alternative hypothesis (**Ha2**): prioritizing tasks wisely has statistically positive effect on Jimma University academic and administrative wings employee performance was accepted.

The regression analysis of self-organization and employee performance express that R^2 value = 0.307 and P-value 0.003 ($p < 0.05$) describing that 30.7% of changes in employee performance was due to self- organization, while 69.5% change was due to other factors. On the other hands self-organization has positive effect and statistically significant in the prediction of employee performance. Based on the regression results of self-organization $p = 0.003$ ($p < 0.05$) the alternative hypothesis (**Ha3**).self-organization has statistically positive effect on jimma university academic and administrative wing employee performance was accepted.

The regression analysis of setting time limit for tasks and employee performance indicates that R^2 value = 0.326 and P-value of 0.023 ($p < 0.05$) describing that 32.6% of changes in employee performance was due to setting time limit for tasks, while 67.4% change was due other factors. On the other hands setting time limit for tasks has statistically positive effect and statistically significant in the prediction of employee performance. Based on the regression results of setting time limit for task $p = 0.023$ ($p < 0.05$) the alternative hypothesis (**Ha4**): setting time limit for each task has statistically positive effect on Jimma University academic and administrative wing employee performance was accepted.

The regression analysis of monitoring and evaluation for goal and employee performance shows the R^2 value = 0.409 and $p = 0.003$ ($p < 0.05$) describing that 40.9% of change in employee performance was due to monitoring and evaluation for goal, while 59.1% change was due to unexplained variable. On the other hands monitoring and evaluation for goal has statistically positive effect and statistically significant in the prediction of employee performance. Based on the regression results of monitoring and evaluation for goal $p = 0.003$ ($p < 0.05$) the alternative hypothesis (**Ha5**): monitoring and evaluation for goal has statistically positive effect on jimma university academic and administrative wing employee performance was accepted. Among the predicting variables (IV) of this study monitoring and evaluation for goal takes the highest value to predict variation on the dependent variable, employee performance.

Generally based on the multiple regression analysis of time management and employee performance shows the R value of 0.773, R^2 value 0.597 $p = 0.000$ ($p < 0.05$) described that 59.7% of change in employee performance was due to time management, while 40.3% change was due to unexplained variables (factors) under this study. On the other hand time management

has strong positive effect and statically significant in the prediction of employee performance. As previously described in the empirical literatures time management has positive effect on employee performance and this result of the study agrees with the result of most researchers. As an example, the research done by Wasan.sya (2017) at The Effect of Time Management on Academic Performance among Students of Jazan University, zafarallah.s and pertti.v (2017) Effect of Time Management on the Job Satisfaction and Motivation of Teacher Educators at university of eastern Finland and sukkur, Adejo Adeyinka Lawrence (2012) at Effective time management for high performance in an organization and fjolla.t (2017) the Effect of poor time management and fear of delegation on organizational stress at haxhizeka university.

4.6 Independent sample T-test analysis

The independent samples t-test compares the mean of two independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different.it is a parametric test.(According to Ajai S. Gaur Sanjaya S. Gaur (2009), statistical methods for practice and research).In many real life situations, we cannot determine the exact value of the population mean. We are only interested in comparing two populations using a random sample from each. Such experiments, where we are interested in detecting differences between the means of two independent groups are called independent samples test.

As shown in table 4.3 above from 125 respondents 112 (78%) of the respondent are academic wing employees and 32 (22%) of the respondents are administrative wing employee.

Table 4.18 independent sample T-test for academic and administrative wing N= (125)

Test factors	Leven's test for equality of variance		t-test for equality of means	
	Sign	Df	Mean	
			Academic	Administrative
Goal setting	.671	63.254	3.6600	3.6775
Prioritization	.891	80.192	3.6329	3.6443
Self-organization	.681	74.638	3.6703	3.6870
Setting time limit	.130	121.371	3.6770	3.6782
Monitoring and evaluation	.109	106.488	3.6317	3.6878
Employee performance	.229	86.346	3.8807	3.8999

Source researcher survey, 2020

Note: DF = degree of freedom, sign=significance

Predictor (constant) = goal setting, prioritization, self-organization, setting time limit, monitoring and evaluation.

