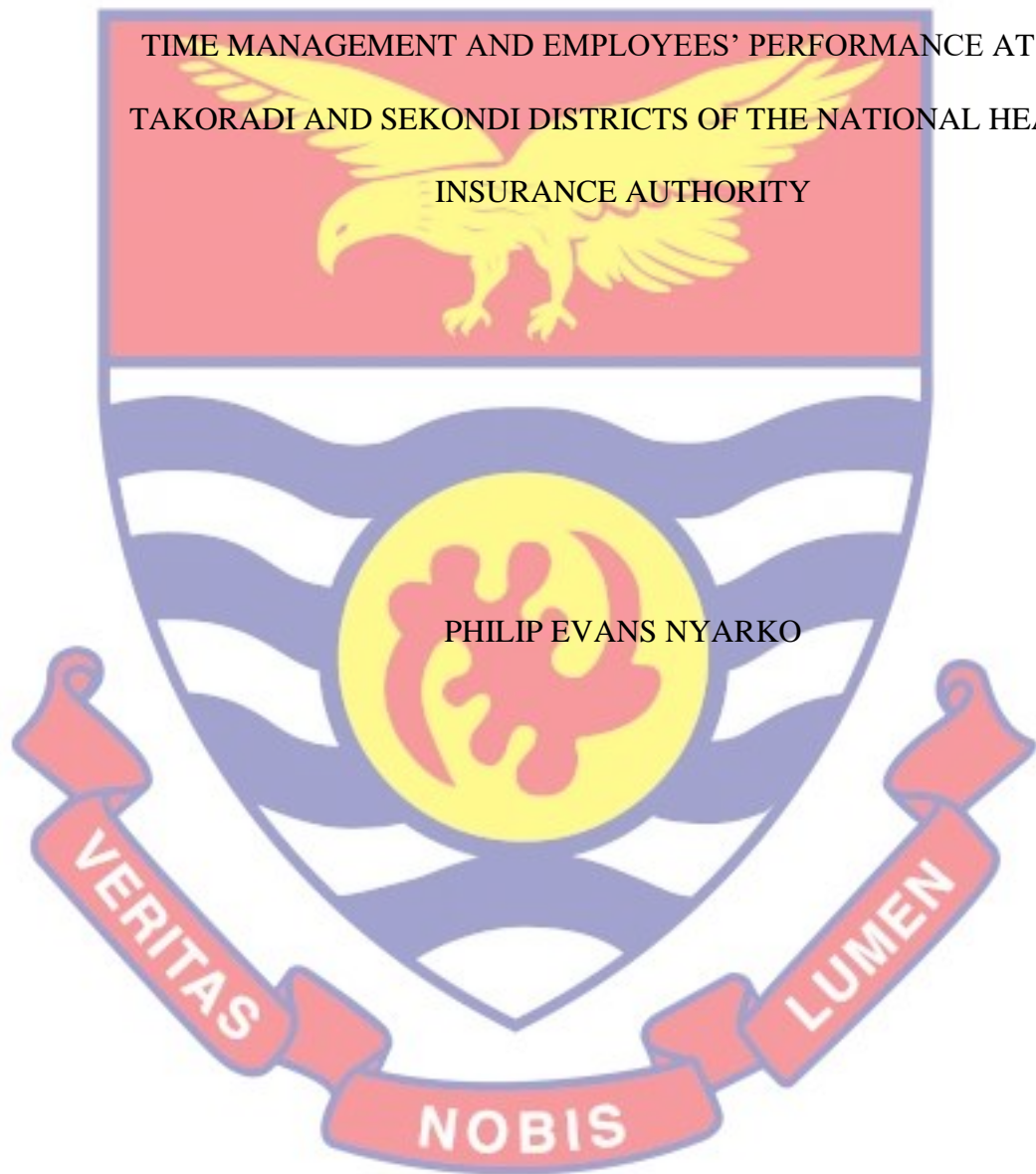


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TIME MANAGEMENT AND EMPLOYEES' PERFORMANCE AT THE  
TAKORADI AND SEKONDI DISTRICTS OF THE NATIONAL HEALTH  
INSURANCE AUTHORITY

BY

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Dissertation submitted to the Department of Management of the School of  
Business, College of Humanities and Legal Studies, University of Cape Coast  
in partial fulfillment of the requirements for the award of Master of Business  
Administration (General Management) degree

JANUARY 2022

## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: ..... Date:.....

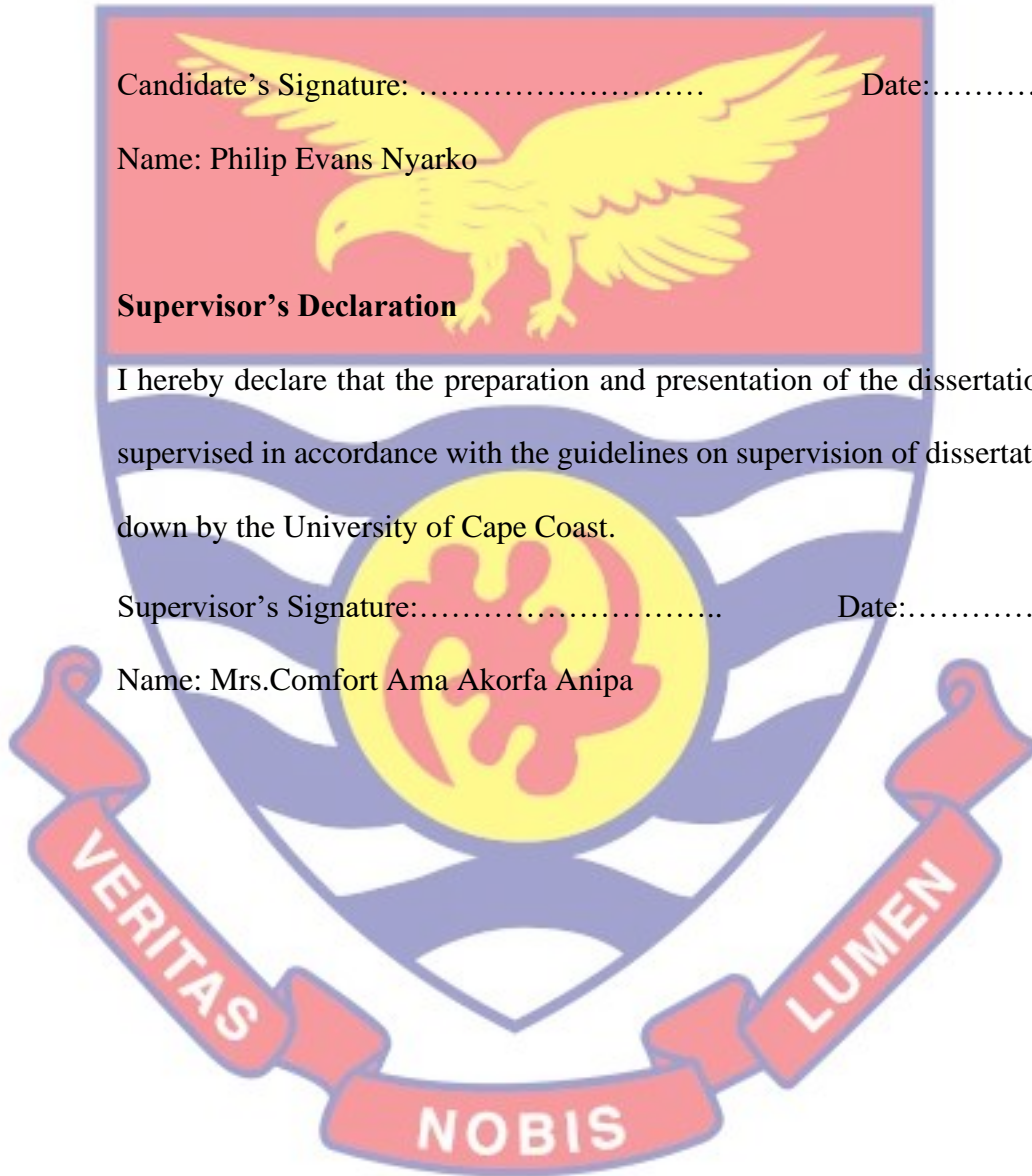
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### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature:..... Date:.....

Name: Mrs.Comfort Ama Akorfa Anipa



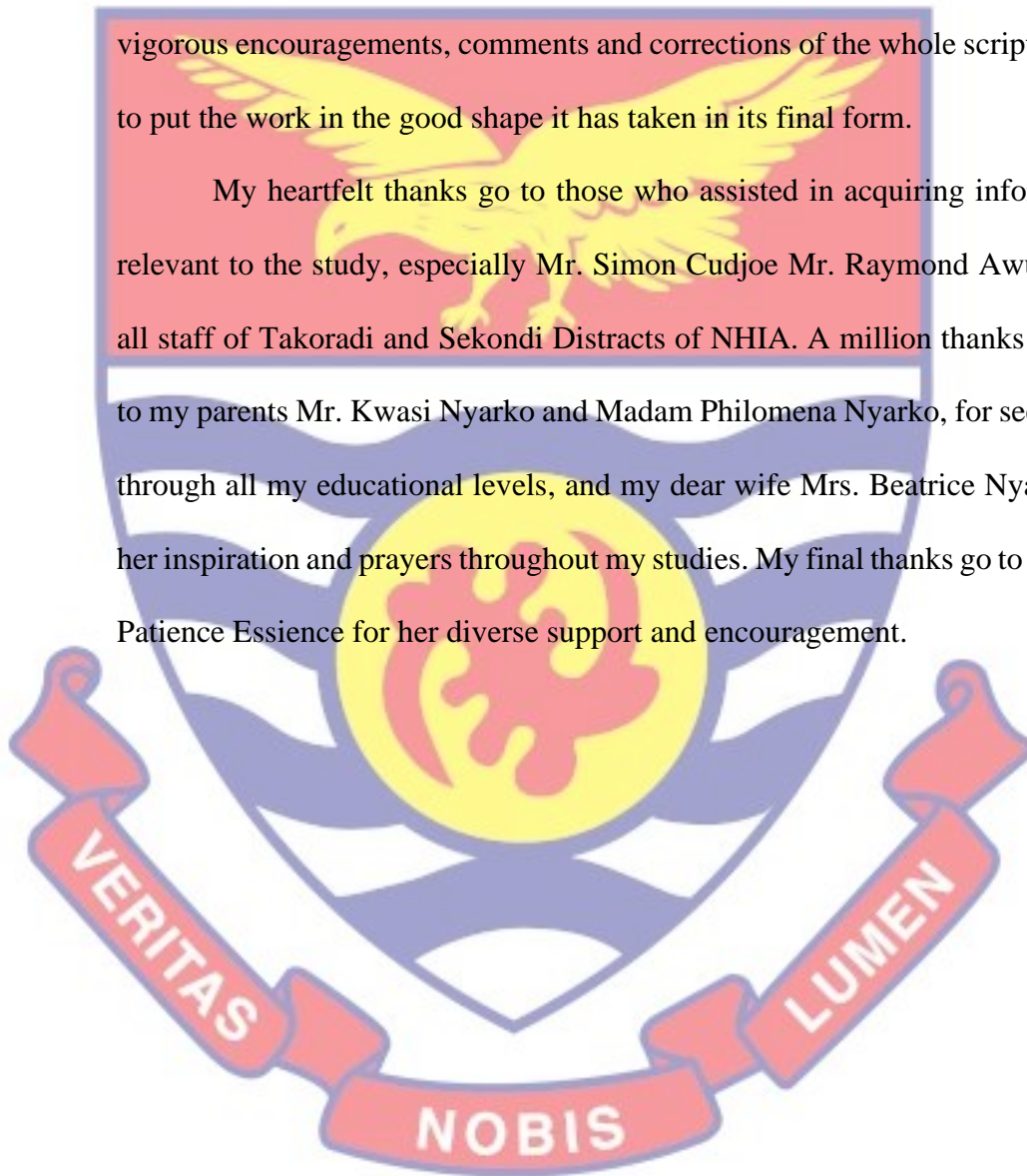
## ABSTRACT

The study examined whether time management practices are predictive of employees' performance at the Takoradi and Sekondi Districts of National Health Insurance Authority, ascertained the various ranges of time planning adopted by the staff of the Takoradi and Sekondi Districts of National Health Insurance Scheme and the processes of planning and how staff efficiently or inefficiently use time in the performance of their daily work tasks. Ascertain how workers of Takoradi and Sekondi Districts of National Health Insurance Schemes manage their time in the short-range planning. The specific objectives were to; ascertain how workers of Takoradi and Sekondi Districts manage their time in the long-range planning; explore the attitude of the staff of the National Health Insurance Scheme regarding time management; assess how efficiently staff of Takoradi and Sekondi National Health Insurance Schemes their time; identify how inefficiently staff of Takoradi and Sekondi National Health Insurance Schemes manages their time; and finally to, make appropriate recommendations on how to efficiently manage time in the National Health Insurance Scheme. Data were collected from 80 employees of Takoradi and Sekondi Districts through questionnaire administration, interviews and observations. The data were evaluated with descriptive statistics within the SPSS software suite. Based on the aforementioned findings of the study, it was evident that proper time management is a resource for organisational effectiveness. Thus, it is suggested that firms should adhere carefully to good time management in order to give better services to their customers and services providers. Time planners, managers, leaders and customers' management log to demonstrate how time should be used.

## ACKNOWLEDGEMENT

There are a number of people I wish to acknowledge for their kindness and support throughout this study. I first give thanks to Almighty God for giving me the strength to carry out this work successfully. I also extend my gratitude to Mrs. Comfort Ama Akorfa Anipa, who supervised this work kindly. Her vigorous encouragements, comments and corrections of the whole script helped to put the work in the good shape it has taken in its final form.

My heartfelt thanks go to those who assisted in acquiring information relevant to the study, especially Mr. Simon Cudjoe Mr. Raymond Awuah and all staff of Takoradi and Sekondi Distracts of NHIA. A million thanks also go to my parents Mr. Kwasi Nyarko and Madam Philomena Nyarko, for seeing me through all my educational levels, and my dear wife Mrs. Beatrice Nyarko for her inspiration and prayers throughout my studies. My final thanks go to Madam Patience Essience for her diverse support and encouragement.



## DEDICATION

To my dear children, Keziah Ewurama Nuamah Nyarko, Reginald Ato Kwamina Annan Nyarko, Prince Kelvin Kwamina Annan Nyarko and Paa Kwasi Nyarko.



