

The impact of Time Management on Employees Performance in Algerian Companies

Dr Sarra BOUGUESRI

University of Hassiba Ben bouali - Chlef –Algeria

Abstract :

Time management has been used in the field of management due to the inability of many organizations and individuals to achieve their aims and objectives .This study examines the role of time management in increasing the level of employees performance, using a field research. Data were collected using a questionnaire administered to 150 personnel of the organizations. The data was further analyzed and tested research hypothesis with Analysis of variance. Findings show that time management and its component have a positive impact on the performance of the employees . I closed my research by recommend the employees to adopt the habit of managing their time which can help them to success their work .

Key words : Time management – employees performance – field research- Algerian companies.

ملخص البحث :

أصبحت إدارة الوقت من المفاهيم المستخدمة في مجال الإدارة بسبب عدم قدرة العديد من المنظمات والأفراد على تحقيق أهدافهم. يهدف البحث إلى دراسة دور إدارة الوقت في رفع مستوى أداء الموظفين، وذلك باستخدام دراسة ميدانية تم جمعها باستخدام استبيان وزع على 150 فرد من مؤسسات جزائرية مختلفة . كان تحليل البيانات واختبار فرضيات البحث باستخدام تحليل التباين و أشارت النتائج إلى أن إدارة الوقت بمكوناته المختلفة تأثير إيجابي على أداء الموظفين. وتم إنتهاء البحث بتوصيات للموظفين على ضرورة تبني عادة إدارة وقتهم والتي يمكن أن تساعدهم على نجاح في عملهم.

الكلمات المفتاحية : ادارة الوقت ، أداء العاملين ، دراسة ميدانية ، مؤسسات جزائرية .

Introduction :

As we know that time is money being able to exploit opportunities at the appropriate time is closely related to time management. We have the same time in the day(24hours per day) , but the good time management is about making the best of the time available to you. (Yakubu. A & Edna .B,2015) . The ability to manage our time, as much as any other practice in our career as an executive, will determine our success or failure. Time is the one indispensable and irreplaceable resource of accomplishment.(Tracy .B ,2013)

Management is like investment: its goals are to reduce costs , increase profits and gain an add values or get the best return (Mitch, 2011) to achieve these goals , it is important to take into consideration the concept of time management in each task , as Philpot (2011)says : time management is all about planning the day in order to make the best use of time.(J. F. Adebisi,2013),

Time management is the art of arranging, organizing, scheduling, and budgeting one's time for the purpose of generating more effective work and productivity. In many cases , it is responsible for the success or failure of the employees to do their works. There are abundance books, classes, workshops, day-planners, and seminars on time management, which teach individuals and corporations how to be more organized and more productive.(Ojokuku, R. M. & Obasan Kehinde 2011).

So good time management can help the managers and employees to became more creative , more effective and more productive in order to save money and gain a sustainable competitive advantage .

This research aimed to examine the effect of time management on employees performance,it is focused on the Algerian companies in different sectors .^[1]

1- Definition of Time Management :

Many authors define time management in different way , I will mention the most important of these definitions. According to Yakubu. A & Edna .B (2015) time management refers to the use of a range of skills, tools and techniques used to organize or manage time when accomplishing specific tasks, projects or goals. Humes (2012)defines time management as the art of arranging business and personal affairs in such a way that you and your things show up when, where, and how you have intended them to, as frequently, effortlessly, and ubiquitously.(Yakubu. A & Edna .B,2015)

Time management is about making changes to the way you spend your time. (Susan, 2012)

Webb (2006) mentions that time management at work is crucial for the success of any organization, He confirmed that the biggest mistake people in the job is not realizing how much time is lost due to poor time management at work which directly affects employees' performance and the company's bottom line.(Qteat M and Sayej S,2014). Brigitte J.C et al (2005) define time management as "behaviours that aim at achieving an effective use of time while performing certain goal-directed activities".

North (2004) says that time management is the organization of tasks or events by estimating the time necessary to do the work and adjusting events appropriate amount the time .

