



Relationship between Time Management and Job Performance Empirical Study in Malaysia Privat University

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ABSTRACT

Time is the most precious resource in business and society, unlike alternative resources, like labour and capital. However, few organizations really know how their time is important resource. This study investigates the connection between time management and job performance. Time management helps improve employees productivity, makes jobs easier, employees will perform tasks efficiently, helps employees attain the necessary tasks and finally to record and guide the organizations toward achieving its goals. This study was conducted on the bush sector which is a part of UNITEN University Tenaga Nasional in Malaysia. Using data from a survey questionnaire of 220 participants, results show that there is a positive relationship between each of the time planning and time attitude with the job performance, and inverse relationship between time wasters and job performance. These results have theoretical implications for understanding how job performance relates to time management. Implications of the results are thought of future analysis directions are identified.

Keywords: Factors of Time management, Employee Performance, Job Performance.

1. Introduction

Effective time management is clearly a factor in job performance (Barling, Cheung, & Kelloway, 1996; Macan, Shahani, Dipboye, & Phillips, 1990), and thus can contribute to an organization's profitability. Engaging in time management, particularly planning behaviors, can also contribute positively to group performance (Janicik & Bartel, 2003; Weldon, Jehn, & Pradhan, 1991). Furthermore, poor time management has been associated with high stress and strain (Jex & Elacqua, 1999; Lang, 1992), emotional exhaustion (Peeters & Rutte, 2005), and health issues (Bond & Feather, 1988). Based on Claessens and Eerde (2007) time management describes the employee's behaviour which is about being able to produce

supportable use of the employee's time at intervals to perform certain activities. It's delineated as a combination of sensitivity for time, the setting of goals, prioritizing tasks, and observation outcomes. This definition illustrates time management as an associate example of self-regulation enabling workers to enhance their performance, intelligence and reach career success (De Vos & Soens, 2008). As an example, time management leads to success through reducing stress, maintaining balance, increasing productivity and setting and creating an endeavour to realize one's goals. From this broadened perspective, people can see that time management is necessary to enhance life's dimensions (Alay & Koçak, 2002). The researchers in this study will extend the research by exploring the relationship between time management and job performance.

2. Literature Review

The following section provides a summary of the academic literature that is relevant to this study. It includes a section on time management, factors of time management, job performance, and time management and job performance.

2.1 Time Management

During the last two decades, there has been a growing recognition of the importance of time in the organizational literature. According to Orlikowski and Yates (2002), the temporal dimension of work has become more important because of expanding global competition and increased demands for immediate availability of products and services. Time management as a behaviour aims to achieve the economical use of time and should be related to certain purposeful activities. This definition highlights that the use of time is not an aim in itself, and cannot be pursued as a sole factor. Most targets are on some purposeful activity, like performing a small task or a tutorial duty that is assigned in way which means an economical use of time (Claessens & Eerde, 2007). Claessens (2004) defined time management as behaviours that aim at achieving a cost-effective and effective use of time, and he added that these behaviours have three major components. First component is awareness of past, present and future according to Kaufman, Lane, and Lindquist (1991), and the recognition of one's time use (attitudes, cognitions of time), that help complete tasks and responsibilities that match the limit of one's capabilities. Claessens (2004) designates this component as time assessment behaviours. Second component is directions or tools that move toward preparing to use time expeditiously (setting goals, coming up with tasks, prioritising, making disruption lists, grouping tasks) according to Britton and Tesser (1991) and Macan (1994), (1996). Claessens (2004) named this component as coming up with behaviours. Third component is providing a structure for managing time and self-monitoring, that allows for an efficient performing of tasks and limiting the interruptions by others such as Fox and Dwyer (1995) and Zijlstra, Roe, Leonora and Krediet (1999). Claessens (2004) titled this component as observation of behaviours.