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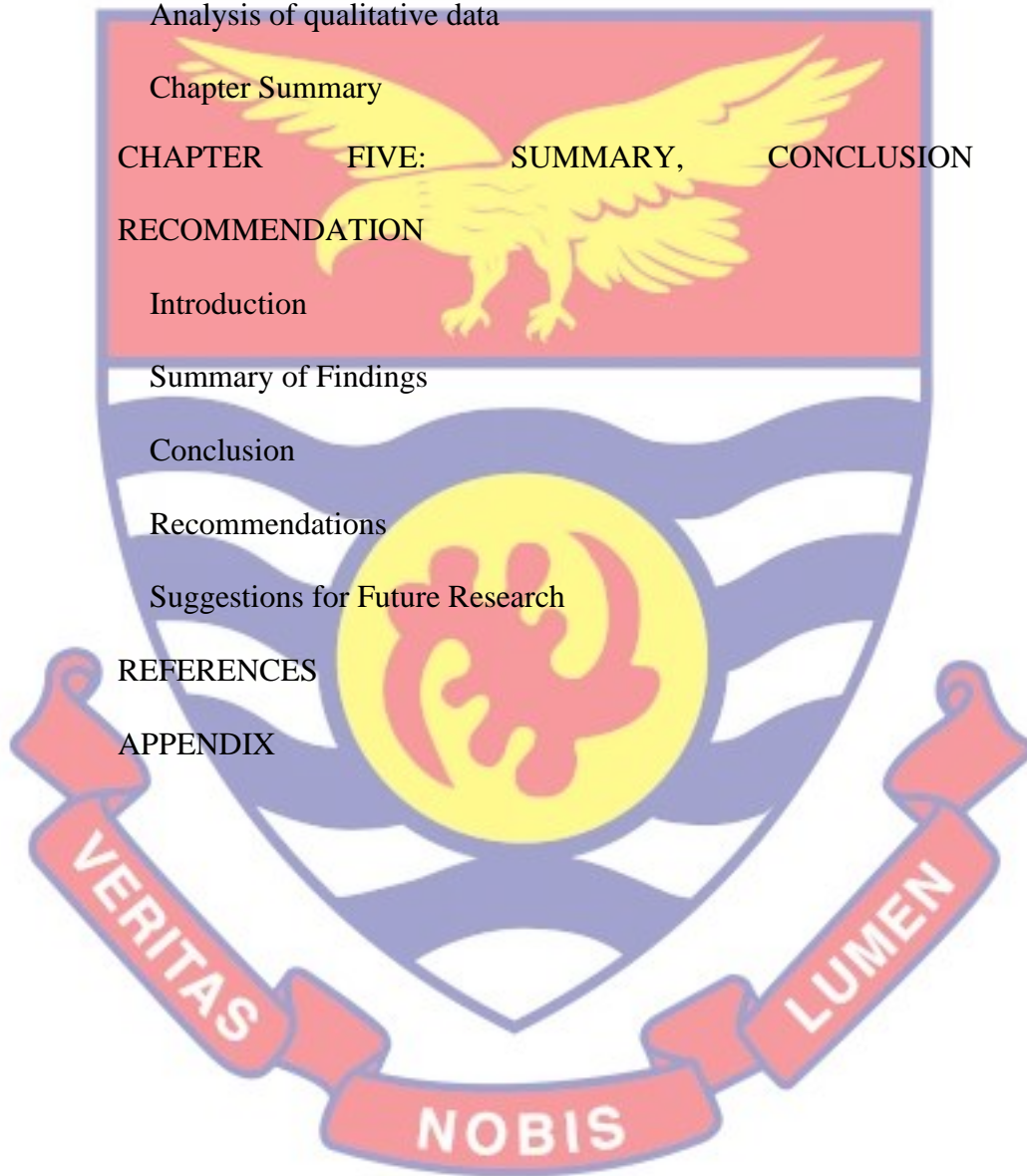


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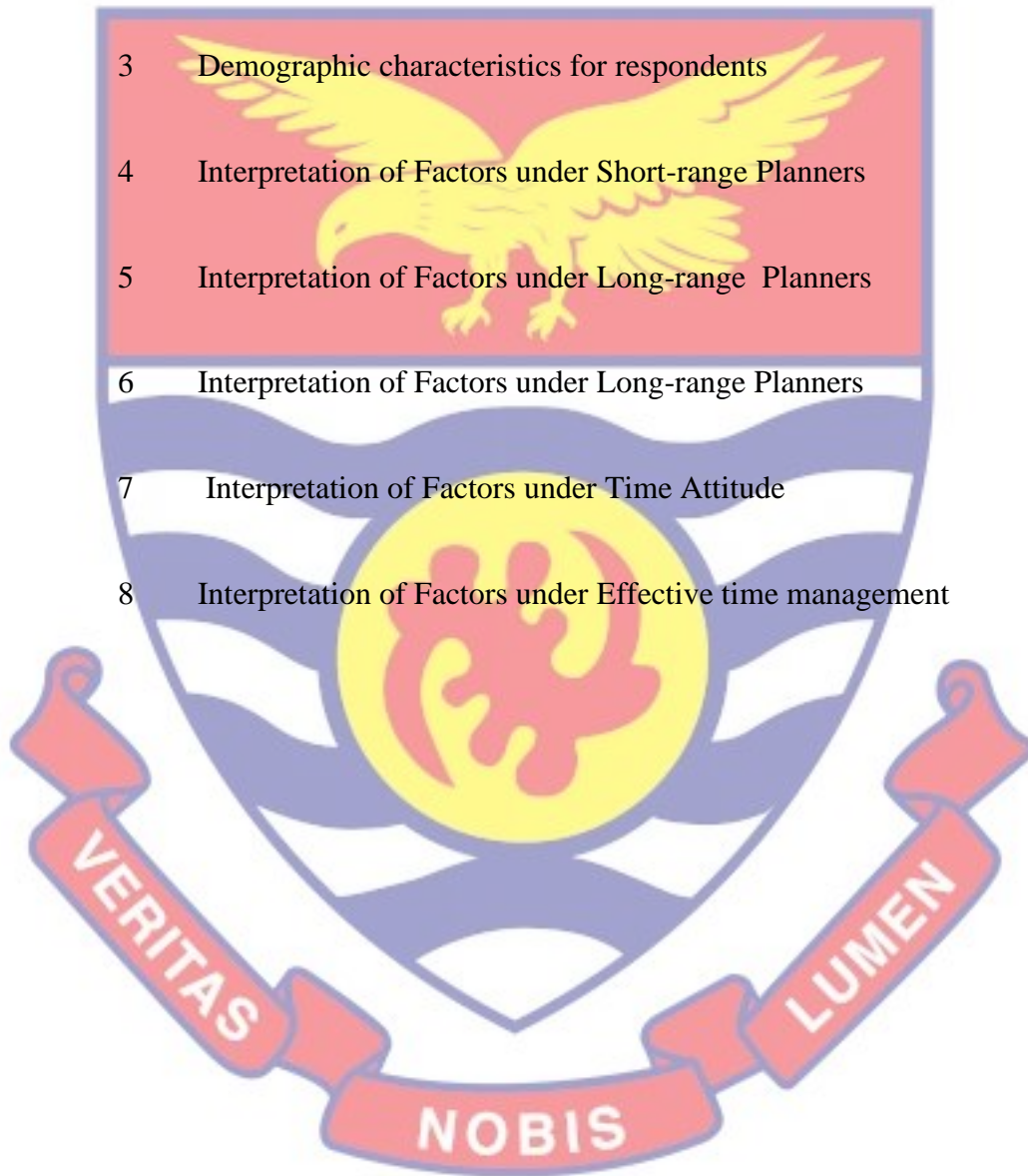
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## CHAPTER ONE

### INTRODUCTION

Time is a vital and an important resource, it is irretrievable, restricted and dynamic. Further studies have revealed time as a distinct and intermittent resource. In classical economic theory, time is well-thought-out to be chronological time and is accessible as a resource for economic exploitation. This section presents the overview of the study which is centered on the relationship established between time management behaviours and its influence on work life balance. It includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, significance of the study, delimitation of the study, organisation of the study and the chapter summary.

#### **Background of the Study**

Adeajo (2012) asserted that time is a critical resource each leader wants in order to accomplish the objectives and goals of the business. It is so precious, cannot be retained, but can only be spent and once exploited it can never be recovered. Every leader is hunting for strategies to better time management. Whether it is the administration of a firm striving for strategic development or a person looking for strategies to better utilise their time, the way time is managed is crucial to both. This is a timeframe, either long or short, in which something is done or something occurs meanwhile management is the organizational strategy that comprises proper planning, managing resources, defining objectives, employing financial and human resources needed to achieve goals and measuring output.

The qualities of time as a resource includes uniqueness, the scarceness in the universe, cannot be replaced by mankind and gathered like money (Ojo and Olaniyan, 2008). It cannot be manipulated like a machine, cannot be stored like raw resources, transmits at a pre-calculated rate, whatever takes place, everyone is equitably endowed of the same quantity of it regardless of his role and is like any other limited commodity that must be controlled and used wisely. Consequently, time management may be characterized as a period, which involves how individuals manage their time correctly to accomplish objectives. The time section begins with the resolve to change. Time management can be completed if planning is done and all future projects selected depending on how it changes the person or company towards achieving the goals that may be subdivided into a construction process and planning of goals for objects in order to define timelines set and preferences (Shirley, 2008).

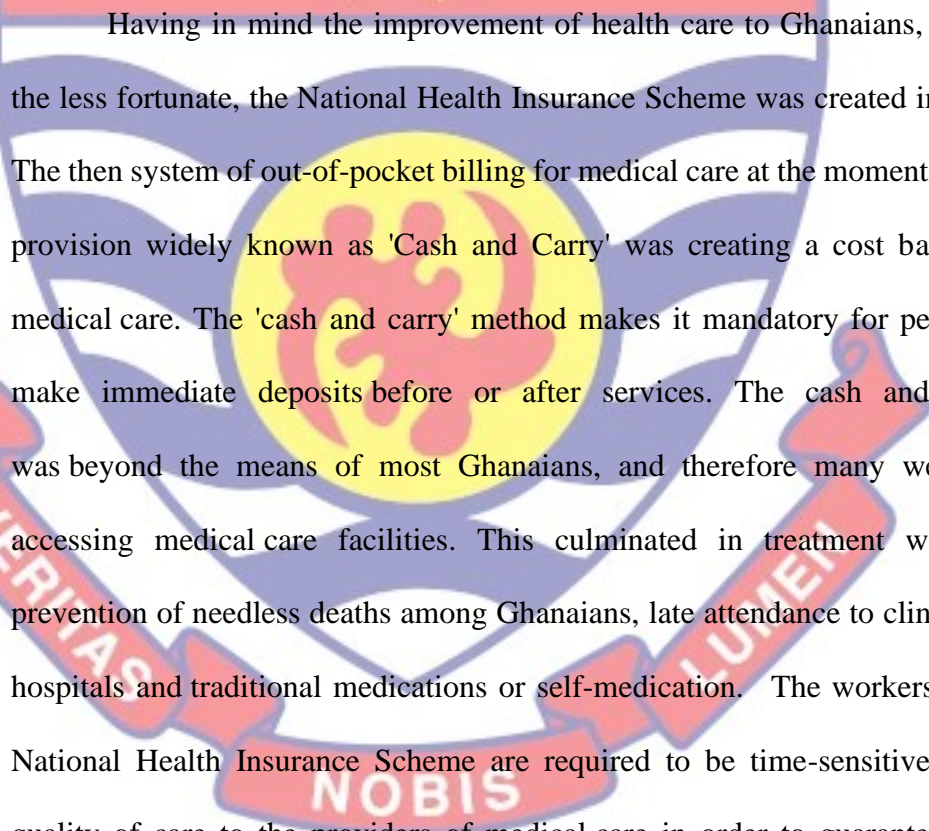
A significant deciding element, in an organization's capacity to fulfil the aims it has defined, is the effectiveness of its managing system and administration. The management and administration of any organization, therefore, has to be in its finest form at any given time so that the numerous groups that it symbolizes may achieve in accomplishing their principal goals. The management is to guarantee that an organization works effectively and efficiently. To attain these objectives, a manager needs to be able to evaluate and analyze the level of performance of both a company and its personnel. McCay (1959) devised a model for a time-management training scheme, which is already being employed. Crucial elements include offering knowledge into time-consuming tasks, altering time spending, and boosting efficiency in

work by educating individuals on planning the day, prioritise duties and handling unexpected jobs.

With many managers who claim that they do not have adequate time, it may be more a case that they have failed to organize themselves or their job efficiently. The necessity of time management has long been regarded as an essential part of management. Time is the limiting element for effective leadership. Time is a vital asset nobody can hire, rent, purchase or otherwise get additional time. The flow of time fluctuates, it is irreversible and everything happens with time (Drucker,1988). The Chartered Management Institute claimed that good time management may assist gain effective performance over activities and enhance productivity and improve output.

Managerial effectiveness is associated with doing and planning things correctly and pertains to inputs and what the management does. Productivity is focused on doing the correct things and related to the outcomes of the work and what the management accomplishes. To be productive, the manager must be present, therefore, to the fundamental needs of the work; definition of organisational goals, planning, coordinating and monitoring which all entail time management. To be productive, the leader must be considerate about the outputs of the job results in terms of such indicators as getting the optimum possible outcomes in the essential aspects of a firm, improving the way resources are used, enhancing profitability, and achievement of the goals and aims of the institution. Productivity must be connected to the attainment of some goal, aim or task to the performance of the process management and the execution of work.

Guidelines for evaluating the performances of a leader should be examined in terms of gauging the outcomes that the leader is meant to produce. But what is essential is how the leader accomplishes outcomes and the consequences on other individuals. This may well impact efficacy in the longer run. Managerial productivity arises from a variety of personal qualities and aspects of the manager's work in addressing the needs of the circumstance, and the requirements of the company. Managerial productivity arises from a variety of personal qualities and aspects of the manager's work in addressing the needs of the circumstance, and the requirements of the company.



Having in mind the improvement of health care to Ghanaians, mainly the less fortunate, the National Health Insurance Scheme was created in 2003. The then system of out-of-pocket billing for medical care at the moment of care provision widely known as 'Cash and Carry' was creating a cost barrier to medical care. The 'cash and carry' method makes it mandatory for people to make immediate deposits before or after services. The cash and carry' was beyond the means of most Ghanaians, and therefore many were not accessing medical care facilities. This culminated in treatment with the prevention of needless deaths among Ghanaians, late attendance to clinics and hospitals and traditional medications or self-medication. The workers of the National Health Insurance Scheme are required to be time-sensitive in the quality of care to the providers of medical care in order to guarantee these organisations get their claims early. It, thus, expected time is controlled efficiently for the quick processing of claims.

The former President John Agyekum Kufour under the New Patriotic Party decided on establishing a national medical care system in 2003 to

substitute the cash and carry system as a way of ensuring equitable and universal health care for all residents of Ghana irrespective of their socio-economic background. The national health insurance plan thereafter became completely operational in all the districts in Ghana in the year 2005 (MOH, 2004; NHIA, 2011).

Conclusively, the cornerstone to good time management is establishing plans and then maintaining the scheduled time, expectations of others. Effective time management abilities guarantee the logistic completion of activities and therefore minimizing total costs of outputs. It is, thus, vital for employees to learn time management abilities regardless of the industry they are working in.

#### **Statement of the Problem**

In the professional world, time is considered as money and so, the businesses which teach the practice of time management in their staff are high in production. Time is equivalent to performance and productivity equals money. This makes essential components of a successful company. National Health Insurance Scheme from its establishment had enjoyed seamless operating to accomplish all its purposes and goals. About three years after its introduction, the organization has experienced a high customer turn- up in its various Districts. After the modification of Act 650 2003. to Act 852 2012, the organizational base has been a burden and that needs special management skills to meet the customer needs.

In recent observation at the Takoradi District of National Health Insurance Scheme at the meeting held by the scheme manager and the staff of the scheme, it came out that, Takoradi District has suffered major disruptions resulting from unplanned visits by people who seek to get something from the



scheme manager or other staff. This has led to diversion and a loss of effectiveness in the work. In addition, late submission of weekly reports by officers within the district, snap decisions by Team leaders, procrastination, and some clients not being attended to as expected, frequent breakdown of office tools and equipment's, network and software application downtime, were some typical perceptible symptoms of time management.

If these issues are not controlled and monitored, it would exacerbate further the issue of the decreasing standard in the National Health Insurance program. The study then intends to investigate the planning behaviour of workers of NHIS to time management and its techniques in service delivery and how this triggers employee's performance.

#### **Purpose of the Study**

The purpose of the study is to examine whether time management practices are predictive of employees' performance at the Takoradi and Sekondi Districts of the National Health Insurance Authority.

#### **Research Objectives**

The specific objectives of the study are to:

1. Ascertain how workers of Takoradi and Sekondi Districts of National Health Insurance Schemes manage their time in the short-range planning.
2. Ascertain how workers of Takoradi and Sekondi Districts manage their time in the long-range planning.
3. Explore the attitude of the staff of the National Health Insurance Scheme regarding time management.

4. Assess how efficiently staff of Takoradi and Sekondi National Health Insurance Schemes their time.
5. Identify how inefficiently staff of Takoradi and Sekondi National Health Insurance Schemes manages their time.
6. Make appropriate recommendations on how to efficiently manage time in the National Health Insurance Scheme.

### **Research Questions**

The following research questions would be addressed by the study

1. How do workers of Takoradi and Sekondi Districts of National Health Insurance Schemes manage their time in the short-range planning?
2. How do workers of Takoradi and Sekondi Districts manage their time in the long-range planning?
3. What is the attitude of the staff of the National Health Insurance Scheme towards time management?
4. How efficiently do the staff of Takoradi and Sekondi National Health Insurance Schemes their time?
5. How inefficiently do the staff of Takoradi and Sekondi National Health Insurance Schemes manages their time?

### **Significance of the study**

This research would contribute to the general knowledge of the employees of the organization (NHIS Takoradi and Sekondi Districts) in Ghana on time management practices that would trigger their performance and consequently raise the image of the organization. The study would help the organization to consistently meet their goals effectively and efficiently, thereby closing the gap between actual results and desired results of their clients.

Employees have a social responsibility to develop active citizens. This study of employees' performance to time management practices could help identify trends and enable the organization outcomes to be related to social and economic needs in the districts and the nation at large.

Policymakers want to see the big picture of quality performance.

Practitioners would want to identify why some techniques with respect to performance improvement do not work. The study would help provide policy-makers of health institutions and stakeholders with relevant information on time management practices to come out with a systematic for National Health Insurance Authority.