Dependent variable = employee performance.

In table 4.18 above we get results of two tests –Levine’s test for equality of variance and t-test for equality of means. The table contains two sets of analysis, the first one assuming equal variance in two groups and the second one assuming unequal variance. The Levine’s test tells us which statistic to consider analyzing the equality of means. In test the null hypothesis that the two groups have equal variance. A small value of significance associated with Levine’s test indicates that the two groups have unequal variance and the null hypothesis is rejected. On the other hand as shown in table 4.18 above p-values (sig.) of all the independent variables (TM dimension), goal setting, prioritizing tasks wisely, self-organization, setting time limit for tasks and monitoring and evaluation for goal are all greater than 0.05 ($p > 0.05$). This indicates that there is no statistically significant time management difference between jimma university academic wing and administrative wing employees. Accordingly large value of statistic indicates that the groups do have equal variance. There the null hypothesis of the study (**Ho6: Acw = Adw**); there is no statistically significant time management difference between jimma university academic and administrative wing employees was accepted.

Generally based on the results of the independent sample T-test analysis, we can conclude that there is no statistically significant time management difference between academic and administrative wing employees of Jimma University.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter contains the summary of major findings, conclusions and recommendations which are assumed to be useful to enhance Jimma University academic and administrative wing employee's performance.

5.1 Summary of Major Findings

The main objective of the study was to investigate the effect of time management on Jimma University academic and administrative wing employee's performance.

Based on the results of descriptive analysis for goal setting ranges from (M=3.7, SD=1.07161) to (M=4.216, SD=1.9812) and the average mean score value for goal setting was (M=3.8208, SD=.44419). Likewise the mean and standard deviation of prioritization of tasks wisely ranges from (M=3.7311, SD=1.21188) to (M=4.21910, SD=.99567) and the average mean score was (M=3.9359, SD=.39614). As well the mean and standard deviation of self-organization ranges from (M=3.8738, SD=.92710) to (M=4.0258, SD=.9286) and the average mean value was (M=3.9471, SD=.27492). Additionally the mean and standard deviation of setting time limit for tasks ranges from (M=3.7361, SD=1.21182) to (M=4.0259, SD=.97509) and the average mean score was (M=3.9472, SD=.26873). according to the average mean score of the independent variables setting time limit for tasks has the highest mean score (M=3.9476, SD=.41329) followed by monitoring and evaluation for goal (M=3.9472, SD=.26873). Self-organization has the third highest mean score (M=3.9471, SD=.27492) followed by prioritization of tasks wisely (M=3.9359, SD=.39614) lastly goal setting has the lowest mean score (M=3.8208, SD=.44419) among the independent variables. As well as the mean score of the dependent variable employee performance ranges from (M=3.8560, SD=.94984) and the average mean score was (M=4.0898, SD=.28909). Based on this descriptive analysis result of dependent and independent variables the researcher concludes that time management has effect on employee performance.

The Analysis of Variance (ANOVA) results of the regression between Independent variables and employee performance shows the probability value of 0.000 ($p < 0.05$) indicates that time management was statistically significant in predicting employee performance.

Based on Multiple Regression Coefficients Result, the beta coefficient value of goal setting is .178 which shows as goal setting increase by 1% employee performance will increase by 17.8% keeping other factors constant. Also when prioritizing tasks wisely increase by 1% employee performance will increase by 23.7%. When self-organization increase by 1% employee performance will increase by 21.65. The same thing as setting time limit increase by 1% employee performance will increase by 17.1% and when monitoring and evaluation increase by 1% employee performance will increase by 23.9%. Generally when time management (TM) increase by 1% employee performance will increase by 77.3% keeping other factors constant.