McCay (1959) developed a concept for a time-management training program, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily

planning, how to prioritise tasks, and how to handle unexpected tasks. On the other hand, Huang and Zhang (2001) illustrated the concept of time management as a kind of temperament attribute which makes it possible to be reflected as a means of utilizing and managing ones' time. Many books and articles were written to convey these and similar ideas to managers, promising them a greater effectiveness while using less time (Blanchard & Johnson, 1983). Over the years the focus of time management publications and training courses has shifted from managers as the major target group to a broad audience of working people. The term "time management" is actually misleading. Strictly speaking, time cannot be managed, because it is an inaccessible factor. Only the way a person deals with time can be influenced (Claessens & Eerde, 2007). Time management can be viewed as a way of monitoring and controlling time (Eilam & Aharon, 2003). In this regard, it would be more appropriate to speak about self-management with regard to the performance of multiple tasks within a certain time period. But in the literature, the term self-management has a different meaning. It refers to monitoring and regulating oneself, but without any specific reference to techniques for monitoring time use. Therefore, we will stick to the use of the term time management in the present paper.

The increasing salience of time is reflected in theoretical as well as practical publications. A number of authors discussed the need for better incorporating time in theoretical models and research designs (George & Jones, 2000; Wright, 2002). Others focused on the ways in which people in organizations manage their time, and on ways in which these efforts can be improved (Macan, 1994). There are three main models of time management, The Britton and Glynn's (1989), Huang and Zhang's (2001) and Macan's (1994) model of time management. Britton and Glynn (1989) visualize time management in terms of three elements: macros, medium and small levels. The macro level refers to the choice and prioritization of goals, mid-level tasks involving the creation of goals and sub-targets and the small level that consists of design and implementation. Macan's (1994) model of time management consists of four components, that are seen to regulate the setting of time goals, priorities, mechanisms of time management and organization preference. Huang and Zhang's (2001) model of time management consists of three dimensions of mental structure and multiple levels; which include the three dimensions of behaviour, time management, and the sense of the value of time, which incorporates two levels: the social value of time- orientation and time-oriented individual value. On the other hand, within the second dimension, the sense of managing over time which consists of setting goals, Planning, prioritization, and allocation of time and feedback. The dimension, within the sense effectiveness of time contains two levels: the effectiveness of your time management and effective time management behaviours.

2.1.1 Factors of Time Management

There are three factors of time management developed by Britton and Glynn (1989) to assess time management practices are time planning, time attitudes and time wasters.

Time Planning

The Initial issue was named as time planning, and as a result it seems to embrace a range of items that are related to planning in the short term (either at intervals of the day or within the week) and within the long term (Alay & Koçak, 2002). As Barling et al. (1996) opined,

time planning is linked to job performance under the conditions of high motivation. However, alternative study shows that time planning use as a one issue to measure grade point average, scholastic took a look at freshman and sophomore under-graduates in scientific discipline category (Britton & Tesser, 1991). On the other hand, Jekale and Tsega (2008) shown that time planning is crucial for the construction of the development and classified it under four types which are bar graph, network diagram, resources unnatural project programing and time planning under uncertainty.

Time Attitudes

The Second issue is time attitudes, is very attitudinal in nature (Alay & Koçak, 2002). Time attitudes in agreement with Claessens (2004) connected within the assessment of tasks that are being performed. And as mentioned before in the same study by Britton and Tesser (1991), their study used time attitude to gauge the possibility of undergraduate students. Alay and Koçak (2002) in their study use time attitudes to conduct responsibility and validity of the time management for collegians. Based on Calabresi and Cohen (1968) time attitude reflects basic options of individual temperament. Additionally, the current study connected time attitude as one issue of time management with job performance.

Time Wasters

Alay and Koçak (2002) mentioned that time is wasted as a result of poor time utilization habits and an inefficient use of private time. For example, sales personnel are acutely aware that some 'customers' are not real customers. In addition, developing ways that helps them get rid of 'time-wasters' to improve themselves in their work (Clark, 1983). According to Chioma and Ekpete (2011) time wasters associated with attitudes, behaviours, and habits exhibited by educators, researchers, directors, and students.