#### **Scope of the Study**

The study looked at the time management practices of employees of Takoradi and Sekondi Districts of NHIA in Ghana and its effects on their performance. The study focused on time management practices of only employees and was limited to Takoradi and Sekondi Districts of NHIA. This study considered every aspect of employees' personal information that would influence their performances. The study did not cover the entire organization due to time constrain. The time management practices of Non - permanent staff were not considered in this study as well.

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

Even though this study was meticulously planned, the author was nonetheless conscious of its limits and inadequacies. Firstly, Sample composition, which is one of the most often mentioned threats to external validity, was considered a constraint in this research. The sample for the observation and interview was too small and might not represent the majority

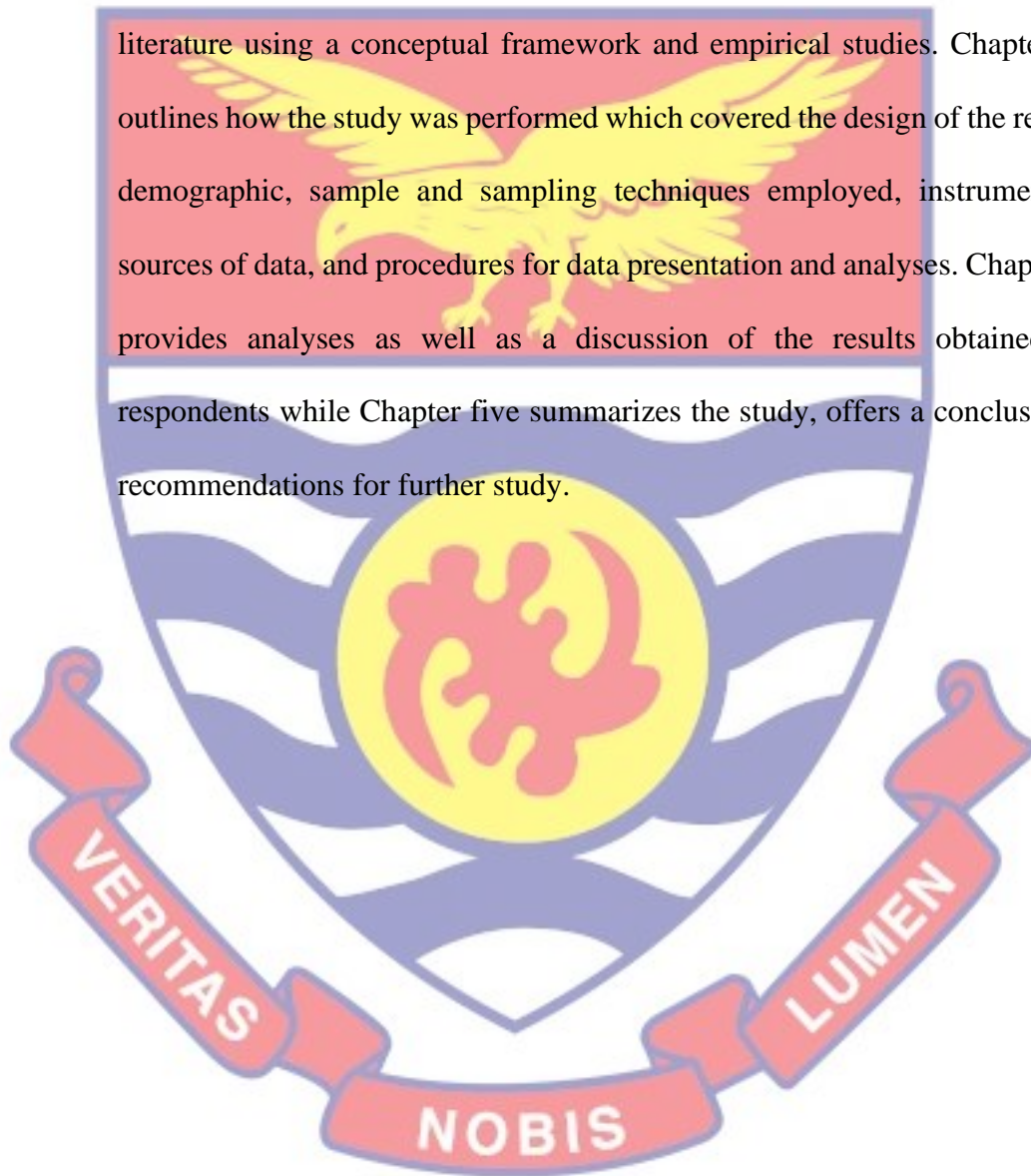
of the employees. Therefore, non-probability sampling strategies, in particular convenience sampling and purposive sampling, were adopted by the study. This type of sampling could be useful in this condition as it shows that the study could handpick the participants to achieve the best possible test result.

Another probable drawback was the study's biases and subjectivity in connection to the qualitative data with the adoption of the non-probability sample. Two significant risks to the reliability of the qualitative results were the choice of data that would match the research's established theory or assumptions and the selection of facts that stand out to the study. These concerned the subjectivity of the research. It was difficult to cope with these concerns by deleting the study's ideas, assumptions, and perceptive 'lens'. Therefore, the study, in an attempt to reduce the biases, hired the department heads to perform the participant observations.

Personal data management is another major hurdle that may be confronted during the development of the research. Every institution has its own confidentiality that is not exposed to others. Therefore, the research informed the respondents that the data they would provide would be purely for academic purposes and would stay secret regarding any comments they would have given. Considering the time resource restrictions, several elements were not covered in the current study. Therefore, the study focused on the time management habits of just workers and was confined to Takoradi and Sekondi Districts of NHIA. In addition, the research did not include the whole workers of the business.

### Organization of the study

The research was arranged into five chapters. Chapter one (i.e. is the general introduction of the research) evaluates the issue statement, aims (i.e. both general and particular), research questions, importance, scope and constraints and predicted solutions of the study. Chapter two evaluated relevant literature using a conceptual framework and empirical studies. Chapter three outlines how the study was performed which covered the design of the research, demographic, sample and sampling techniques employed, instrumentation, sources of data, and procedures for data presentation and analyses. Chapter four provides analyses as well as a discussion of the results obtained from respondents while Chapter five summarizes the study, offers a conclusion and recommendations for further study.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter offers the background to the current study. The first part of the chapter presents the theoretical framework of time management, some basic definitions and concepts of Time Management and its development in the organisation. Furthermore, the chapter provides theories that are concerned with time management principles; Total Quality Management, Pareto's principle, socio-analytic theory to performance at work etc. The chapter also presents critiques about similar or related studies on time management as well as a review of time management instruments.

#### The Theoretical Framework of Time Management

The concept of time management is theoretically underpinned by several theories. There is a vast array of relevant time management theories that can be utilized in the improvement of the management of time. The framework for this research work is focused mainly on six theories namely Maslow's Theory, Pareto's Principle and Total Quality Management (TQM), Socio-Analytic Theory to performance at work, Pickle Jar and 3Es for effective organizational performance.

#### Total Quality Management

Total Quality Management (TQM) by Deming in 1982 stipulates that the excellent performance of employees should be the primary focus of the organization. The company must be devoted to constant development; personally, collectively and lastly organization management must provide the

enabling atmosphere for an exceptional performance of workers. The company must be devoted to constant development; personally, collectively and lastly organization management must provide the enabling atmosphere for an exceptional performance of workers.

Craft (1994) asserted that Quality includes all operations and processes, composed of the quality of the work, education and training; learning experience (quality of workers); or quality of management and governance to highlight only a few. Quality goes with the company's objectives. An institution is shown to be of quality if it fulfils its goal and satisfies the needs of its stakeholders. This includes an assessment both on the relevancy of the objective and on whether it is performed or not. It emphasises the quality of the institution product as judged by the knowledge gained of the learners, their ease in obtaining a job or social performance.

Quality Assurance (QA) is the procedure whereby consumers, manufacturers or any other relevant individuals are confident that requirements will be regularly met. Quality assurance is a fundamental component of effective internationalization, a method for creating an efficient reputation within a firm in a competitive local and worldwide arena and a required basis for consumer safety (NUC, 2007).

Quality Control (QC) is a procedure wherein conformance with norms is assessed and actions are implemented if conformance is not attained. Olagboye (1997) described Quality control, as the structure created or the system established to guarantee the degree of perfection of goods and services. Relating to an institution (NHIA Takoradi District), it implies the method through which the structure of a firm guarantees that the service it offers or

wants to give fulfils the goal for which it is designed. It focuses on the ways through which an organizational structure guarantees that the service offered continues to be relevant and suited to the demands of society.

It incorporates a sequence of operational procedures and activities which comprise all actions done when a need for quality is satisfied. Ehindero (2004)

argued that indicators for quality assurance in a company comprise workers' entrance habits, traits and qualities and even some demographic characteristics that might obstruct or assist their development. However, personnel entrance credentials, values, pedagogical skills, and professional preparation; the learning process comprises the framework of the activities, engagement in a learning environment and flow of operational finance, its sufficiency and regularity. The intermixes of these and other associated elements will go a long way in deciding the result of any organizational project.

Furthermore, the quality management system may be examined to verify if it truly exists and operates, this is a quality audit. Quality Assessment (Qas) services or products may be reviewed independently to verify whether criteria are being fulfilled; quality assessment. With regular monitoring and assessment of system operations in terms of efficient control by the various heads of departments of sections and frequent input to management and good usage of findings, the requirement in the system might be increased and sustained. Therefore, the topical problems in NHIA Takoradi District presently are based around the quality of service which would be transmitted to the populace and the importance of that service to the lives of a person in particular and the nation at large.



## The Pareto Principle

Pareto, an Italian economist and philosopher, established 80-20 rule (Pareto, 1890). His views were evidenced by the point that 80 % of the Italian soil was held by 20 % of the citizens. His study work formed the standard method of many corporate organizations, where 80 % of output comes from 20 % of working personnel. This 20 % contained the most productive employees who did their task within a certain amount of time, therefore bringing an increased rate of productivity. The importance of the Principle of Pareto in planning and management is in encouraging people to remain concentrated on the "20 % that counts". Of all the work completed across the day, one may claim (premised from Principle of Pareto) that just 20% important. Those activities in the 20% very likely to yield 80% of the outcomes.

Therefore, the employees must recognize and concentrate on those items. It's appealing to assume that meeting every worker for an equal length of time and properly splitting one's time speaking with each worker is the best way to proceed. However, in the actual world, when time is so short, one will achieve less when he/she strives hard to be "fair" with their attention and time. The Principle of Pareto states that everyone should find the 80% of his/her endeavours that have a poor payback, so they may transfer more of their efforts towards high-impact job

## Maslow's theory

Maslow (1943) named it the theory of the hierarchy of needs. He skillfully integrated human needs with time management. He constructed a suppositional pyramid where our physiological basic requirements (water, shelter, food, etc.), were placed at the bottom of the pyramid whereas self-

realization was placed at the summit of the pyramid. Within these two extreme dimensions, safety, human, connection and self-esteem were located. The 5 stages were illustrations of distinct layers of human life.

The idea does not really define the timeframe necessary to acquire them, however, it genuinely assists to comprehend the value of these aspects in someone's life. Once you identify your requirements, you may discriminate among them and determine a timeframe within which you can achieve them. For instance, the primary purpose for generating income is to fulfil our body's physical needs and after we become able to meet the needs of our household and other problems. A bigger amount of our life, almost all the time, is committed to enhancing our living standards by gratifying ourselves in every conceivable manner. Until we have enough resources to offer, we rang the doorbell of self-actualization, which needs little time. A road map might be prepared by referencing the idea of the hierarchy of requirements with the inclusion of proper time management techniques.

### **Socio-analytic theory to performance at work**

The socio-analytic approach (Hogan, 1983; 1991; 1996) is founded in relational psychology (Wiggins, 1979; Leary, 1957; Carson, 1969; Sullivan, 1953; ), and is meant to describe people differences in job success. The idea is founded on two generalizations applicable to organizational attitude, that is, individuals usually live (operate) in teams and teams are always organised with respect to status hierarchies.

These assumptions imply the presence of two major motivation patterns that transform into conduct geared to "get along" with the other —cinders of the team and to "get ahead". Getting ahead and getting along are classic concepts

in personality psychology ( Bakan, 1966; Rank, 1945; Wiggins and Trapnell, 1996). . Their relevance is described in Darwinian terms individuals who cannot get along with people and who lack rank and authority have diminished possibilities for reproductive potential. The socio-analytic principle indicates that character should be characterized from the viewpoints of the performer and the observer. Character from the actor's standpoint is a human's identity, which is described in terms of the methods a person employs to achieve acceptability and status; identity determines an actor's social conduct.

Character from the observers' perspective is a person's dignity, and it has been described in terms of attribute assessments, chatty, interested, competitive, helpful, calm and so on. Reputation represents the observer's opinion of an actor's distinctive methods of acting in public. Reputation is the relationship seen with the actor attempting to acquire acceptability and prestige and how those attempts are assessed by onlookers. Reputation characterizes a person's actions and identity explains that behaviour.

The organization's identification and its prestige with regard to workers' opinions should convert into conduct geared to "get along" with the remaining workers of the company or organization and to "move ahead" or gain prestige vis a vis of the remaining workers' organization. This will establish the highest quality standard for an exceptional performance of the workers in attaining the corporate goals specified (Deming, 1982).

### **Conceptual Review**

#### **Time and Management**

Time management has long been associated with increasing both personal and organizational productivity through discipline and prioritization of

informed goals (MacKenzie, 1997). The reality, which has not escaped numerous authors on the subject, is that time itself is a universally complex phenomenon independent of management (Ates, Garengo, Cocca & Bititci, 2013; Hellsten, 2012). Time management, although an imperfect concept when taken literally, is a popular collective label for a variety of management behaviors designed to improve overall efficiency and well-being. In particular, time management emphasizes the "effective use of time" to achieve business goals (Claessens, Van Eerde, Rutte, & Roe, 2007, p. 262).

Definitions of management and its functions are often attributed to Henri Fayol, whose foundational work, *General and Industrial Management*, was first translated from the original 1916 publication, *General and Industrial Administration*, in 1949 (Fayol, 1965). Fayol attributed five key functions to the management process: planning, organization, command, coordination and control (Fayol, 1965). Contemporary management models reflect much of Fayol's original representation of key management elements. The terms "plan", "organize", "control" and "coordinate" are still in common use, although "command" has been replaced by "guide" (Mariotti & Glackin, 2015).

Although more contemporary definitions of management include human resource management, technology, finance, processes, decision making and problem solving (Shenhar & Renier, 1996), the managerial functions proposed by Fayol (1965) are still favorably aligned with weather. management behaviors. The purpose of Hellsten's comprehensive review of the time management literature was to "summarize the characteristics of time management behaviors and skills identified from empirical research, popular books, articles and multimedia on time management" (Hellsten, 2012, p. 5). The

results revealed that of the 96 studies related to time management, 63% included planning, 47% included organization, and 60% included planning. This highlights that time management, even in its terminology, fits the general management paradigm.

Time management has been defined and measured in various ways.

After examining many definitions in the literature, Claessens et al. (2007) defined time management as "behaviors that aim to achieve effective use of time when performing certain goal-directed activities". Additionally, they examined the psychometric properties of a variety of survey tools used to measure time management and determined that the Time Management Behavior Scale (TMBS) developed by Macan et al. (1994) provided the most reasonably robust measure based on a time management process model. Understanding the emergence of time management as a discipline in its own right provides a link to contemporary interpretations of time management. The term "time management" first came to the fore in the postwar 1950s with the appropriate title *The Management of Time* (McCay, 1959). McCay's first chapter, "The Pressure of Time," highlights the growing need within business organizations to achieve more, in less and less time (McCay, 1959). McCay also addressed topics such as increased productivity, daily planning, and awareness of the consequences of poor time management on personal stress and work-life balance. Drucker (1967) also recognized the importance of managers' time as a critical factor in executive success.

In the *Effective Executive*, a chapter entitled "Know Your Time" warns of the dangers of wasting time and the consequences of always being busy (Drucker, 1967). Improving one's "time management" in the 1960s and 1970s

was seen as the exclusive practice of managers, not employees. The business world at that time viewed the manager as the one who made the decisions about how employees should best use their time. Determining the needs of an individual manager and the incorporation of a manager's goals were also included in the discussion of time management in the 1970s (Lakein, 1973). The

workplace was seen as the primary context in which time management practices were carried out. Alec MacKenzie's.