Based on Summary of Multiple Regression results 22.4% of variation in employee performance was described by goal setting and 77.6% was due to other factors. The p-value of goal setting was 0.008 (<0.05) based on this result the alternative hypothesis, **Ha1**: goal setting has statistically significant effect on employee performance was accepted. Likewise 36.5% variation in employee performance was due to prioritization of tasks wisely and 63.5% was due to other factors and the p-value for prioritization of tasks wisely was 0.002 (<0.05) therefore the alternative hypothesis, **Ha2**: prioritization of tasks wisely has statistically significant effect on employee performance was accepted. Similarly self-organization explains 30.7% variation of employee performance and 69.3% was due to other factors and the p-value of self-organization was 0.003 (<0.05) based on this result the alternative hypothesis, **Ha3**: self-organization has statistically significant effect on employee performance was accepted. Additionally 32.6% of variation in employee performance was explained by setting time limit for tasks and 67.4% was explained by other factors and the p-value setting time limit for each task was 0.023 (<0.05) due to this result the alternative hypothesis, **Ha4**: setting time limit for each task has statistically significant effect on employee performance was accepted. Finally 40.9% variation in employee performance was due to monitoring and evaluation for goal and 59.1% was by other factors and the p-value for monitoring and evaluation for goal was 0.003 as well the alternative hypothesis, **Ha5**: monitoring and evaluation for goal has statistically significant effect on employee performance was accepted. All together 59.7% variations in employee performance have been explained by the time management dimension (independent variables) jointly. And 40.3% was due to unexplained factors in this study.

Based on the independent sample t-test analysis, owing to the highest p-value ($p>0.05$) of Levine's test for equality of variance the null hypothesis, **Ho6**: there is no statistically significant

time management difference between Jimma University academic and administrative wing employee was accepted.

5.2 Conclusions

Based on the major findings of the study, the following conclusions were drawn:

Good time management allows us to accomplish more in a shorter period of time, which leads to more free time, which lets us take advantage of learning opportunities, lower our stress and helps us focus, which leads to more career success. Each benefit of time management improves our performance and another aspect of our life.

Setting goal gives you long term vision and short term motivation. It focuses your acquisition of knowledge and helps you to organize your time and your resources so that you can make the most of your life. by setting sharp, clarity defined goal you can measure and take pride in the achievement of those goals and you will see forward progress in what might previously have seemed a long pointless grind. You will raise your confidence, as you recognize your own ability and competence in achieving the goals that you have set, since success is measured by achieving the goal. Smart goal are a tool to improve the employee performance. As in this study 22.4% of variation in employee performance was explained by goal setting and the significance value of 0.008 (<0.05), goal setting has statistically positive and significant effect on jimma university academic and administrative wing employee's performance.

By keeping such a list you make sure that your tasks are written down all in one place so you do not forget anything important and urgent or not and by prioritizing tasks, you plan the order in which you will do them, so that you can tell what needs your immediate attention and what you can leave until later. Knowing priorities reduce stress, can improve productivity and time management, and even help with work life balance and you create better boundaries for your workday. Following prioritization of tasks wisely increase performance. As per in this study 36.5% of variation in employee performance was due to prioritization of tasks wisely and the significance value of 0.002 (<0.05), prioritization of tasks wisely has statistically positive and significant effect on jimma university academic and administrative wing employee's performance.

Daily scheduling is a way to keep you on track with the activities that leads to success. Write down the deadlines for every task to meet deadlines, it is important that you are well organized and that you plan ahead. It is also critical that you are realistic in the tasks that you set yourself, and that you create environments - both internal and external - that support the achievement of those tasks. Performing tasks regarding with self-organization will increases employee performance. Through in this study 30.7% of variation in employee performance was due to self-organization and significance value of 0.003 (<0.05), self-organization has statistically positive and significant effect on jimma university academic and administrative wing employee' performance.