Time management is a way to monitor and control timet (Eilam and Aharon, 2003)

Brigitte J.C et al summarize some definitions of time management like the definition of Lakein (1973)which suggested that time management involves the process of determining needs, setting goals to achieve these needs and the definition of Jex and Elacqua, 1999; Davis, 2000; Macan, 1994, 1996; Macan et al., 1990; Mudrack, 1997 referred time management as techniques for managing time .

In general , I can say that time management has many definitions, which can be identified as the way and the means which leads to the optimum use of the time to achieve individual goals.

2. Literature review :

Time management has a great importance to our personal life and career success. It teaches us how to manage our time effectively and make the most of it. (Forster 2006, Ojokuku, R. M. & Obasan Kehinde ,2011) .

In this part I will state some research that study the concept of time management in different organization.

The study of J. F. Adebisi (2013) which examine the effect of time management on the performance of business and forty three small and medium scale enterprise, the data was collected from 120 personnel of organizations .This study found that there is significant and positive relationship between time management practices and the performance of business.

Yakubu. A & Edna .B(2015) noted that there is a positive impact of self organisation and time management on the performance of office staff because time management is essential in all human activities and serve as a good tool for the attainment of any organizational goals using a pilot study on a sample population of 20 secretaries from secondary schools and banks drawn from Idah. While the study of Adeyinka.A (2012) in his thesis demonstrate the effect of time management on high organizational performance using LASACO ASSURANCE Plc. as a case company, he found that effective time management is the great tool to obtain a high performance which can help the companies to improve productivity.

Lucy Karimi Njagi and Jane Malel(2012) examine the relationship between time management strategies and job performance in selected parastatals in Kenya. They conclude that time management and work performance are directly related and there is need, using statistical models of regression and correlation

For the purpose to investigate the factors affecting time management(personal, and administration obstacles) and nurses performance in Hebron hospitals, Mohammad Qteat and Qteat M and Sayej S,2014found that There was a positive significant correlation between time management and nurses performance and there was no significant correlation between gender, academic degree, experience or qualification of participants and time management or nurses' performance through 181 nurses working in Hebron district Hospitals in the West Bank.

All these research conclude that there a positive impact of time management practices on everything we do in the company .

3- Employees performance :

Employee performance demonstrate the way that the person do its jobs , responsibilities and duties well , Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement

Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work (Iqbal N, Anwar S and Haider N, 2015)

Employee performance is demonstrated as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000), Kenney et al. (1992) stated that employee's performance is measured against the performance standards set by the organization. Ahuja 1992 demonstrate a number of measures that can be used when measuring employee performance like productivity, efficiency, effectiveness, quality and profitability measures. Kinicki & Kreitner (2007) document that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets .(Aidah Nassazi,2013)

Employees' performance is affected by goal orientations of employees, the quality of leader-member exchange and the outcomes of Job performance and Job. (Saeed .R, 2013)

4- The relationship between time management and employee performance :

time management is a good tool for the attainment of any individual objective. In their study , Lucy Karimi Njagi and Jane Malel(2012) found that the most common way of managing employee's time is by clocking in and out. The authors also show that there is a direct relationship between work performance and how one handles available time.

Moreover Ulysses and Ayo (2009) stated that time management realized effectiveness and job motivation have a direct relationship , they establish that employees who use their work time properly are more satisfied about their performance and success in the organization. (Oleasi, S. H & Ayo, T 2009)

Eshaghieh.A .E , Eslami .S,2015 recommend to design and prioritize goals and responsibilities in a clear and careful way. To control waste time in the organization, in-service training should be provided in the organization ,in order to achieve proper time management among the employees of an organization . By holding this training on duties and the proper way of working, employee productivity can be increased(

Also Nor Lela A et al (2012) say that the employee's job performance in the organization were affected by their time management in completing the tasks during an event.(Nor Lela .A, 2012) .

The researcher recommended that each of the employees involved in co-ordinating different areas such as logistics, operations and cost management need to have a time table in their task execution. This will enable the employees to use time wisely in order of priorities. There must be a balance in the distribution of workload to enable all the employees to have a fair chance to perform.