The Time Trap cemented much of time management thinking and practices in the 1970s. While it addresses issues commonly associated with time management, such as setting goals, objectives, and priorities, it also includes a variety of personal and contextual issues that affect time management, such as poor communication, meetings, procrastination, and delegation (MacKenzie, 1997). A broader interpretation of time management research in the 1980s included a variety of psychological factors, as well as "cause and effect" thoughts surrounding the impact of time management in the workplace. King, Winett, and Lovett (1986, p. 57) considered time management to be "coping behavior in at-risk populations". In their assessment of working women from two-income families, they reported that women who received time management instruction reported "significant increases in specific activities to reduce stress". Time management from the 1980s onwards has been the subject of much more intensive empirical research and has broadened its scope to include factors such as productivity, work-life balance and stress.

Time management differs from the general study of management (Section 1.4) in its emphasis on practical skills and disciplined behaviors that lead to goal achievement (Koch & Kleinmann, 2002, p. 201). While planning

and organization are often considered in the context of the whole organization, time management focuses on more individual behaviors such as personal goal setting, self-planning and organization (Claessens et al., 2007; Macan, 1996). The results of such time management behaviors include personal productivity, stress reduction (Nadinloyi, Hajloo, Garamaleki, & Sadeghi, 2013), and a better work-life balance.

### **Time Management**

In the organizational literature, there has been a rising acknowledgement of the relevance of time over the recent decades. The temporal component of work has become more essential as a result of rising global competitiveness and demands for instant availability of services and products (Orlikowsky and Yates 2002).

The accelerated pace of life manifests itself in the following ways: performing things quicker (acceleration), reducing time spent (e.g., eating quicker, sleeping less), and condensing actions (Having a phone call while making lunch) (Garhammer, 2002). Time's rising importance is evident in both theoretical and practical works. A number of publications emphasized the importance of better integrating time into theoretical frameworks and study designs (Wright, 2002; George & Jones, 2000;). Macan (1994) claimed that others concentrated on how employees in institutions spend their time and how they may improve their performance.

Time is described as being either a duration or a period that is under one personal command and sufficient to complete a task. Time is a limited commodity that must be controlled well or else nothing could be controlled. Anand (2007) argued that It is the passage of time in which things flow from

the future to the current time and then back to the past. The availability of time is finite, but the desire for it is inexhaustible. Time is irreversibly gone. Life is defined by the passage of time. It is a pointless exercise to waste one's life. Time is a valuable commodity since it is unrecoverable, finite, and always changing. It can not be recovered because each second is forever lost, restricted since a

day only have 24 hours, and fluid since it never stays the same. It continues to move forward without stopping to wait for anyone. It continues to move forward without stopping to wait for anyone. It continues to move forward without stopping to wait for anyone.

Meanwhile, management is the practice of working with and then through individuals and other organizational assets to achieve organizational objectives. Management is a collection of procedures for keeping a complex system of people and machines working smoothly (Kotler 2007). Organizing, staffing, planning, budgeting, regulating, and challenge-solving have been the most significant components of management. Influencing, organizing, regulating, and planning are the four main functions of management that constitute up the management system.

Planning entails identifying tasks that must be completed in order to meet organizational objectives, laying out how the tasks must be completed, and determining the time needed for them to be completed. The planning process focuses on achieving objectives and is focused on the organization's long and short terms. The next step is to delegate the responsibilities that were defined during the planning phase to various groups of people within the company. The goal of organizing is to build a system for putting plans in motion. People in the organisation are assigned jobs that help the institution achieve its objectives.



Tasks are structured in such a way that each person's production leads to the achievement within sections, which, in response, determines the performance of divisions, which, in response, contribute to the overall success of institutions. Influencing performance is described as directing the activity of people in the organisation in a way that assists the achievement of the institutional goals. Influencing has the purpose of maximizing productivity. Human-centred work environments provide greater output over time than mission-oriented work environments, owing to the fact that individuals dislike the latter.

Collecting data that assesses performance, comparing current productivity to pre-established performance standards, and establishing the next plan of action and revisions for attaining the intended performance criteria are all duties that the manager is responsible for. In previous research, there was no consensus on how to define time management. Though many researchers cited Lakein (1973), who claimed that time management entails identifying needs, formulating objectives to meet those needs, evaluating and prioritizing, and organising tasks to achieve those expectations, various additional interpretations were proposed.

Britton and Tesser (1991) define time management as "the process of maximizing intellectual productivity." Time management techniques (Jex and Elacqua, 1999; Macan, et al., 1990; Mudrack, 1997); time management techniques (Orpen 1994; Slaven and Totterdell 1993); time management techniques (Slaven and Totterdell 1993; Strongman and Burt, 2000). A strategy for gaining insight into time utilization (Koolhaas, Sijtsma, & Witjas, 1992); a method for increasing the amount of time available to pursue

activities (Koolhaas, Sijtsma and Witjas, 1992).

According to Britton and Tesser (1991), time management techniques designed to optimize mental efficiency; an implementation of self-regulation mechanisms in the temporal surface (Griffiths, 2003); coping compartments in at-risk communities (King et al., 1986); behaviour in at-risk communities (Eilam and Aharon, 2003). Techniques for identifying the relative significance of actions through the construction of a priority plan (Kaufman-Scarborough and Lindquist, 1999); and behavioural groupings that are thought to increase performance and reduce stress. (Hall and Hursch, 1982).

Covey (1994) defines time management as a process for accomplishing certain tasks, a combination of skills, projects, and objectives. These sets include planning, delegating, goal-setting, monitoring, time-tracking, organizing, timing, and prioritizing to name a few. The term "time management" had a different means to just business or work events, but ultimately, the widened to include personal activities. The research defines time management as the behaviours that attempt to achieve efficient use of time by organizing, coordinating, timing, and budgeting in order to generate more work efficiency and production, according to the literature.

Such behaviours have three main steps: first, consciousness of the here and now or past, present, as well as future (Kaufman, Lane, and Lindquist, 1991), second, the consciousness of someone's time use (attitudinal, cognitions) (e.g., Wratcher & Jones, 1988), both of which aid in accepting duties and activities that are within one's abilities. This component was labelled as time assessment behaviours in the research. Secondly, guidelines or tools for planning to utilize time productively (defining objectives, planning activities,

prioritizing, building to-do lists, grouping chores) are available (Macan, 1994). This component was termed planning practices, and finally, giving a framework for self-monitoring and managing time, which allows for a feedback mechanism when carrying out work and reducing interruptions by others (Fox & Dwyer, 1996). This component was given the term "monitoring behaviours"

in the research.

This definition emphasizes that time management is not a goal in and of itself, and that it cannot be achieved isolated. The emphasis is on a goal-directed activity, such as completing a job task or an academic assignment, that is completed in a way that demonstrates efficient time management. Everyone has to be able to manage their time. While many time management publications and seminars focus on corporate executives and companies, the research claims that time management is equally for workers, instructors, professionals, and housewives. It is arguably most important for someone who operates a home-based business. Balancing work and home obligations while living in the same house necessitates a creative approach to time management.

Planning for the future is a crucial component of time management. Effective time management often necessitates investing more time upfront in order to restructure one's life. Although several time management publications and courses differ in their recommendations, the majority recognize that organizing the workspace or house is the first prerequisite for effective time management. Even if one's schedule is well-organized, if the events and methods for carrying it out are chaotic, time will be spent attempting to operate efficiently in an unorganized environment.

Even though the term "Time Management" is often used and generates a lot of attention, it might be argued that it is the most misunderstood of all, because time as a resource cannot be managed in the same way that other resources can (Beards/ey, 1998; Burke, 2001). The most important duty of leadership is to make wise use of the five primary resources available in any given situation: capital, physical, human, information, and time resources. (McWhorter, 1996; Mackenzie, 1997).

Time, on the other hand, is unique since it is finite, according to Machenzie (1997). There is only enough of it, and you cannot acquire any more no matter what you do. There is no way to accelerate or decrease the clock. The only commodity that must be used as soon as it is obtained is time, and that must be consumed at a constant rate: sixty seconds per minute, sixty minutes per hour (Ibid, p13).

In businesses, time management has a direct impact on employee performance. The amount of effort invested in converting employee performance into organizational success may be assessed. In providing their services, time is a valuable resource. Any organization's temporal dimension is essential. Hall (2002) shows a basic model that states that firms are efficient in the sense that they fulfil their objectives through performance and effectiveness, which are time-tested models. Time is a complex phenomenon, and progress is evaluated in terms of time. Task-oriented behaviour is required for time management (Hersey, 1993).

### **Time in cultural dimensions**

According to Kreitner and Kinicki (1992), the investigation of the relationship between time and personality as it relates to foreign cultures shows

that time appears to be a straightforward affair in North American civilizations. It is both linear and unyielding. To Americans, time is like cash: it is used, saved, or squandered. It is customary in the United States to arrive 10 minutes early for meetings. Time is now a complicated issue when it is discussed across civilizations. The North American is irritated by the absence of immediate and unwelcome attention. The Latin American loathes the restlessness and seeming self-centeredness of the North American. This is a resentment-filled vicious loop. The scholar went on to describe the differences between monochromic time-structured, accurate, -driven from North Europe and America

Polychromic time, on the other hand, is circular and involves several persons at the same moment. This is a place for Latin Americans, Arabs, and Mexicans to congregate. People in African cultures are generally portrayed as "polychrome," which simply means that they manage many tasks at once instead of in a rigid order. This method is also used to handle personal contacts and relationships. As a result, an African "emotional time awareness" has been proposed as a method of comprehending African time, in contrast to the Western "Technical System Approach" (Kalumba & Kibujo, 2005).

### **Personality Dimensions**

Personality characteristics, according to Arche and Liss (2003), lead to problems in time management, particularly not permitting for a healthy lifestyle. Physical, mental, social, professional, emotional, and religious are six private life aspects to address, according to the authors. If any of them are not addressed, lifetime allocation is overlooking a crucial factor. Time management, according to Reilly (2002), is a contradiction. It is a valuable and finite commodity; we never get enough, yet we still have everything. He pointed

out that time management is an aspect wherein attitude has a significant influence on productivity.

Several attitudes are debated, such as the gifts-of-time mindset (everyday life has memories which are gifts of time, and might be used fruitfully, such as standing in line at a supermarket), regard time (whenever a person respects time, he sends out impulses toward people, and they will respect his time as well), and being forceful (when one is forceful, he sends out impulses to everyone else, and they will honour his time as well) (every individual shows concern for his time, not an assistant either a spouse or a boss). Being responsible and controlling time (ineffectual time managers go over their days accidentally) (to predict, thinking ahead of how to apportion time). He concluded that the world is full of individuals who will take advantage of other people's time in order to make time for themselves.

### **Time management practice**

When performing tasks across civilizations, managers must adjust their psychological clocks. Communication timing can cause issues for management.

In light of these considerations. Certain information should be broadcast concurrently so everybody receives them, while others should be broadcast progressively so that viewers are not confused (Massie,1973). He went on to say that time management is a collaborative duty shared by all people in the organization. Action, not a fourth function, but a dimension, is a key component in every management problem and decision. Management exists in the present as well as the future (Drucker,1990).

Weekly time organizing is at the foundation of efficient time management. Setting aside time necessitates having explicitly indicated

objectives. This provides suggestions for prioritizing activities in order to encourage people to finish assignments on time (Archer, 2003). The secret to weekly scheduling performance is to keep a daily to-do list. A weekly calendar that is broken out each hour enables practical time distribution. Time is a person's most finite resource. Time makes a huge difference in production if other assets or tools are only utilised partly. All of us have a struggle with time; it is the most valuable of all commodities and by far the most perishable and unpredictable (Hersey 1993). His main issue was the lack of time for reports and conferences. Some executives spend time attempting to save time! Managers that know how to manage their time get great outcomes through planning.

On the other hand, excellent managers spend far more time on communicating up than on transmission down (Bateman, 1996). Some firms are now using the time to compete with each other rather instead of using other assets, (Balunywa 1998) There is no way to get back time that has been lost. It takes a specific period to manufacture a marketable product, not indefinitely. In professional office skills. Time spent on the phone should be reduced to a minimum. Effectiveness is a measure of how successfully a company can use its inputs to produce results, (Taylor, 1991). It involves focusing on maximizing all assets and achieving the lowest possible output.

Gumisiriza et al. (1995) showed that efficiency indicators like input-output ratios, as well as process problems including policies, values, procedures, corporate culture, and leadership. Productivity also refers to how much is produced in a certain amount of time. , an institution's performance is defined by how work is structured and how individuals perform within a certain time

limit (Manfred,1995). Time is a valuable resource that is rarely utilized in management. Several writers emphasize the relevance of time in both performances and work organizational success.

### **Time Management Behaviors**

A more detailed review of time management behaviors is needed to address the complexities and contextual considerations this study seeks to explore. This approach creates a solid platform with which to further analyze the influences on employee time management behaviors. Claessens et al. (2007) performed a comprehensive review of the time management literature who concluded that three main dimensions of time management behaviors were evident in the literature: time assessment behavior, planning behavior, and follow-up behavior. Subsequent research by Claessens et al. (2009) saw the addition of a fourth dimension which they called executive behaviors. Macan's (1994) time management behavioral process model included 1) setting goals and priorities; 2) the mechanisms of time management behavior; and 3) preference for organization.

The decision to use the four dimensions of time management behavior by Claessens, Kose, & Terrones, (2009) was based on the need to use a broad framework appropriate to the exploratory nature of this study. Claessens et al. (2007) incorporated much of Macan's time management behavior model into their review under the "planning behaviors" dimension. Claessens' model, while incorporating elements from well-founded models such as those of Macan (1994), Bond and Feather (1988) and Britton and Tessar (1991), also adds the dimensions of "time assessment behaviors" and "executive behaviors". executives. "which adds to the full scope and complexity of this exploration in



the context in which employees operate. In relation to time management behaviors, some studies have focused on three types of behaviors that include: time assessment behavior, planning behavior and monitoring behavior (Claessens et al, 2007).

Several authors have described these behaviors in details. Kaufman et al (1991) states that time assessment behaviors are aim at awareness of here and now, or past, present and future and self-awareness of one's time use and they cover or help to accept tasks and responsibilities that fit within one's capabilities. In relation to planning behaviors, which include goals, planning tasks, prioritizing, making to-do lists, grouping tasks, aim at effective use of time (Macan, 1996). Monitoring behaviors focus on observing one's use of time while performing activities, generating a feedback loop that allows a limit to the influence of interruptions by others (Fox & Dwyer, 1996; Zijlstra et al., 1999; cited in Claessens et al. 2007).

### **Planning Behaviours**

Planning behaviours aim at the achievement of goals through the effective use of time by grouping work-related activities according to priorities and anticipated time deadlines (Eilam & Aharon, 2003). Planning, in the context of university management, is about preparing for the challenges and opportunities that present themselves while continuing on a pathway towards future success (Cordeiro, 2013). Planning is frequently cited as a necessary and critical component of successful time management behaviour (Claessens et al., 2007; Francis-Smythe & Robertson, 1999; Hellsten, 2012; Macan et al., 1990).

Particular emphasis on elements of planning, such as personal organisation and prioritisation, are common themes in the popular self-help literature (Allen, 2003; Covey, Merrill, & Merrill, 1994; Dodd & Sundheim, 2005; MacKenzie, 1997; McCay, 1959). Institutions that actively engage in formal planning are in the minority (Richbell, Watts & Wardle, 2006). Some institutions often struggle with planning due to the enormous strain placed on limited and sometimes overworked people and financial resources (Alasadi & Abdelrahim, 2008; Cordeiro, 2013; Gibson & Cassar, 2002).

An irony, particularly for Ghanaian Higher Institutions who struggle with time, is that the lack of planning is often associated with a lack of time, whereas planning is designed to save time, thus creating time opportunity for other priorities. A range of studies also highlights that strategy and formal planning are non-existent in most higher educational institutions (Beaver, 2007; Hormozi, Sutton, McMinn, & Lucio, 2002; Stonehouse & Pemberton, 2002). Planning is the conduit between goals and the actions required to achieve them, and necessitates prioritising and organising. These time-management behaviours depend on each other, and their occurrence is often simultaneous.

**Goal-setting behaviours:** Studies have linked goal-setting in the form of business plans with higher reported success rates in business (Sterling & Stubblefield, 1994). Setting personal and business goals is associated with productivity, which may provide a rationale for the adoption of time-management behaviours (Adebisi, 2013). When goals are clearly defined, they become standards of performance and personal satisfaction (Locke & Latham, 2006). The achievement of goals, in a business context, is invariably accompanied by time boundaries and deadlines.

A succinct definition of time management that encompasses these themes is: “effective use of time while performing certain goal directed activities” (Claessens et al., 2007, p. 24). Goals become the ultimate measure by which time-management effectiveness is measured; “self-control” is a requisite for the achievement of these goals (Koch & Kleinmann, 2002, p. 201). Setting goals poses a number of challenges, as the owner/manager’s time constraints, lack of planning intensity and lack of power vis-à-vis the environment make lower institutions much more reactive than higher institutions (Tocher & Rutherford, 2009).