Setting time constraints for completing tasks helps you be more focused and efficient. Making the small extra effort to decide on how much time you need to allot for each task can also help you recognize potential problems before they arise. Having time limit for each task will increase employee performance. Such as in this study 32.6% of variation in employee performance was explained by setting time limit for tasks and significance value of 0.023 (<0.05), setting time limit for each tasks has statistically positive and significant effect on jimma university academic and administrative wing employee' performance.

Monitoring and evaluation for goal is used to assess quality and the effectiveness of the performance and outcome of the goal implementation. The objective of monitoring is to track and identify the gapes and to improve the implementation to achieve the goal and set objectives. Effective monitoring helps in knowing if the intended results are being achieved as planned, what actions are needed to achieve the target goal. Individual who monitor their objective progress effectively can improve their work performance. Moreover in this study 40.9% of variation in employee performance was explained by monitoring and evaluation for goal and significance value of 0.003 (<0.05) monitoring and evaluation for goal has positive and statistically significant effect on jimma university academic and administrative wing employee' performance.

Effective time management is the effective use of your time that allows you to plan your day in such a way that you finish your work with less effort and make the most of the limited time you have got. All together in this study 59.7% of variation employee performance has been explained

by time management dimensions (goal setting, prioritization of tasks wisely, self-organization, setting time limit for each task and monitoring and evaluation for goal) jointly. And the significance value of 0.000 (<0.05) time management has statistically positive and significant effect on jimma university academic and administrative wing employee' performance.

A small value of significance associated with Levine's test indicates that the two groups have unequal variance and the null hypothesis is rejected. Besides in the independent sample T-test analysis of this study the significance value of all the independent variables (time management dimensions) were greater than 0.05 ($p>0.05$) the researcher conclude that there was no statistically significant time management difference between the two groups (academic wing and administrative wing employees of jimma university).

5.3 Recommendations

Based on the findings and conclusions of the study, the following recommendations are suggested:

It is advisable for Jimma University to encourage employee to practice time management strategies, goal setting, and prioritization of tasks wisely, self-organization, setting time limit for each tasks and monitoring and evaluation for goal in their ever day activity to improve organizational performance. Additionally, it is recommendable that Jimma University academic and administrative wing employees strive becomes role model for their staff co-workers regarding to the significance of time management on improving employee performance.

Since goal setting individually can explains 22.4% of variation on employee performance, it is advisable academic and administrative wing employees and other unexplained staffs develop habit of setting goal for all tasks in order to improve personal and organizational performance.

36.5% change on employee performance was on account of Making good decision on which task is more important and urgent (prioritization of tasks). That is why it is better academic and administrative wing employee and all other workers of Jimma University make critical watching on more important tasks to accomplish necessary task on its or their deadline and leaving urgent and not important tasks for later time.

Being scheduled and well planned of tasks explain 30.7% variation of employee performance in the organization. For that reason it is advisable all employees of Jimma University give attention for having schedule and being self-organized during job to improve personal and their organization performance.

Knowing the total amount of time each tasks need to be completed explains 32.6% of change in employee performance. And it enables the employee to enhance delegation of tasks which are beyond total time capacity for subordinates or other co-worker in order to complete task on its deadline. With the intention of this it is advisable jimma university motivate and encourage its employees to practice setting time limit for each tasks and delegation in order to improve their and organization performance.

Undertaking of monitoring and evaluation of goal whether tasks are done with regards of standard quality, quantity, organizational productivity and customer expectation modify 40.9% of employee performance. Hence it is advisable jimma university give high priority for monitoring and evaluation goal of every employee's regarding to quality, quantity, productivity and customer expectation on final progress to improve organizational and individual performance.

Over all 59.7% of variation in employee performance has been explained by time management dimensions or the independent variables of this study collectively. For that reason it is advisable that Jimma University works on awareness creation on the significance of time management on improving organizational and individual performance. In addition to that it is advisable the university arrange continuous training program for all staffs on mission, vision and objective of Jimma University as employee who have clear understanding of the organization objective he will link all his goal and objective in regarding achieving of the organization goal and objective.

5.4 Suggestion for the future Research

The current study examined the effect of time management on employee performance in Jimma University academic and administrative wing employees. And the researcher suggested the following titles for further researches.