As I mention below and from some research , It is clear that time management has a great importance in improving the performance of employees by several ways :motivation , so the enterprises must help their employees to organize work times. In the following part I will try to test this relationship between time management and employees performance in the Algerian companies.

5- Hypothesis research :

This study aimed to test the following hypothesis :

H₁ : There is no significance relationship between time management and employees performance

H₂: There is no impact of the time management on employees performance.

The testing of these hypothesis is presented in the figure 1 , time management is divided into four indices :plan , organize, guide and control the time as independent variables, employees performance as a dependent variable .^[2]

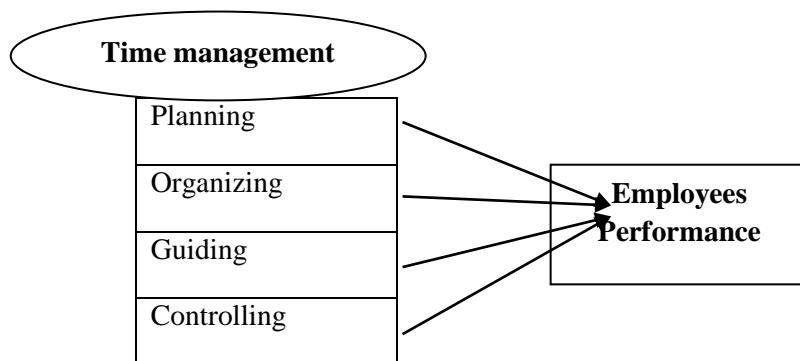


Figure 1: conceptual model

6- Methodology :

Using a quantitative methodology, this research is conducted at six Algerian companies: Algerian water unit of Mascara, House of Culture 'Abi Rass Naceri' , Reading library, Sonalgaz, Inspectorate of Public Service City of Mascara , and - Bank of Agriculture and Rural Development – Al Badr.

In this study, the researcher has distributed 150 questionnaire to employees in different administration levels with return rate 93,75% . The Statistical Package for Social Sciences (SPSS) version 17.0 was used to analyze the data. The initial analysis was conducted by calculating descriptive statistic including frequencies, mean scores and standard deviation. Correlation Coefficient Pearson was used to determine the correlation of time management with employee performance at 0.05 level of significance and Regression coefficient was utilized to test the hypothesis and test the impact of time management on employees performance.

5-1 Validity: Questionnaire was presented to a group of professors in Algerian Universities who were able to indicate the correlation between time management and job performance to prove the construct validity.

5-2 Reliability: the reliability was measured using Cronbach's alpha coefficient, if the value is ore than 0.6 this means that there is an internal consistency, the results are shown in the table 1.

Through the results shown in the table I, I can say that there is an internal consistency between the variables of the study .It is clear that various ratios are more than 60% .So there is consistency in the questions set for the study variables.

Table I : Test the reliability .

Variables	Cronbach's Alpha
Time management	0.870
Planning	0.625
Organizing	0.724
Guidance	0.703
Controlling	0.827
Employees performance	0.636

5-3 Normal distribution:

In order to verify objectively the results of the study , I used **kolmogorove-smirnov** test , in order to verify the absence of study's data from the statistical problems that could adversely affect the results when testing the hypotheses, and requires this test provide a normal distribution of data .(see Table II)

Table II : Normal distribution of variables study

	kolmogorove- smirnov	Sig
Time management	0.045	0.200
Employees performance	0.059	0.220

Source : From SPSS

Table II shows that the variables study are normally distributed with significance level more than 5%.

5-4 The sample characteristic :

The sampling is chosen randomly from different administration levels , table **III** summarize the socio-demographic of the sample .

Table III : characteristic socio-demographic

		Frequencies	%
Gender	Male	75	50%
	Female	75	%50
Qualification	Primary	1	0.7%
	Secondary	35	23.3%
	License	114	76%
Age	Less than 25 years	13	8.7%
	Between 25 and 35 years	57	38%
	Between 36 and 45 years	49	32.7%
	More than 46 years	31	20.7%
Experience	Less than 5 years	49	32.7%
	Between 5 and 10 years	34	22.7%
	Between 11years and 15 years	30	20%
	More than 15 years	37	24.7%

Source :From spss

The results show that there is equal in the number of female and man respondents (75 respondents for each) , the majority of the respondents has a license diploma with percentage 76% . they have age more than 25 years old and experience less than 5 years . (see table 3)

7- Testing hypothesis: In this part, the researcher will present the results findings from the descriptive analysis and the testing of the hypothesis.