This is balanced to some extent by an employer’s need to be flexible and take advantage of new opportunities and changing circumstances as they arise (Beaver & Jennings, 2005). Goal achievement also has a significant impact on strategy and the achievement of planned activity, as well as on the completion of multiple tasks (Strickland & Galimba, 2001). On a more operational level, the literature abounds with processes and methodologies for setting goals and objectives. A popular model is the S.M.A.R.T (specific, measurable, assignable, realistic and time-related) methodology, which is attributed to Doran (1981). The S.M.A.R.T. model, which Doran himself noted, is not applicable to every situation, was designed to help managers systematise their approach to goal setting and to keep them focused on realising the outcome of their objectives (Doran, 1981). This model has been criticised for being too static and not taking into consideration the changing circumstances and obstacles that present themselves throughout the goal setting time period (McNamara, 2016).

***Prioritising behaviours:*** Goals that managers set are refined into actionable activities or periods of activity through the process of prioritisation.

Prioritisation can be regarded as a process of negotiation that includes key stakeholders (Botta & Bahill, 2007). Typically, an institution's day is a mixture of competing priorities where impending deadlines, people issue and financial considerations all battle for attention (Botta & Bahill, 2007). The term time-discounting refers to inter-temporal choices where the benefits of one priority achieved in less time outweighs the benefits associated with a later achievement of that same choice (Frederick, Loewenstein, & O'Donoghue, 2002). It is deadlines that make prioritisation a time-management issue. Prioritising is also regarded as a decision-making process where the relative merits of various options are weighed and stakeholders and customers are considered to ensure continuous progression (Henriksen & Røstad, 2010). It is not unusual for small-business managers to simultaneously juggle long and short-term priorities (Gordon & Borkan, 2014).

The day-to-day urgency involved in keeping a business running requires a small-business manager to opt for highly urgent priorities, which may result in other, longer-term priorities being temporarily postponed (Jennings & Beaver, 1997). University managements are often physically not able to manage all aspects of the business, and time-consuming critical issues often take precedence over less critical concerns (Jawahar & McLaughlin, 2001). These competing priorities include financial issues, customer business processes and the development of employees (Henriksen & Røstad, 2010).

The relative importance of prioritising was highlighted by Covey et al. (1994) whose Urgent Vs Important Matrix compares “urgency”, which is a time-deadline issue, with “priority”, which is a rating about importance. This matrix, also known as the Eisenhower Matrix, is referred to in a broad range of

self-help time management books, textbooks, web pages and articles (Cole, 2013; Krogue, 2013; McKay & McKay, 2013; Pausch, 2008). For university management, the intersection of time urgency and priorities can provide a snapshot of one's time management, especially in relation to competing priorities (Gordon & Borkan, 2014).

***Organising and scheduling behaviours:*** Of all the planning behaviours associated with time management, organising and scheduling are pre-eminent. Hellsten (2010) refers to 46 studies in which organisation and scheduling skills are linked to time-management behaviour. Because of the close connection between organising and scheduling, these two planning behaviours are dealt with together in this section. Organising, in the context of time management, is commonly associated with grouping activities in order of priority and importance (Moran, 2011).

Organising is described as the process of assigning tasks, allocating resources and arranging and coordinating the activities of both individuals and groups with the purpose of implementing plans (Campling, Poole, Wiesner, & Schermerhorn, 2006). In regard to time management, organising has been referred to as a personal preference, and includes such activities as maintaining a tidy workspace, sorting mail, filing paperwork and setting out tasks based on preference (Macan, 1994). Organising enables the tasks at hand to be dealt with in a logical and systematic order (Schmerling, 1996). Organising ensures that the resources, including time, are sufficient to implement plans in a logical and systematic order (Cole, 2013).

Organisational skills have been linked with increased productivity and time-saving (Lakein, 1973; MacKenzie, 1997; McCay, 1959). Although keeping a tidy desk and putting work-related activities in order are commonly aligned with the perception of being organised (Macan, 1994), this is not always the case. Lakein, (1973), for example, advises against over-organising or organising for organisation's sake, which he considers to be a time waster. However, the lack of organisation in one's work is also linked with negative consequences such as stress and somatic tensions (McCay, 1959). Whereas organising is concerned with preparation and systematically putting work activities in order, scheduling is about consciously and formally adding the time dimension to such activities and constructing some form of timetable for their completion (Burke & McAteer, 2007). Scheduling, as mentioned above, is often used in conjunction with organising behaviour, and is fundamentally concerned with the commitment to time boundaries of planned and organised events (Chu & Choi, 2005).

For educational institutions, scheduling is a proactive behaviour whereby the staff, for instance, makes a commitment to being involved in work activity in future time periods. Possibly the most recognisable of the scheduling behaviours, which is also prolific in popular time-management literature (Covey et al., 1994; Lakein, 1973; MacKenzie, 1997) is the to-do list. The to-do list is based on the assumption that writing down a list of work-related activities, in some kind of order of priority, within certain time frames will help in the organisation and achievement of those activities (MacKenzie, 1997).

It is also perhaps the most identifiable of all time-management behaviours. Organising and scheduling, which have been the fundamental

tenants of time management behaviour since its inception (McCay, 1959), are able to be conducted more sophisticatedly today with the help of technology, but still remain pivotal to the notion of time management.

### **Monitoring Behaviours**

Cole (2013) wrote of monitoring: “Keeping tabs on things by watching critical control points and sensitive spots alerts us to potential problems so we can take corrective action in plenty of time.” (pp. 22-23) Monitoring has been regarded as a key managerial role from the time of Fayol to the present day (Fells, 2000; O’Gorman et al., 2005). In relation to time management, the purpose of monitoring behaviours is to observe one’s use of time while engaged in work activities, and then to take appropriate actions to ensure that time deadlines are met (Claessens et al., 2009). Monitoring, in respect to time management, also enables the staff of higher educational institutions to make decisions about continuing the plans and priorities made earlier. In the context of educational institutions, these decisions often rest solely with the administrative staff (McMahon, 2007; Pansiri & Temtime, 2008).

Formal scheduling, through the use of electronic diaries or calendars, provides an up-to-date mechanism by which monitoring can take place (Claessens et al., 2009). If these monitoring mechanisms are shared throughout a small business, employees and stakeholders may also make judgements about the achievement of the planned activities (Blanford & Green, 2001). Technology has caused a blurring of the lines between traditional planning and monitoring behaviours: the same tools used for planning (e.g. an electronic calendar) also remind the user about impending deadlines or major events.

Even the written to-do list, a scheduling activity, has been replicated by electronic forms, linked to calendars, which enable close monitoring and tracking of time (Bellotti, Dalal, Good, Flynn, & Bobrow, 2004). Technology plays an ever more important role in both time management and project management with respect to monitoring. Technology, however, may also be responsible for the creation of endless interruptions (Epper & Fehr-Duda, 2012) that may affect the ability to monitor time effectively. Schwartz (2007) contends that interruptions and distractions are costly and can increase the time necessary to complete priority tasks by 25%. Project management is also an area in which the monitoring of time is a critical component. Project management incorporates planning, milestones, and schedules, and addresses risk factors that affect delivery times (Linetsky, 2008). Project management enables managers to monitor and control projects, though little research has focused on project management (Turner, Ledwith, & Kelly, 2009).

Project management and time management are interconnected, as a project is a planned activity that is time-bound (Wu et al., 2013). Evidence also suggests that, in small businesses, there are difficulties associated with the monitoring of projects due to limited resources and the lack of adequate systems and processes that may be more available in larger organisations (Owens, 2007). Monitoring one's own time usage against planned activity is ultimately a matter of self-regulation (Claessens et al., 2009), and may depend on a person's goals and approach to completing tasks (Oettingen, Kappes, Guttenberg, & Gollwitzer, 2015). Though technology has significantly improved the means by which time-related activities can be monitored in real time, the need to monitor remains as an ongoing decision for the staff in various educational institutions.



## Executive Time-Management Behaviours

Claessens et al. (2009) suggested another form of time-management behaviours which they called executive behaviours. These are the kind of behaviours where managers, for example, take a range of proactive and tactical measures to ensure that their time schedule stays on track (Claessens et al., 2009). Examples of proactive time-management behaviours are cited, such as running better meetings, overcoming delay behaviour, self-regulating in adhering to goal achievement and generally avoiding time-wasters (Claessens et al., 2009). These suggested behaviours ultimately enable the achievement of goals. These proactive behaviours are designed to encourage a person to stop wasting time, and are also the subject of numerous self-help and management textbooks alike (Cole, 2013; Lakein, 1973; MacKenzie, 1997).

One proactive time-management behaviour, which fits under this general definition, and which is also a popular subject in the self-help time management literature, is delegation. Delegation is commonly cited in the literature as having a positive influence on management including time-management behaviours (Banford, Buckley, & Roberts, 2014; Lakein, 1973; Woodhull, 1997). It is described as a process, a practice, a behaviour and an action (Eales-White, 2005; Yukl & Ping Ping, 1999). Yukl and Ping (1999) describe delegation as empowering decision procedure that gives an individual or group the authority to make decisions formerly made by the leader.

Delegation is about handing over responsibility and authority to subordinates as well as giving them a certain amount of autonomy and control over decision-making (Yukl & Ping Ping, 1999). This giving of authority or

empowerment has the potential to free up the university management's time, creating discretionary time (Drucker, 1967; Kamal & Raza, 2011). Discretionary time then enables the university management to focus on higher-value activity such as developing new business opportunities and dealing with important customers. Discretionary time itself needs to be managed carefully to prevent other nonvalue-adding activities filling up the gaps. In reality, due to the increasing number of students in our higher institutions, there may be no option for universities management other than to delegate; otherwise they will be constantly involved in the detail that accompanies operational issues (Jennings & Beaver, 1997; Pech, 2009).

Even if an institution adopts a range of time-management behaviours such as planning and organising, time can still be a challenge, as one person is not capable of doing everything that it takes to both run a business and enable it to grow (Beaver & Jennings, 2005; Gilmore, Carson, & O'Donnell, 2004). An added benefit of delegation argued by Pech (2009), is that delegation develops confidence in employees, and helps them to advance their own careers. The manager is also able to focus on more strategic issues as a result of delegation (Pech, 2009; Yukl & Ping Ping, 1999). In the context of the educational institution, the need to delegate is bound up with a range of needs and expectations such as the institution's willingness to shed some responsibilities and their trust in employees to carry out the delegated duties (Pech, 2009; Yukl & Ping Ping, 1999). Gomezelj & Antončič (2008) point out that the administrative staff and management are often in charge of the institution's knowledge, and their perception may be that handing this knowledge over is fraught with risk.

## Time-Assessment Behaviour

Time-assessment behaviours, aim at awareness of here and now, or past, present and future, and at self-awareness of one's time use (Claessens et al., 2009). This helps managers accept tasks and responsibilities that fit within the limit of their capabilities. Time-assessment behaviour differs from the other time-management behaviours in that it is the least tangible in terms of the relationship between action and consequence. Time assessment is also referred to as "time analysis" and "time estimation" (Hellsten, 2012, p. 8). By using accurate time assessment, managers can better understand events and more accurately forecast future time-consuming events (Whipp, Adam, & Sabelis, 2002).

Time-assessment behaviour is a prerequisite to planning (Claessens et al., 2009); it also assists in monitoring and executive behaviours. Research has also found that people underestimate the time required to complete tasks (Buehler, Griffin, & Ross, 1994), which places their time assessment out of kilter with the real amount of time required. The underestimation, referred to as the planning fallacy (Forsyth & Burt, 2008), may compromise time assessment. Buehler et al. (1994) also found that people did not reflect on their own experience when making decisions about their future use of time, which may be due to an overly optimistic desire to complete a future task. On a more practical level, a tool that has long been associated with both time assessment and monitoring, is the time log (Macan, 1994; MacKenzie, 1997).

Time logs are used in time-management studies to measure the actual time that work-related activities take (Claessens et al., 2007; Slaven & Totterdell, 1993). Time logs also address the concerns of Buehler et al. (1994)

about the ways people underestimate the expected time it takes to complete tasks. For the university management, being able to accurately assess the time it takes to perform certain tasks, is invaluable for planning, organising and scheduling (Fitzgerald & Waldrip, 2004; Smith, 2002). Accurate time analysis may also provide a basis for decisions about delegation, procrastination and

polychronicity.

### **Time management strategies**

All completed and uncompleted duties are related to the manager's effort as the institution's management and top executive. As a result, the day of the management becomes overburdened with numerous duties. Actions and inactions regarding some of these tasks and have a significant impact on the attainment of organizational goals (Maduagwu & Nwogu, 2006). The administrative manager may make the most of the limited time he has by analyzing each job and defining the activities to be completed, as well as the desired objective and expected completion time.

The manager should do a daily study of how time is used. This may be accomplished by using the dairy to pinpoint time-consuming tasks. In furthermore, the management should plan and implement work, prioritize tasks, allocate responsibilities to qualified staff, and wait for responsibility (Armstrong, 1990). In furthermore, the management should plan and implement work, prioritize tasks, allocate responsibilities to qualified staff, and wait for responsibility, (Armstrong 1990)

## Empirical Review

### Time Management and Employees' Performance

Workplace time management is crucial to any organization's growth (Wood, 2006). He claimed that the most common error made by staff is not recognizing the time is lost as a result of poor management of time at work, because time has a great impact on employee productivity and the bottom line of the firm. In the job, time must be analyzed and spent properly. Every day, time must be made aside to assess and prioritise time needs. It's expensive, and individuals and divisions are held responsible for how they use their time. Goals are established and therefore expressed clearly, with long-term and short objectives that must be subdivided into daily and weekly action plans. Workloads must be managed, and far more time must be set aside to concentrate on the most essential elements of the work (Heller & Hindle, 1998).

Time management is the most frequent problem we encounter at work, and it has an impact on profit and efficiency (Woods, 2006). Time management is important for every organisational progress, and it has a direct impact on staff productivity and thus the bottom line. Component of the fundamental is to becoming successful and contented is attaining effective time management in existence and decreasing stress. Time management behaviour, or the ability to regulate one's time, has a substantial impact on an individual's work performance. Excellent time management may help with great competence, personal life, and mental health (Uwakwe, 2002). He went on to say that someone who works productively and successfully has more time for their personal life.

The most powerful and effective individuals are those that can effectively manage their time, according to researches. Time is a commodity that must be well handled in order to become successful at work. Productive people need to be able to balance their time well. We must focus on time management in order to enhance productivity at the workplace (Wood, 2006).

This is the capacity to concentrate on and complete the most important tasks. Diversions must be eliminated and the atmosphere must be established. People's perceptions regarding time are complicated and varied (Heller and Hindle 1998). If someone claims to be attentive to details, he or she must be aware of the present attitudes and behaviours that influence his or her use of time, according to him.

Overall business effectiveness and time management are linked (Schreiber and Gutek 1987). They claimed that time management is crucial to managerial success. They claimed that time management is crucial to managerial success. External factors that impact organizational effectiveness, according to the American Management Association Journal (2007), vary from labour force skill levels to the character of today's company world. These variables, however, are dynamic, impacting not just today's demand for company effectiveness but also how an organisation will aim for maximum results in the market.

To commence, firms had to have people with the proper skills, talents, and perspectives if they are to help the business grow. Performance management is going to suffer if adequate numbers of properly competent personnel cannot be identified or trained. Retaining competent staff members might sometimes be a challenge. The impact of employees on organizational

performance cannot be overstated. In 2006, Hewitt Affiliates conducted a study of 100 big American corporations and found that those having formal systems in place to explore and exploit talented personnel and rising talent consistently outperformed their peers in terms of earnings per share (Zielinski, 2006).

Moreover, globalisation has a direct impact on the functioning of organizations. Supporting globalisation activities inside an organisation may prepare a company for performance across different business areas. The two advise that international expansion be viewed as an opportunity for "development and quality enhancement." As well as a tool for changing things like business models, design engineering, networking, and capabilities. Expansion of a company beyond country lines offers an opportunity to new marketplaces, but it also exposes it to new rivals, which may be a double-edged blade for certain businesses.

Intangible assets, including skilled workers, research and development, are a difficulty for today's businesses, (Kaplan and Nortion 2006). This is because these commodities are becoming more important to business success, and globalisation has spread those resources all across the world. These forces are causing businesses to improve their ability to coordinate intellectual and cognitive assets both external and internal throughout the world. More importantly, from the birth of human society, technologies and productivity have been inextricably linked. Humankind has been able to have a significant impact on the world through training to build and understand new technology.