The researcher recommends for further researchers in the target area and sample size with broader scope of jimma university structures from higher positional employees (the president,

lectures) up to the lower level (securities, clearer employees) of the university; In addition, the future researcher should focus on other organizations-be it public or private higher educational institutions.

The high level of employee performance was due to time management, but there are still other factors or variables that would affect employee performance. Future research could focus on other factors that might also affect employee's performance.

Finally the researcher recommended that future research is better to choose a longitudinal research design to examine the cause and effect relationship between different time management dimensions and employee performance.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear Respondents, This questionnaire was developed to conduct a research under the effect of time management on Jimma University academic and administrative wing employee's performance. *The aim of this particular research is to investigate the effect of time management on employee performance at Jimma University.* The research is sponsored by Jimma University. The response you provided is essential in achieving the objective of the research. I can assure you that the response will be used only for academic purpose and will not be disclosed to third party. Hence, don't hesitate to respond to each question included in the questionnaire. If you have any query, you can reach me through the following addresses.

Email: selmelaku@gmail.com Phone. +251 996378863.

Thank you in Advance!

SECTION A: PERSONAL INFORMATION

The following questions indicate general information about you.

1. your staff

Academic

administrative

2. age

20-30

31-40

41-50

above 50 years

3. Sex

Male

female

4. Years of experience

1-3 Years

4-6 years

7-9 years

above 10 years

SECTION B; Research Questionnaire

The following questions related to the time management and performance. Hence, read carefully and respond to each question. Put “√” Mark in the portion that best indicates your opinion to each question. Where 5 Indicates “Strongly agree” 4 Indicates “Agree” 3 Indicate “Neutral” 2 indicates Disagree and 1 indicates “strongly disagree”.

S.No.	Particulars	Scales				
		5	4	3	2	1
G	I have clear understanding about jimma university mission or philosophy					
G	I have daily to do list in order to start every day with clear idea of what I need to do and what needs to get done that day					
G	At the end of each work day I go to head and write out my to do list for the next work day					
G	I always evaluate whether my goals are smart or not					
G	Setting goal for every task helps to increase success.					
Pr	I classify my tasks in terms of their important and urgency					
Pr	I prioritize tasks by answering what, who, when, where, why and how questions					
Pr	I give high priority for important tasks					
Pr	I give high priority for urgent tasks					
Pr	I delegate urgent but not important tasks					
So	I have schedule for all my tasks					
So	I set clear deadline for all my tasks					
So	I choose the best day to do my job					
So	I do not do multitasks at once					
So	I block out things that can distract me while I am on the job					
So	I always keep my inspiration and motivation on my job					
M	I always monitor my job to understand its progress					
M	I do assessment to ensure the connection between inputs, activities and outputs as I planned					
M	I do assessment to ensure that external factors are proceeding as I planned					
M	I assess and demonstrate my effectiveness in achieving my objectives					
M	I decide which job I need to monitor					
M	I make a change if I fail to achieve my goal					
St	I always breakdown my task s into smaller before start doing					

St	I start by doing simplest task					
St	I classify my tasks based on amount of time they require to be completed					
St	I take a break as I complete the first task before I start the second task					
St	I delegate task to someone else which is beyond my capacity in terms of amount of time it needs and whole time I have in terms of its deadline					
Pe	I perform my job in quantity i.e. in standard amount					
Pe	I deliver my job on their time line in terms of schedule and meeting deadline					
Pe	I do my job in quality in terms of standard, errors, waste and rework					
Pe	I do my job efficiently in terms of time, money, materials and other's time					
Pe	I do my job regarding to customer expectation					
Pe	I do my job with self-reliance					
Pe	I do a contribution to the organization, department and others					
Pe	I have productive work habit in terms of time management, setting priorities and following up commitments					
Pe	I add skills and capabilities in my job in terms of skill, knowledge and attitude to get work done in better way					

THANKS FOR YOUR COOPERATION.