Table IV : Correlation between Variables and Descriptive Statistics

Pearson Correlation

Variables	Mean	StD	1	2	3	4	5	6
1-Planning	3.077	0.802	(1)					
2- Organizing	3.308	0.674	0.209	(1)				
3-Guidance	2.797	0.79	0.093	0.218	(1)			
4- Controlling	3.518	0.815	0.182	0.225	0.319	(1)		

Time management	3.175	0.770	0.571	0.634	0.636	0.706	(1)
Employees Performance	3.294	0.811	0.232	0.074	0.094	0.325	0.292 (1)

Source : from SPSS

From the table IV , the results show that the mean of all the items of the variable time management are greater than 3 , except the items which about the guidance or the orientation time is less than 3 this is mean that the respondents don't understand or aren't agree about the existing of a special guidance to conduct their time in work .

Also the table IV shows the results of the correlation relationship between time management (and its practices) and employees performance .As it is mention in this table , Pearson correlation coefficient shows that there a positive correlation between time management and different components and employees performance (**Greater than 50 % and positive**) .This means rejecting the null hypothesis H_1 and accepting the alternative hypothesis.

Table V : Regression results

	R²	F_{calculated}	F_{tabulated}	Df	Sig
Impact of planning time on employees performance	0.054	8.415	3.06	1	0.004
				148	
Impact of organizing time on employees performance	0.005	0.818	3.06	1	0.367
				148	
Impact of guiding time on employees performance	0.009	13.29	3.06	1	0.251
				148	
Impact of controlling time on employees performance	0.106	17.485	3.06	1	0.000
				148	
Impact of time management on employees performance	0.085	13.747	3.06	1	0.000
				148	

Source : From SPSS

To test the second hypothesis , the researcher used the regression analysis ANOVA, and coefficient of determination (R^2), and F ratio were examined. As the table V shows , time management and its practices (planning , orienting and controlling) have a positive effect on employees performance but the term organizing hasn't and effect on employees performance with F calculated less than F tabulated .In general , H_2 is rejected and the alternative hypothesis is accepted

The results show also that a one-unit increase in planning time would lead to a 0,005 unit increase in employees performance , a one-unit increase in organizing time would lead to a 0,005 unit increase in employees performance, one-unit increase in guiding time would lead to a 0.009 unit increase in employees performance and one-unit increase in controlling time would lead to a 0.106 unit increase in employees performance.

A one-unit increase in time management would lead to a 0,085 unit increase in employees performance.

These findings show that there a positive impact and relationship between employees performance but in a weak values .

8. Discussion :

The present study found that time management has a positive and lowest relation with employees performance with value equal to 29.2% and found also that there is a positive and a weak effect of time management on employees performance , this means that the Algerian employees have a weak awareness about the importance of managing their time in cause to increase their performance .

Managers should take into account the importance of time management to achieve their goals like improving the productivity , lowering costs ...

Algerian mangers should need to comprehend the slogan that time is money, and ensure that every employee accounts for his time at the workplace.

The respondents do not care to organize their time effectively, so the employees must understand that the good organization of time is to use the time available to perform the required tasks, for example: Preparation of daily business list, delegating some tasks to other people, to organize the workplace, not to postpone the business to another time which do at the time, and this will improve the performance of employees and the level of efficiency.

Conclusion:

This research studied the effect of time management on employees performance. The study reports that the performance of employees is effected by time management and its practices with a lowest impact in Algerian companies .There is a weak awareness about the importance of managing time , so managers in Algerian companies need to put in more efforts in educating and training the staff on the time management and its principles

There are many things manager and employees can do and tools to use to manage their time effectively. There is a lot of time wasted each day, which can be put to better uses. There are changes that employees can make to effectively increase the time they have at their disposal every day.