Consider how progress in the understanding of high temperatures and heat transfer led to the development of technology solutions such as metallurgical methods, coal-fired power plants, large-scale machinery, steam-

powered engines, wood stoves, electricity, automobiles, and eventually, the majority of what makes up today's workplace. Consider how productive employees would be if they did not have access to such tools. New systems are expected to follow the same trends, improving performance when used correctly but hurting it when used incorrectly. Many of the other forms of innovation, such as robots, biotech, and nanostructures, are expected to improve human and organizational efficiency in the future decades. However, only time will tell how effective businesses will be able to use these innovations to their benefit.

In addition, as most firms are aware, policies and guidelines may have a significant influence on their operations. As McKinsey and Co. executives claimed the goal is to "create a method for firms to integrate a more knowledge base of socio-political concerns into their essential strategic decision-making processes," understanding that such issues may provide both dangers and possibilities. The capacity to prepare ahead of time, create industrial alliances, and keep educated about social and political trends are important to handling issues and hazards (Bonini et al, 2006).

It is beneficial to a firm's productivity and bottom line to have an ethical culture. Ethical views lead to ethical behaviour, allowing individuals who interact with the organization to establish faith in the system. Because there is a lack of trust in an organization's integrity, every operation must be thoroughly watched, which consumes time and money (Shaw, 2006).

### **Three Es for effective organizational performance**

Economy, Effectiveness, Efficiency, and are the three E's for effective organizational performance. To put it another way, the market is fundamentally a resource obtainable model based on the lowest financial price. It entails



purchasing goods (personnel, equipment, and money) at a good price, at the appropriate time, from either the right source or in the correct amount and quality. Effectiveness, along with the concept of lowest, is an important resource use notion. It has to deal with minimizing intake and increasing outtake. quality The link between both the quantity and quality of goods/services provided and the price of resources utilized to generate them at a certain service/operational level is thus called efficiency. Efficiency is described as a goal-oriented concept that assesses the extent to which predetermined missions and targets are fulfilled.

Effectiveness must be assessed in terms of the balance of good and negative outcomes (Adeyinka, 2005). As a result, a manager's productivity is a summary of his cost-effectiveness, efficiency, and effectiveness in procuring and deploying administrative resources to meet organizational objectives. Here on the subject of time management, several works have been done. The study's goal in this part was to look into some of the other scientists' work on job performance. Adejo (2012) research on proper time management for excellent organizational productivity. The major goal of this research was to find out how time management affects the good performance of the organization utilizing LASACO ASSURANCE Pic. as the case study. The method adopted by Adejo (2012) was quantitative. Workers at the firm were issued questionnaires as part of the research. Their replies were evaluated attentively and therefore connected to the ideas.

The latest results indicated that the company had already employed time management, although it was ineffective. In addition to the previously established time management, this research focused on workers' planning

behaviour (i.e. short term and long-range planning) in order to enhance employee quality and productivity. Efficient time management for maximum performance in a company cannot be overlooked, according to Adejo (2012), since it might lead to a cost reduction in organization performance. As a result, in order to achieve high organizational performance, a business should take proper time management very seriously.

Francis-Smythe and Robertson's (1999) research on the topic of 'Relationship across Time Management and Time Estimation' is the next important work. The study looked at the link between people's self-reported usage of time management techniques and task length estimations. To replicate Burt and Kemp's findings, a verbal estimate was utilized in both the anticipated and retrospective paradigms (1994). The experiment and survey research methods were used in this study. The producing technique was employed in the projected paradigm.

The theory was that those who were skilled at managing their time would also be good at anticipating how lengthy a prospective activity would take (expected). How long a task took to complete before (retrospective) as well as how long a job is taking now (progressive) (prospective). The study found that individuals who thought of themselves as excellent time managers were the most accurate in forecasting the duration of future activity, whereas those who did not think to see themselves as timely manner managers significantly exaggerated and undervalued to a significant degree. However, the impact on the organization was not considered in the study. The current research looked at the same good time managers as the previous one, but it took a closer look at their influence on employee productivity using established theoretical models.

Claessens researched Perceived control of time: Time management and personal efficiency at work as well. Brigitte went on to create and test theoretical managing time models to further her understanding of the field. Claessens (2004) also looked at the processes of planning and performing daily work activities in greater depth to find difficulties for which time management behaviours may be a solution. Claessens and Brigitte used a time management model drawn from Macan (1994) and further refined based on many lines of study. The study used a survey research approach. Claessens (2004) recognized task or activity planning being one of the most essential time management strategies, as well as regarding outcome factors. It was also discovered that the subscale 'goal planning and prioritizing' was connected to outcomes like perceived time control and work satisfaction. Furthermore, the study discovered a link between short-term strategy and employee grade point average, but no link between long-term strategy and worker grading point.

Short-range planning was shown to be a more successful time management method than lengthy planning since plans may be changed to accommodate rapid changes or unforeseen events, allowing for flexibility. In addition, the current study looked at the processes of planning and performing daily job duties in more depth, and highlighted issues as to which time management behaviours may be a solution. However, to leverage findings from qualitative research to better build time management systems, the current study used a mixed style of research (Macan, 1994; Britton & Tesser, 1991; Barling et al., 1996).

## Conceptual Framework

This framework has been taken from the theoretical principles of the research in which the study seeks to communicate to literature. The influence of time management and employees performance has been illustrated in figure 1.

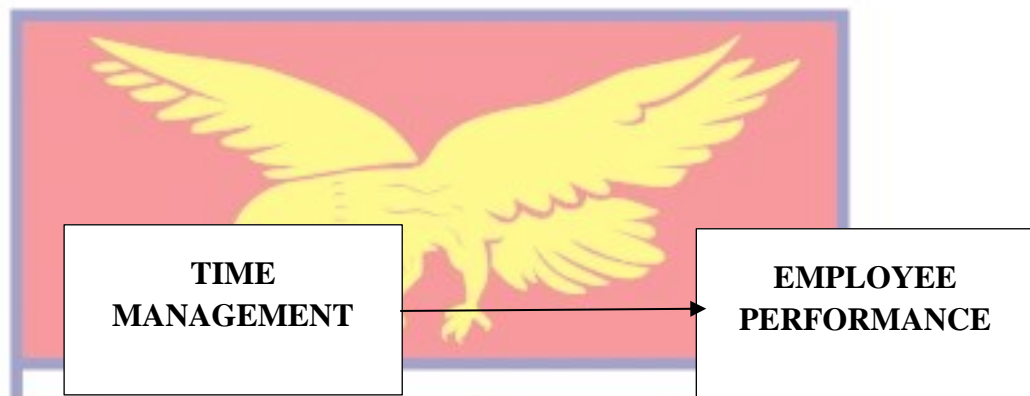


Figure 1: Conceptual Framework

Source: Aunthor's Construct (2015)

## Chapter Summary

This chapter has reviewed the literature based on the objectives and research questions. This literature was reviewed under the following sub-headings. The first section explored the theoretical models underpinning the study and these theories included: Maslow theory and Socio-analytic theory to performance at work. The second section also examined concepts such as Time Management; Time management dimensions; concept of performance. Finally, the last section focused on empirical literature of the relationship between time management and performance with a conceptual framework within the context and scope of the study also discussed.

## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The objective of this study was to assess time management and employee performance at National Health Insurance Authority (NHIA), Takoradi and Sekondi deistricts, Ghana. This chapter discusses the research methods including research design, study area, population, sampling procedure, data collection instruments and procedures, and data processing and analysis.

#### Research Design

A research design according to Joubert & Ehrlich (2007), is a structured methodology followed by a researcher to answer a research question. It is a detailed outline of how the research would be conducted. It entails ways of data collection, the instruments employed, and how they are used and the means of analyzing the collected data. The researcher adopted for this study an exploratory and descriptive survey research. The study had a broader purpose of explore the relationship between types of employee participation and organizational commitment types among the study population. The study was based on the descriptive survey design because it allows for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Lodico, Spaulding & Voegtle, 2006).

The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion. Bartels (1997), opines that, in descriptive surveys, the events or conditions either exist or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and reports the way things are. The research design was

therefore suitable for the study because data was collected through questionnaire, to answer the research questions concerning the employee participation and the employee performance. Frankel and Wallen (2000) indicate that, there are some difficulties involved in the use of survey design. They give the following as some of the difficulties; to ensure the questions are

very clear and not deceptive, getting respondent to honestly and thoughtfully answer the questions as well as getting sufficient number of the questionnaires completed and returned to enable meaningful analysis to be made.

They added that, in spite of these disadvantages, descriptive survey helps researchers to observe, describe and record situations as they occur naturally. Based on this, descriptive survey design was seen as the most appropriate for the study. Quantitative research approach was also adopted. Quantitative research relies on the principle of verifiability making it possible to establish the cause and effect relationship.

### **Research Approach**

Sekaran and Bougie (2016) postulated that, the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, hypotheses and the nature of the primary data to be collected and analysed. Creswell (2014) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or

inferential statistics (Tashakkori & Teddlie, 2010). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterized as assuming that there is a single “truth” that exists, independent of human perception (Lincoln, Lynham & Guba, 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012).

### **Study Area**

The research focused on NHIA's Takoradi and Sekondi Districts in Ghana's Western Region. Takoradi and Sekondi schemes were established in 2003 by the National Health Insurance, Act 650. It was Sekondi Takoradi Municipal Assembly (STMA) but later divided into Sekondi Scheme, Takoradi Scheme, and Shama scheme. The schemes became operational in 2005, with ten staff made up of five core staff, and five supporting staff. Currently, the schemes had covered over 60% of the entire population (NHIA annual report, 2010).

### **Study Population**

The total set of individuals (subjects), objects, or events with a common observable feature in which the researchers are interested is referred to as the population. It involves all members of a defined category of elements that are of interest to the researcher. The study was conducted at Takoradi and Sekondi Districts Offices of National Health Insurance Authority, and therefore, the staff which were in total of 120 staff of the districts schemes constitute the sampling universe for the study. Their responses were then analysed to represent the findings of the study.

## Sample and Sampling Procedure

For the study, the researcher employed non-probability sampling. The study's sample size was 120 employees from the district plan, which represented. The study relied on purposive sampling and interviews. The study's purposive sampling was deemed suitable because the researcher intends to interview all the one hundred and twenty (120) employees of Takoradi and Sekondi Districts offices of NHIS. All one hundred and twenty employees were relevant, and thus will help the researcher gain a quick insight into the phenomenon.

## Data Collection Instruments

The data for this study was generated from both primary and secondary sources. The main primary data collection method used in this study was a questionnaire and that of the secondary data was obtained using a documentary review. The documentary review on existing documents on time management and employee performance was analyzed to identify gaps that could be bridged by the study or evidence that could support or contradict the findings. The data were collected using a self-administered questionnaire (open ended and closed ended) with structured questions derived from multiple sources. The use of the questionnaire survey approach was driven by the study objectives, the type of data to be collected, and the availability of time for the study (Ogah, 2013). This method was considered appropriate for this research because the variables studied were those that could not have been observed but could only be obtained by finding the respondent's views, opinions, and feelings (Ogah, 2013). Also, the instrument had the advantage of saving time since the respondent had to only tick from predetermined ideas in their views.



Further, many respondents could fill the questionnaire without the presence of the researcher. Filling the questionnaire without the presence of the researcher afforded the respondents the opportunity to objectively answer the questions without fear of being victimized. Consequently, in-depth and reliable data were generated in a short time from many respondents. This survey method

was used for all respondents selected for this study.

### **Validity**

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means to what extent that the selected tool measures the intended research objectives (Bowling, 2009).

In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire. To address the face validity, the researcher read the questionnaires and the appropriate corrections were made before it was given to the staff of National Health Insurance Authority, Sekondi and Takoradi districts. Peer review was also of immense importance.

Content validity was further enhanced by asking experienced experts in the field to go through the questionnaire before it was administered to the respondents. All efforts and views of experts were taken to consideration as to either to add or drop certain items from the questionnaire. Many items of domains and sub-domains were manipulated and reconstructed with minor language and adjustments to enhance clarity, and to be assured that the instrument is entirely applicable.

### Pre-Testing of Instruments

The questionnaires were first given to the supervisor to determine their suitability for the study. Suggestions made by the supervisor were incorporated into the questionnaires, which were then pilot tested on five employees. The rationale for the pre-testing was to evaluate the validity of the instrument to be used for the main research.

#### Reliability

With regards to reliability, it can be seen as the extent to which the application of a scale produces consistent results if repeated measures are taken (Kent, 2007). It is achieved when keeping results at a consistent level despite changing of time and place (Bowling, 2009). Internal consistency: internal consistency comprises testing the homogeneity that assesses the extent to which personal items are inter-correlated, and the extent to which they correlate with overall scale findings and this can be performed by using Cronbach's alpha test (Hertzog, 2008). In terms of observation, reliability of observations refers to the same inferences or activities of intra-observation (one observation at different time) and inter-observation reliability (more than one observer) (Hertzog, 2008).

The Cronbach's coefficient alpha ( $\alpha$ ) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach's alpha ranged from 0 to 1. It is worthy to note that, the closer the value of  $\alpha$  to 1, the better its reliability.

**Table 1: Cronbach Alphas of variables**

Variable	Questionnaire Issued	Cronbach Alpha
Time management	25	0.794
Employee Performance	25	0.827

Source: Fieldwork (2015)

### **Data Collection Procedure**

A period of one month was used to collect the data. This was within the month of April 2015. A period of one week was used so that the respondent would have ample time despite their tight schedule to study the questionnaire and answer them. There was no personal interaction with the respondent which is an indication that the researcher did not influence the responses in any way. The survey was carried using a structured questionnaire. Data was gathered on the age, gender and education qualification of the employees.

### **Data Analyses and Presentation**

Data analysis is a critical evaluation of material to comprehend its components and relationships, as well as to uncover trends (Twumasi, 2005). It refers to the dissection of research data into its component elements. The data was analyzed using a social science statistical program (SPSS). The Questionnaires were checked to see if all of the questions had been correctly answered. The whole collection of scores or data was organized and summarized using descriptive statistics, which included tables, frequencies, and percentages. The data was presented quantitatively in the form of tables for further interpretation and analysis using percentages. For ease of description

and interpretation, the qualitative element was also examined in the form of text. To interpret the data obtained, both qualitative and quantitative approaches were used.

### **Ethical Consideration**

According to Awases (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who is engaged in research be aware of the ethical concern (Rubin & Babbie, 2016). The researchers will employ every effort to avoid possible violation of ethical principles. Edginton, Enarson, Zachariah, Reid, Satyanarayana, Bissell, & Harries, (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal and also guaranteeing the participants of confidentiality.

There are two ethical issues that were taken into serious consideration for this research. The candidate took responsibility to secure the actual permission and interest of all those involved in the study. The candidate sought consent from the respondents. There was commitment not to misuse any of the information collected to maintain certain moral responsibilities towards the participants. The candidate was also determined towards a duty to protect the rights of people as well as their privacy and sensitivity (Bryman, 2012). For this, the purpose of the study was explained to the respondents. The participants were ensured that their information would be used only for this study and not for any another purposes. The respondents' name and identity were anonymized. Besides, individual respondent was informed of the reason for the whole

exercise and the tremendous benefit the institution would derive if the research was successfully conducted.

On the basis of this, it can be said that the candidate met the ethical rules set out by Bless and Higson Smith (2000). According to these authors, the main rules of data collection were: a) voluntary participation, (b) the right to privacy, (c) Freedom, (d) Anonymity and (e) Confidentiality. However, before carrying out all these rules, an introductory letter was obtained from the School of Business, College of Distance Education of the University of Cape Coast to introduce the candidate to the institution. To gather data from the sampled staff, permission was sought from the management of the institution. Respondents were encouraged to feel free and express their views as objectively as possible and that they have the liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time and without any form of adverse consequences.

An organisational entry protocol was observed before the data were collected. In this case, in order not to interfere in their daily work schedules and not to disrupt their works, as advised by the management of the university, the researcher visited the staffs during the lunch breaks and collected the data.

### **Chapter Summary**

This chapter gave details of the study design and methodology. The research design, study area, population, sampling procedure, data collection instruments and procedures, and data processing and analysis were discussed. Ethical considerations, as well as measures of ensuring the validity and reliability, were adequately explained. The next chapter focuses on data analysis and finding.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter is about giving a presentation analysis and discussions of the data collected from clients and employees of the National Health Insurance Scheme (NHIS), Takoradi and Sekondi, all in Sekondi-Takoradi Metropolitan Assembly (STMA). The study adopted the mixed approach of research. The integration of qualitative and quantitative research methods provided a better understanding of the research problems and complex phenomena. The qualitative research preceded the quantitative research which reshaped the questionnaires, elaborated and clarified the results from the quantitative methods. Percentage-based descriptive statistics were utilized. Percentages, bar graphs, pie diagrams, and frequency counts were used to show the findings.