2.2 Job performance

Individual performance is of high relevance for organizations and individuals alike. Showing high performance when accomplishing tasks results in satisfaction, feelings of self-efficacy and mastery (Sonnentag, Volmer, & Spychala, 2008). Moreover, high performing individuals get promoted, awarded and honoured. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (Van Scotter, Motowidlo, & Cross, 2000). Van Scotter, Motowidlo and Cross (2000) point out that job performance must be distinguished from effectiveness and from productivity or efficiency. Effectiveness refers to the evaluations of the results of performance (i.e., financial value of sales). In comparison, productivity is the ratio of effectiveness to the cost of attaining the outcome. For example, the ratio of hours of work (input) in relation to products assembled (outcome) describes productivity. A great deal of attention has been paid to the distinction between task and contextual performance. There are three basic differences between task and contextual performance (Motowidlo, Borman, & Schmit, 1997): 1) contextual performance activities are comparable for almost all jobs, whereas task performance is job specific; 2) task performance is predicted mainly by ability, whereas contextual performance is mainly predicted by motivation and personality; 3) task performance is in role behavior and part of the formal job description, whereas contextual

performance is extra role behavior and discretionary (not enforceable), and often not rewarded by formal reward systems or directly or indirectly considered by the management. Like task and contextual performance, adaptive performance also appears to be a multidimensional construct, through handling emergencies or crisis situations, handling work stress, solving problems creatively and etc. (Pulakos, Schmitt, & Dorsey, 2002). These performance types differ with respect to their antecedents and consequences and can be conceptually and empirically separated. A variety of measures of job performance has been used over the past decades. For example, rating scales, tests of job knowledge, hands-on job samples, and archival records have been used to assess job performance. From these measurement options, performance ratings (e.g. peer ratings and supervisor ratings) are the most frequent way of measuring job performance (Viswesvaran, Ones, & Schmidt, 1996). Measurement of performance is central as important organizational decisions are based on individual performance.

2.3 Time Management and Job Performance

Despite a large literature lauding the benefits of time management behaviors in general and for sales performance in particular, the available literature suggests some controversy regarding whether the expected benefits of time management are realized in practice (Barling et al., 1996). Empirical findings suggest that positive time management practices are associated with self-evaluations of academic performance (Macan et al., 1990), objective grade point average (Britton & Tesser, 1991), job satisfaction (Landy, Rastegary, Thayer, & Colvin, 1991), and self-perceived organizational performance (Lim & Seers, 1993). However, there are also data suggesting that time management behaviors may have little effect on objectively measured job performance (Macan, 1994). One explanation for these inconsistent findings is the focus on the main predictive effects of time management behaviors. Previous investigations have consistently assessed the direct or indirect effects of time management on job performance (Macan, 1994). In contrast, we suggest that factors of time management may interact with job performance (Britton & Glynn, 1989). This hypothesis is consistent with the notion that job performance is a multiplicative function of both skill level and motivation (Pinder, 1984). Engaging in time management behaviors may be viewed as an individual difference in skills and is unlikely to be reflected in a direct increase in performance for all individuals. Rather, increasing time management behaviors is likely to enhance the effectiveness of motivated employees and have little consequence for employees who are not motivated to perform. Our hypothesis is also consistent with (Macan, 1994) suggestion that engaging in time management behaviors may be beneficial to the job performance of certain types of people. Schriber and Gutek (1987) found a serious relationship between overall job performance and time management. They declared that management of time is important to social control performance. The current study was designed to test this hypothesized interaction of time management and job performance.

3. Methodology and Research Design

An organization that is ready to improve its time management would be ready to improve job performance. Previous analysis has shown that organizations with a decent time management would be ready to improve the duty performance (Heller & Hindle, 1998; Schriber & Gutek, 1987). The study was conducted employing a procedural theme as shown in Fig.1, wherever it demonstrates the connection between time management and job performance. The intellectual foundation emerges from the ideas conferred within the literature (Alay & Koçak, 2002; Britton & Glynn, 1989; Macan et al., 1990; Macan, 1994, 1996). In line with the view suggested in the literature, the study formulated the research hypotheses as below.

H1: There's a significant relationship between Time Management and Job Performance.

H_{1a}: There's a significant relationship between Time planning and Job performance.

H_{1b}: There's a significant relationship between Time attitudes and Job performance.

H_{1c}: There's a significant relationship between Time wasters and Job performance.