Time is difficult to manage it, but it is necessary in the current business environment to achieve the objectives and the goals of the company . Time management is a good tool for the attainment of any organizational objective. Time management acquires some skills.

Acknowledge:

I would like to thank the editors who accept to review the article.

Notes:

[1] :Time management is the process to plan and organize the time in the cause to do the activities in a good , but this concept is ignored and absent in the Algerian culture , so I want to study the extent of staff awareness of this concept and draw the attention of managers about the importance of time management .

[2]: There are different ways to identify employees performance like motivation, employee satisfaction , job stress and communication...in this study, researcher focus on the motivation as a critical factor .

References:

1. Adebisi. J. F.(2013). 'Time Management Practices and Its Effect on Business Performance', *Canadian Social Science* , **9**(1), pp. 165-168.
2. Adeojo, Adeyinka .(2012). *Effective Time Management for High Performance in an Organization Case : LASACO ASSURANCE PLC* . published PhD Dissertation Business School Degree programm in Business Administration International Business
3. Brigitte J.C. Claessens, Wendelien van Eerde and Christel G. Rutte.(2005) . ' A review of the time management literature', *Personnel Review* ,**36** (2), 2007 pp. 255-276 , Emerald Group Publishing Limited
4. Eilam, B. and Aharon, I. (2003). 'Students planning in the process of self-regulated learning', *Contemporary Educational Psychology*,**28**, pp. 304-334
5. Forster, Mark (2006), *Do It Tomorrow and Other Secrets of Time Management*. Hodder & Stoughton Religious
6. Iqbal N, Anwar S & Haider N.(2015). 'Effect of Leadership Style on Employee Performance', *Arabian Journal of Business and Management Review*, **5**(5).
7. Lucy K N& Jane M .(2012). 'Time Management and Job Performance in Selected Parastatals in Kenya', *Australian Journal of Business and Management Research* ,**2** (05). [19-29]
8. Mitch. (2011) .What is Management? <http://www.managementguidewhatismangement.com>.(accessed 2March2016).
9. North: Y. (2004). *God's Clock maker; Richard of Wallingford & the Invention of Time* Oxbow Books
10. Nor Lela A, Ahmad Nizan M. Y. Nor Diyana , Shobri M, Samsudin W.(2012). 'The Relationship between Time Management and Job Performance in Event Management', *International Congress on Interdisciplinary Business and Social Science* , Elsevier Ltd ,**65** 937 – 941
11. Nassazi .A .(2013). 'Effects of Training on Employee Performance : Evidence from Uganda', *business economics and tourism* .
12. Ojokuku, R. M. & Obasan Kehinde , A. (2011). 'Time Management and Organizational Performance: A Causal Analysis', *Pakistan Journal of Business and Economic Review* , **2**, Number 1.
13. Oleasi, S. H; Ayo.(2009). T, *Journal Industry Magazine*. **7**, 465-471
14. Qteat M &Sayej S.(2014). ' Factors Affecting Time Management and Nurses' Performance in Hebron Hospitals' ,*Journal of Education and Practice*, **5**(35).
15. Susan,W.(2012). 'A Time Management System that Really Works'. <http://www.sbinfocanada.about.com/cs/time-management>. (accessed 2May 2015).
16. Rashid. S, Shireen .M, Rab Nawaz L, Anam. I, Hafiza Hafsa .N & Yaseen.S.(2013). 'Factors Affecting the Performance of Employees at Work Place in the Banking Sector of Pakistan', *Middle-East Journal of Scientific Research* ,**17** (9): 1200-1208.
17. Tracy .B . (2013) .'Time Management' . *American Management Association USA*,
18. Yakubu.A & Edna B. (2015). 'Impact of Self Organisation and Time Management on Staff Performance and Service Delivery',*International Journal of Public Administration and Management Research (IJPAMR)*, **3** (2):52-61.
19. <http://www.businessdictionary.com/definition/employee-performance.html> .(accessed 10 December2016).