#### Response Rate

Data was collected from employees of the National Health Insurance Scheme, Takoradi and Sekondi districts. The population size was 120 and same was used as the sample size 120, based on census sampling. A total of one hundred and twenty (120) questionnaires were issued from which eighty (80) were filled and returned which represents a response rate of 66.67%. This response rate was considered satisfactory on the basis of the assertion made by Punch (2000) that a response rate of 50% is satisfactory enough for analysis. According to Mugenda and Mugenda (2003), a 50 per cent response rate is adequate, 60 per cent is good and above 70 per cent rates very well. The success rate in this study could be attributed to the self-administration of the questionnaires applied by the researcher from which the intended respondents

from the various regions were pre-notified on the actual date before the data collection. The response rate is represented in table 2 below.

**Table 2: Response Rate**

Questionnaire	Count	Percentage (%)
Returned	80	66.7
Non- Returned	40	33.3
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Field Work (2015)

**Demographic characteristics of respondents**

The nature of the respondents for this survey is described in this section. The demographic factors indicate the type of students who participated in the survey as respondents. Gender, age of respondents, current level of study at the University of Cape Coast, and their different halls of connections were among the biographical facts obtained. The findings will give a good knowledge of university students' perceptions and expectations of service quality. Table 3 displays the descriptive outcome.

**Table 3: Demographic characteristics for respondents**

		Frequency	Percent
Gender	Male	38	47.5
	Female	42	52.5
Age	16-25	52	65.0
	26-35	6	7.5
	36-45	22	27.5
Education Level	Diploma	41	80.8
	Degree	25	19.2

	2 <sup>nd</sup> Degree	4	5.0
	Others	10	12.5
Marital Status	Single	37	46.4
	Married	43	53.6
<b>Total</b>		<b>80</b>	<b>100</b>

Source: Field Survey (2015)

Table 3 clearly illustrates that there were more male participants than their females' counterparts in this survey. More than half of the respondents (52.5%) were males while the remaining respondents, (that is 47.5%) were females. This implies that a lot of males are employed in the service which is not surprising considering the gender inequality in terms of employment in the country. On the age distribution of the respondents, it was found out that the majority of the respondents (52) are between the age of 16 and 25 years representing about (65.0%). This higher percentage of young officers gives a positive impression that there are more young staff at NHIA. This could mean that the service is of interest to the young adults and for that matter attracting more young people with potentials and ideas.

Another interesting result is with respect to the age of respondents. As part of this study, students were asked to indicate the age group in which they fall. The age groups were 16-25 years, 26-35 years, and 36-45 years. The results indicate that the largest age group are respondents between the ages of 16-25, they are 52 in number and this represents a whopping 65.0 percent of the entire sample. The second largest group are respondents between the ages of 36-45 years, with 22 respondents representing 27.5% of the sample, and in third comes



age group 26-35 years, 6 respondents in all, representing 7.5 % which was the least age for the study. The age distribution indicates that the nature of respondents for this study involves a perfect blend of young and matured students in terms of age.

With the highest educational qualification of the staff, it was also realized that 41 respondents representing (80.8%) had diploma education from various fields, representing the largest proportion of employees at NHIA. Also, a large percentage number of the staff had first degree. With this category of staff, a total of 25 representing 19.2% were the first-degree holders. Also, with regards to professionals (other qualifications), 10 of them representing (12.5%) were found to be in this category. Finally, 4 employees (5.0%) had second degree education. From the table it is realized that most workers in the institution consider education as important to the growth of the country.

It can also be seen from the table that majority of respondents, that is, 43 representing (53.6%) of the sampled population were married, whilst 37 respondents representing (46.4%) of the population were single. This implies that majority of staff at NHIA had a fair share of staff with various views regarding the association families.

### **Findings of the Research Objectives**

#### **Analysis of qualitative data**

Another method employed by the study to obtain data from the Heads of Departments and the different offices in the NHIS Sekondi/Takoradi Sub-Metro was a semi-structured interview. The study predetermined questions based on some observations and undertook at the various offices. The order was then modified based upon an appropriate situation. The study took an

opportunity to gain more of an understanding of social mechanisms that may influence key persons.

The qualitative procedure was divided into five phases, which were similar to Schloss and Smith's (1999) technique and revised (Erdogan, 2007). These processes were named (1) transcribing, (2) reliability analysis, (3) coding, (4) creating patterns and categories and (5) writing up and analyzing the results. Annotating printouts of recorded text were used to analyze the interview data. Preliminary coding categories were allocated to key descriptive themes in the texts (for example, "statement of what checks does the organization have to monitor personnel in terms of time management?" or "account of time managements practices in the offices"). These themes were then combined to produce more abstract categories (for example, "planning behaviour," or mechanics of time management).

Although interviews were the primary method of data collection, the study also collected and reviewed documents. Document review was used to clarify or substantiate participants' statements (Glaser & Strauss, 1967), and to give a detailed account of the case (Merriam, 2002). The research was cautious about the accuracy of the data as well as interviewer biases. Concerns regarding subjectivity, as well as interviewing settings and ways of handling cases, were carefully prepared.

The departmental heads of the offices replied positively to these time management methods when asked how the company plans, organizes, implements, and analyzes time. They stated that scheduling time helps to minimize resource conflicts since all resources, particularly time, are limited. As a result, time is scheduled in such a way that the administrator may easily

fulfil his or her objectives given the restricted resources available. They went on to say that time was controlled by using a time book (arrival and departure), a to-do list, and other tools.

Internally, the institution assigns time to various operations. According to the department heads, time management allows them to establish work plans that make achieving goals a breeze. It entails creating and maintaining a corporate flexible schedule that allows for the inclusion of the most critical aspects of the company. Personal and corporate activity calendars are examples of different sorts of timetables for different activities.

According to the sources, Time management and organization aid in attaining not just established targets and goals, but also allows operators to go above and beyond in achieving what would otherwise be impossible. Planned and structured time is simple to adopt and encourages helpful behaviours.

In summary, the responses given by all the departmental heads from the various offices with regards to how their organizations' plan, organise, implement and evaluate their activities concerning time management, indicated that proactive and preventative steps have been taken before and throughout manufacturing to guarantee that there was no waste or defects. This was in accordance with one of the ideas examined by the primary proponent of the fault-free product, Quality Assurance (Crosby, 1979).

**Table 4: Weighted Mean and Verbal Interpretation of Factors under Short-range**

**Planners**

Factor Item	1	2	3	4	5	Weighted Mean
Do you make a list of the things you have to do each day?	5	7	20	30	16	3.59
Do you plan your day before you start it?	2	5	18	40	15	3.76
Do you provide a schedule of activities you have to do on workdays?	0	3	12	32	34	4.25
Do you write a set of goals for yourself for each day?	1	2	14	35	28	4.09
Do you spend time each day planning your daily activities?	0	5	15	36	24	3.99
Do you have a clear idea of what you want to accomplish during the next week?	0	4	16	26	34	4.13
Do you set and honour priorities?	1	3	11	19	46	4.33
<b>Average Weighted Mean</b>						<b>4.02</b>

Source: Fieldwork (2015)

From Table 4, the respondents said they often organize their days before they start them, give a timetable of daily activities, establish a list of goals for each day, and define and honour priorities. They also know exactly what they intend to accomplish in the coming week. This is in conformance with the responses given in the interview by some of the Heads of the department. The average weighted mean of 4.02 in the table clearly showed that the majority of the respondents (staff of National Insurance Scheme Sekondi and Takoradi) are

short-range planners while the minority of the respondents are not short-range planners.

This indicates that workers can choose and arrange organizational goals, tactics, activities, and evaluation processes for the following week or unit of work. Short-term planning in conjunction with accomplishment aiming was favourably connected to performance, according to Barling, Kelloway and Cheung (1996). According to the literature, studies proposed that planned behaviour leads to better control and hence less strain, more satisfaction, and a sense of being more productive than others (Davis, 2000). As a result, the perceived time control was favourably associated with job performance and job satisfaction but adversely related to work strain.

#### **Employees' long-range planning behaviour**

In addition, Tables 3.2, 3.3 below presents the weighted mean and verbal interpretation of factors under long-range planners. Long Range Planning refers to an employee's ability to establish plans to realize a goal or group of goals over a number of years based on current knowledge about the future. Both the educational and management domains demand long-term planning. It entails using in-depth awareness and insight of consumers, work values, tasks, and effective teaching and management concepts.

The majority of respondents stated that they often assess their work and that they always have a number of objectives for the whole term, as shown in Table 4. They also agreed that they aim to plan their most difficult tasks during their best hours. This is consistent with Pareto's Principle, which states that if anything in the timetable has to slide or if something isn't going to get done, it

should not be included in the 20%. As a result, 20% would be responsible for 80% of the production.

**Table 5: Weighted Mean and Verbal Interpretation of Factors under Long-range Planners**

Factor Item	1	2	3	4	5	Weighted Mean
Do you regularly review your work?	1	2	20	35	22	3.94
Do you have a set of goals for the entire term?	3	6	20	30	21	3.75
Do you try to schedule your best hours for your most demanding work?	5	3	19	25	28	3.85
Do you keep your important dates (eg. Regional monitoring date, head office visiting dates, etc) on a single calendar.	8	10	11	33	18	3.54
<b>Average Weighted Mean</b>						<b>3.77</b>

Source: Fieldwork (2015)

Table 5 below showed that most of the respondents answered that they do not have many pending tasks at the start of each week. Only a few of the respondents agreed that they take a long time to make decisions on what to do. This implies that most of the respondents are long-range planners. In addition, the majority of the respondents also agreed that they do not find themselves working over the weakened or during holidays.

**Table 6: Weighted Mean and Verbal Interpretation of Factors under Long-range Planners**

Factor Item	5	4	3	2	1	Weighted Mean
Do you have many pending tasks at the start of each week?	8	34	30	6	2	3.50
Do you take a long time to make decisions on what to do?	17	24	29	6	4	3.53
Do you find yourself working over the weekend or during holidays?	19	19	36	6	0	3.64
<b>Average Weighted Mean</b>						<b>3.56</b>

Source: Fieldwork (2015)

The average weighted mean of 4.02 in Table 5 and 3.56 in Table 6 showed that the majority of the respondents are long-range planners. The LRP provides an appropriate overall strategy for addressing the needs of all customers and for facilitating their achievement of long-range activity and developmental goals. The employees begin their long-range planning by gaining a thorough understanding of customers' ability and developmental levels, social and cultural backgrounds, needs, and interests.

**Employees' time attitude/behaviour**

Table 7 below showed that the majority of the respondents answered that they frequently or always make constructive use of their time, another category of the respondents answered that they sometimes make constructive use of their time with only 6.2% of the respondents who answered that they make constructive of their time infrequently or never. Most of the respondents answered that they are in charge of their own time frequently.

**Table 7: Weighted Mean and Verbal Interpretation of Factors under Time**

**Attitude**

Factor Item	1	2	3	4	5	Weighted Mean
Do you make constructive use of your time?	0	5	16	40	19	3.91
Do you feel you are in charge of your own time, by and large?	1	8	13	38	23	4.04
Do you find yourself working over the weekend or during holidays?	0	5	10	25	40	4.25
Average Weighted Mean						4.07

Source: Fieldwork (2015)

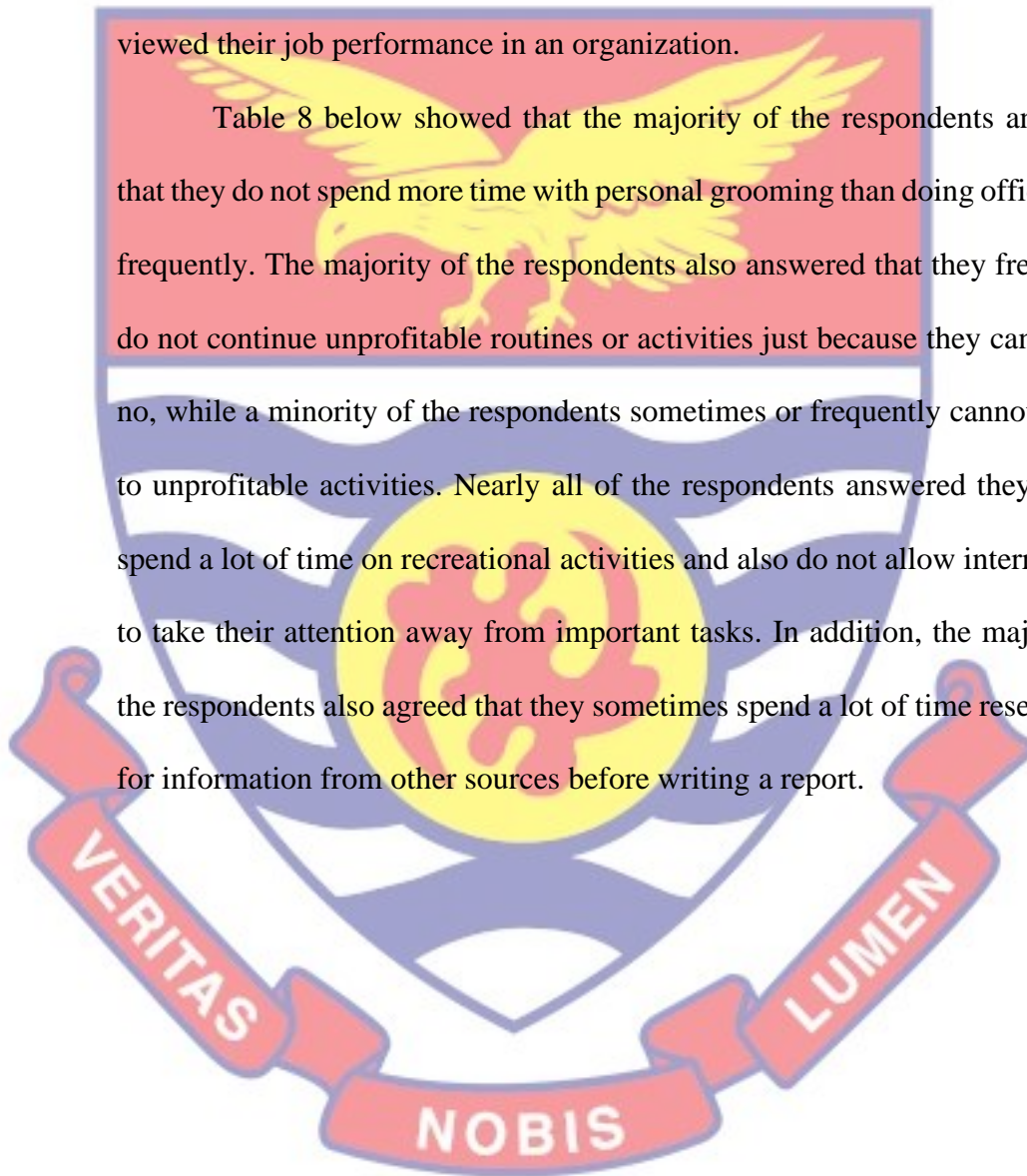
According to Table 7, the majority of participants do not feel there is space for development in the way they manage their time, while some respondents do believe there is the opportunity for progress in the way they manage their time. Furthermore, the majority of respondents stated that they occasionally do things that interfere with their office job simply because they dislike saying "no" to others, but just a few respondents said that they find themselves waiting a lot without anything to do. This indicates that respondents in the Takoradi and Sekondi Districts of the National Insurance Scheme have a positive attitude about the utilization of time. Similarly, only a small percentage of respondents felt that disruptions divert their focus away from critical work. As a result, the personnel have a positive attitude toward time management.

Furthermore, the average weighted mean of 4.07 in Table 6 and 3.52 in Table 7 revealed that the majority of respondents have a very favourable attitude toward time utilization. As a result, the vast majority of employees in the chosen



workplaces are productive and efficient. According to Claessens (2007), the efficacy and efficiency of individual employees affect an organization's success and efficiency. He felt that time management was a crucial component of work performance and that a person's positive or negative attitude toward time impacted how they managed their time, which in turn influenced how they viewed their job performance in an organization.

Table 8 below showed that the majority of the respondents answered that they do not spend more time with personal grooming than doing office work frequently. The majority of the respondents also answered that they frequently do not continue unprofitable routines or activities just because they cannot say no, while a minority of the respondents sometimes or frequently cannot say no to unprofitable activities. Nearly all of the respondents answered they do not spend a lot of time on recreational activities and also do not allow interruptions to take their attention away from important tasks. In addition, the majority of the respondents also agreed that they sometimes spend a lot of time researching for information from other sources before writing a report.



**Table 8: Weighted Mean and Verbal Interpretation of Factors under Effective time management**

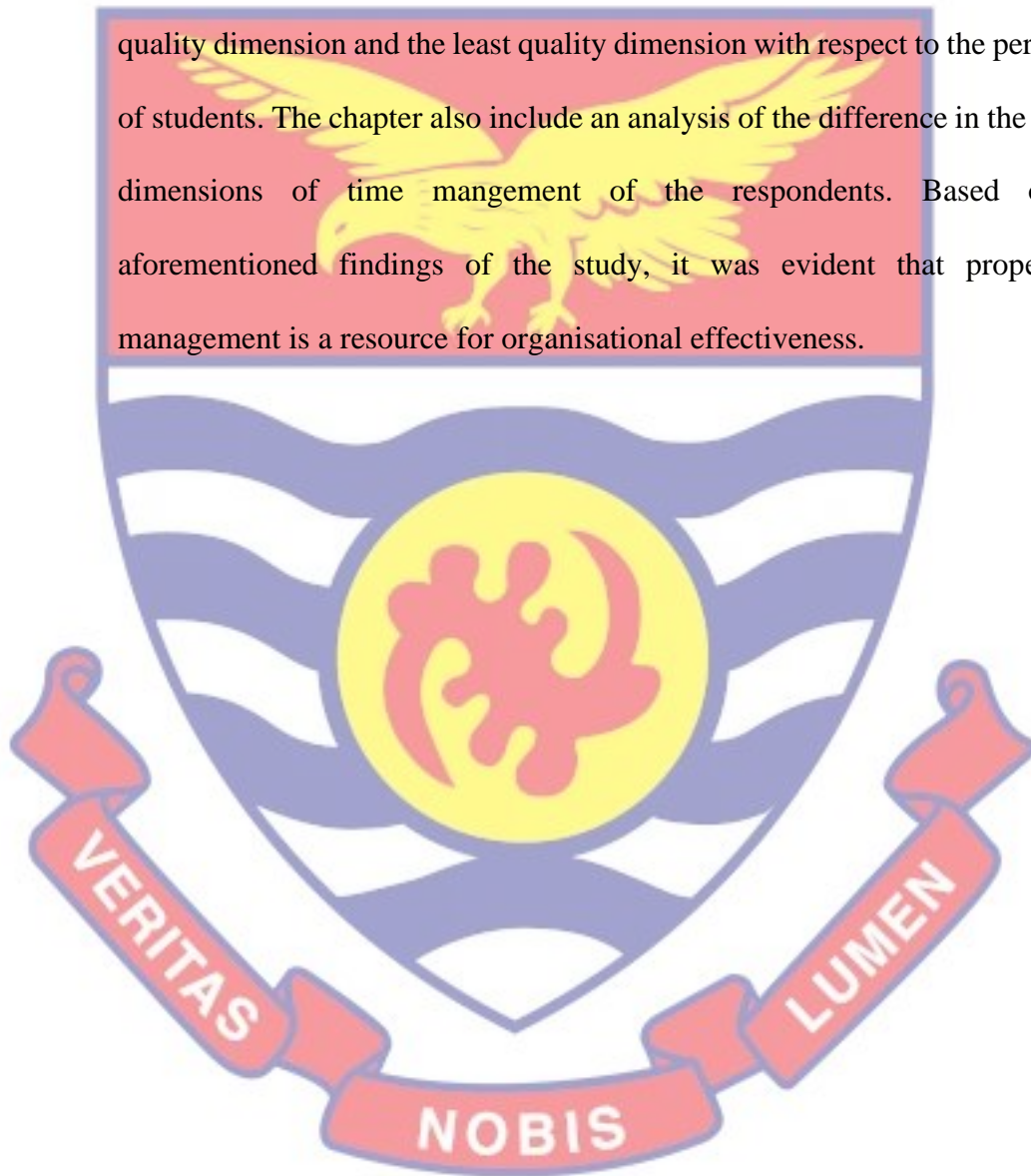
Factor Item	5	4	3	2	1	Weighted Mean
On an average office day do spend more time with personal grooming than doing office work?	24	25	13	10	8	3.59
Do you continue unprofitable routines or activities just because you can't say no?	29	32	15	4	0	4.08
The night before the deadline for submitting report of work, do you still work on them?	4	18	36	17	5	2.99
Do you spend a lot of time researching for information from other sources before report?	5	16	28	21	10	2.81
Do you spend a lot of time on recreational activities?	24	30	12	8	6	3.73
Do you allow interruptions to take your attention away from important tasks?	38	32	9	1	0	4.59
<b>Average Weighted Mean</b>						<b>3.63</b>

Source: Field work (2015)

Notwithstanding, they do not allow interruptions to take their attention away from important tasks. The study could infer from the responses that most of the respondents do not spare time or are not frivolous. This ambitious and forceful personality style without the "Management by Objectives" approach, becomes time-wasting.

## Chapter Summary

This chapter has presented results on the various objectives of this study. The chapter started with the response rate on the instrument and demographic data on the respondents to describe the nature of the study's respondents. The various quality dimensions were assessed to identify the most common service quality dimension and the least quality dimension with respect to the perception of students. The chapter also include an analysis of the difference in the various dimensions of time mangement of the respondents. Based on the aforementioned findings of the study, it was evident that proper time management is a resource for organisational effectiveness.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### Introduction

This chapter summarizes the findings of time management and employees' performance in the National Health Insurance Scheme, Sekondi-Takoradi Sub-metro office. It draws conclusions based on the outcome of the study and offers recommendations for the study.

#### Summary of Findings

Information in this chapter was based on the research findings at the selected Offices of the NHIS in the Sub-Metro on employees' performance with respect to Time management. This research was mainly based on personal observation, documentary evidence, interviews and questionnaires. Firstly, the challenges and difficulties in managing time at the various departments, time management practices and mechanics used by the organization and the processes of planning and executing daily work tasks in more detail have been presented. This was followed by issues for which time management behaviours can be a solution at the selected departments.

A look at the time management behaviours and their link to employees' performance at the selected departments were presented. The objectives set by the study were thus achieved. The main aim of this case study was to examine whether time management practices was predictive of employees' performance at the Takoradi and Sekondi Districts of National Health Insurance Scheme. After a careful reflection and consideration of the case study the study concluded that, on the whole, the selected offices have structured time

management practices and mechanics set aside to help to achieve their objectives.

The responses giving by all the administrators, team leaders and the Heads of Department from the various offices with regards to how their group plan, organize, implement and evaluate work activities with respect to time management, Before and throughout manufacturing, proactive and preventive procedures were taken to guarantee that no wastage or defects were documented. It was revealed that, apart from the few challenges and difficulties in managing time at the various departments, time management practices and mechanics are used by the organization in executing daily work tasks in more detail.

Firstly, from the responses gathered from the questionnaire as well as interviews with the informant, it emerged that majority of the employees in the organization are short-range planners. In other words, the majority of the employees in the organization have very good planning behaviour. Davis (2000) proposed that planned behaviour leads to better control and hence less strain, more satisfaction, and a sense of being more productive than others. As a result, the perceived time control was favourably associated with job performance and job satisfaction but adversely related to work strain. Second, it was discovered that the majority of the company's personnel are long-term planners. Employees can create plans based on existing information about the future to achieve a goal or a set of goals over some time. According to the research, this would be an acceptable overall strategy for meeting the requirements of all clients and assisting them in achieving long-term learning and developmental goals.

Finally, when it comes to employees' favourable and unfavourable attitudes toward time, it was discovered that the employees in the chosen scheme have a highly positive attitude toward time management. As a result, the majority of the organization's personnel were successful and efficient in their work. According to Claessens (2007), time management is a critical component of job performance, and how a person manages his or her time is directly related to his or her attitude toward time, which will undoubtedly impact his or her perceived job performance in an organization.

Lastly, the study brought to light some issues such as stress, the needs of all clients, long waiting of clients, unnecessary paperwork, procrastination, ineffective delegation, unnecessary meetings, for which time management behaviours can be a solution at the Takoradi and Sekondi Districts offices of NHIA.

### **Conclusion**

It was clear from this study after separately discussing and analyzing responses of respondents in the form of five different themes (challenges and difficulties in managing time, planning behaviours of both the organizations and the employees, time management mechanics used by the organisation, the processes of executing daily work tasks and issues for which time management behaviours can be a solution at the organization) that the organization has few challenges and difficulties in managing time. Notwithstanding, time management practices and mechanics are used by the organization in executing daily work tasks in more detail.

The analyses of the employees' responses from the organization suggest that the employees are short-range and long-range planners and also have good

attitudes towards the use of time. The employees being short-range planners suggest that the workers can select and organize instruction objectives, strategies, activities and assessment procedures for the upcoming week or unit of instruction. This planned behaviour results in more control and therefore less strain, more happiness, and a sensation of being more productive than others

(Davis, 2000). As a result, the perceived time control was favourably associated with job performance and job satisfaction but adversely related to work strain. According to the research, the employees were also long-range planners, thus this might be a continual process. As a result, they may devise strategies to achieve a goal or a set of goals over a period of time-based on present knowledge of the future. In both the educational and management realms, this was necessary.

The survey also indicated that the majority of the organization's personnel were competent and efficient in their work. According to the literature, an organization's efficacy and efficiency are determined by the effectiveness and efficiency of individual workers inside the organization, according to Claessens (2007). He claimed that time management was a critical component of job performance and that how a person manages his or her time is directly related to his or her attitude toward time, which will always impact his or her perceived job performance in an organization. Ayegh (2005) emphasized that efficacy must be assessed on the balance of good and negative outcomes. As a result, an employee's performance is a total of his cost-effectiveness, efficiency, and effectiveness in procuring and deploying organizational resources to achieve organizational goals and objectives.

Effective time management is a cure for boosting corporate productivity. Effective time management will increase employee productivity, make work schedules easier, allow employees to complete activities at their greatest level of competence, assist employees in prioritizing and completing key tasks, and track and guide the company toward its objectives.

### **Recommendations**

Based on the above findings of the study, it was obvious that effective time management is a tool for organisational performance. Thus, it is recommended that organizations should adhere strictly to effective time management to provide quality services to their clients. For effective and efficient running of an organization, planners, administrators, leaders and clients keep a time management log to indicate how time is being used. Important activities should be marked as priorities followed by proper planning. There should be a time-saving approach through teamwork and delegation for most activities and a proper schedule of time.

As a contemporary issue, it is adequate if practising planners and administrators, as well as management, are trained in this area. This will bring much-needed quality to the organizational management system. Every effective person must treat time very carefully because nothing affects the bottom-line of an organization more than the time effectiveness of its people (some executives do nothing serious about it).

Employers, managers, department heads, and other leaders are urged to take a greater interest in the well-being of their customers to increase their value and view themselves as contributors to the organizations' success via efficient



delivery. Good working conditions and a pleasant work environment should be offered at the workplace to encourage employees to give their all in order to achieve the organization's goals.

All personnel inside the business should get regular and timely on-the-job training to improve their performance. Before and after recruitment activities, leaders or directors of operations should analyze and evaluate personnel at all levels using various evaluation methodologies. Seminars and seminars on the importance of excellent leadership and time management should be arranged for the heads and all employees.

#### **Suggestions for Future Research**

The scope of this study and its findings on Effective Time Management for High Performance in an Organization on National Health Insurance Schemes is limited, therefore it is limited to Takoradi and Sekondi Districts.

As a result, the generalization of the study on effective time management for high performance in Takoradi and Sekondi may be completed. However, because just one or two districts out of 147 were employed for the study, the results and conclusions, as well as the extrapolation, may not be entirely relevant in the context. More research is needed to encompass a larger number of districts and other stakeholders so that the national context can be more accurately generalized.

Another constraint is the issue of time, which arises for the following reasons. Employees first believe that the results of the surveys would be used against them if they offer bad replies, in which case management may pursue them, therefore it takes a lot of persuasions to get them to submit trustworthy and accurate answers. Furthermore, the management is constantly whining

about not having enough time to complete the surveys. Interviews were planned, but owing to this aspect, the researchers decided to use questionnaires instead, resulting in a lot of begging before they could answer the question.



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APPENDIX

QUESTIONNAIRE FOR EMPLOYMENT  
UNIVERSITY OF CAPE COAST  
SCHOOL OF BUSINESS  
DEPARTMENT OF ACCOUNTING AND FINANCE

Dear Sir/ Madam

I am a student of the above-mentioned university conducting a Study on effective time management for high performance in an organization. I would like to seek assistance in acquiring information that is relevant to this study. I will therefore appreciate provided will be treated with much confidence.

Please tick or circle the appropriate responses where options have been provided, where there is no option, kindly give your view on the question.

Thank you

**SECTION A: PERSONAL DATA**

1. GENDER  MALE  FEMALE
2. AGE  (16 -25)  (26 – 3)  (6 -45) (46+)
3. MARITAL STATUS  SINGLE  MARRIED
4. EDUCATIONAL LEVEL S.H.S DIPLOMA 1<sup>ST</sup> DEGREE 2<sup>ND</sup> DEGREE

5. DEPARTMENT.....  
6. Work you do at the office.....

**SECTION B: RESEARCH QUESTIONS**

Please **CIRCLE** from the following responses Never, Infrequently, Sometimes, frequently and always on the scale given.

No	Factor item	Never	Infrequently	Sometimes	Frequently	Always
9	Do you make a list of the things you have to do each day?	1	1	3	4	5
10	Do you plan your day before you start it?	1	2	3	4	5

11	Do you provide a schedule of activities you have to do on workdays?	1	2	3	4	5
12	Do you write a set of goals for yourself for each day?	1	2	3	4	5
13	Do you spend time each day planning your daily activities?	1	2	3	4	5
14	Do you have a clear idea of what you want to accomplish during the next week?	1	1	3	4	5
15	Do you set and honour priorities	1	2	3	4	5

**SECTION C: RESEARCH QUESTIONS**

Please mark from the following responses **Never, Infrequently, Sometimes, frequently and Always** on a scale given.

No	Factor item	Never	infrequently	Sometimes	frequently	Always
16	Do you regularly review your work?	1	2	3	4	5
17	Do you have a set of goals for the entire term?	1	2	3	4	5
18	Do you have many pending tasks at start of each week?	1	2	3	4	5
19	Do you have to schedule your best hours for your most demanding work?	1	2	3	4	5
20	Do you keep your important dates (eg. Regional monitoring dates, head office visiting dates. etc.)	1	2	3	4	5
21	Do you take a long time to make	5	4	3	2	1

	decisions on what to do?					
22	Do you find yourself working over the weekend or during holidays?	5	4	3	2	1

**SECTION D: RESEARCH QUESTIONS**

Please mark from the following responses **Never, Infrequently, Sometimes, frequently and Always** on the scale given.

No	Factor item	Never	Infrequently	Sometimes	Frequently	Always
23	Do you make constructive use of your time?	1	2	3	4	5
24	Do you feel you are in charge of your own time, by and large?	1	2	3	4	5
25	Do you believe that there is room for improvement in the way you manage your time?	5	4	3	2	1
26	Do you easily find your things?	5	4	3	2	1
27	Do you often postpone meetings?	5	4	3	2	1
28	Do often find yourself doing things which interfere with your office work simple because you hate to say "no" to people?	5	4	3	2	1
29	Do you find yourself waiting a lot without anything to do?	5	4	3	2	1
30	Do you allow interruptions to take your attentions to take your attention away from important tasks?	5	4	3	2	1

**SECTION E: RESEARCH QUESTIONS**

Please mark from the following responses **Never, Infrequently, Sometimes, frequently and Always** on the scale given.

No	Factors item	Never	infrequently	somtimes	frequently	always
31	Do you spend more time with personal grooming than doing office work?	5	4	3	2	1
32	Do you continue unprofitable routines or activities just becouser you can't say no?	5	4	3	2	1
33	The day before the deadloine for submitting report of work, do you still work on them?	5	4	3	2	1
34	Do you spend a lot of time researching for information from other before report?	5	4	3	2	1
35	Do you spend a lot of time on recreational activities?	5	4	3	2	1
36	Do you allow interruptions to take your attention away from important tasks?	5	4	3	2	1

37. In your view, what do you think that an employee should do in order to achieve his/her target within s specific time?.....

.....  
 .....

38. What problems do you face in managing your time effectively in the organization?.....

.....  
 .....  
 .....

39. List at least three (3) things you do to increase productivity in the organization.....

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