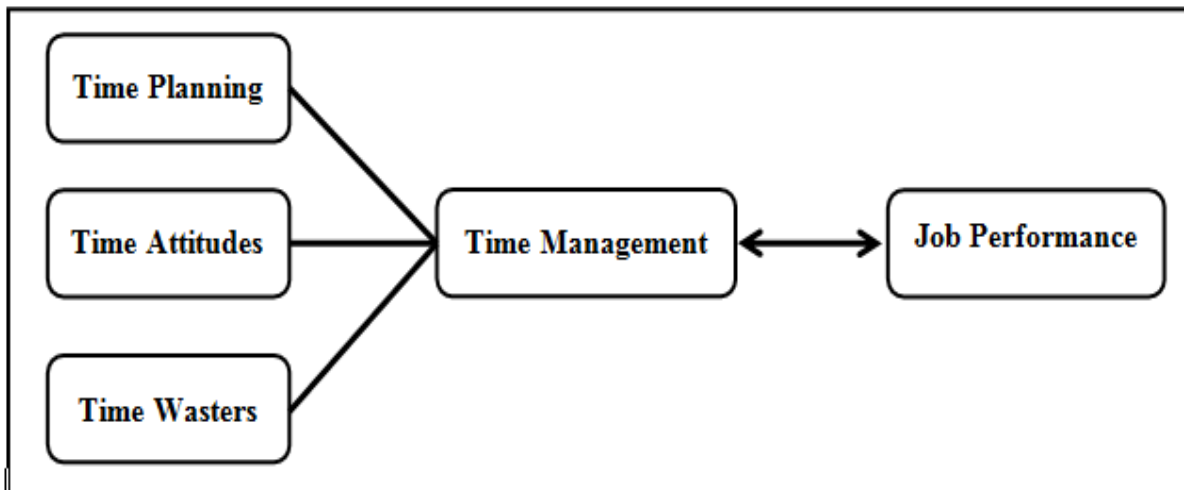


Fig. 1: the Proposed Model of Study

3.1 Questionnaire Design

The data for this study were collected via survey. Most of the measuring things within the questionnaire were supported by previous studies (Babin & Boles, 1996; Barling et al., 1996). Content validity was ensured through an intensive literature review of printed material in tutorial and practical journals, and by discussion with many specialists in this field. The questionnaire was comprised of 4 parts: personal data of the respondents (part I); time management (part II); and regarding job performance (part III). This study adopted associate degree existing five-point Likert scale, where 'one' portrayed "strongly disagree" and 'five' portrayed "strongly agree".

3.2 Data Collection

The study was conducted in UNITEN University Tenaga Nasional to spot the connection between time management towards job performance. 220 respondents participated in the survey. Obviously, participation within the study is voluntary and therefore the participants have the right to withdraw at any time. They are able to decline to answer any question they are not comfortable with. The participants are informed that their responses would be anonymous and confidential with the promise to have a look at the analysis results upon their request. The entire questionnaire was distributed and collected directly by using a survey strategy "self-administered questionnaire". The survey was distributed directly to the 250 managers, directors, and employees, and a total of 230 questionnaires were returned or (92 percent). 10 of the 230 returned questionnaires were discarded because of incomplete information. There were 220 usable responses in total, for an overall response rate of 88%. Research analytical methods included exploratory factor analysis, reliability and validity. The analyses made use of SPSS (version 18) program for Windows to carry out the dissipative statistical analysis.

4. Findings

4.1 Descriptive analysis

The respondents that took part in this paper consist of both males and females. UNITEN University employees amount to ninety eight (61.3%) females and sixty one (38.1%) males. This could reveal the characteristics of work at the university. Additionally, 26.3% were within the ages of 31-35 years which amounts to the highest percentage, and five persons or 6% were within the cluster of 41-45 years; that is that the lowest. This means that the majority of the respondents who participated in this survey were middle aged personnel. In terms of race, there was an almost equal distribution among the 3 major races in Malaysia except alternative races, Malay 90%, Indian 4.4%, and Chinese 3.1%, and et al 2.5%. This shows that the study is completed equally among the 3 races in Malaysia. In addition, in terms of education, the highest level to the lowest of the respondents possess a degree 27.5%, diploma 26.3%, and secondary school 23.8%, master 16.3%, and PhD holders 5.6%. All of this refers to a positive qualifications and skill provided by the respondents. As for the nationalities, most respondents are Malaysian which amounts to 97.5% and therefore the lowest is non-Malaysian at 2.5%. Additionally, the type of employment, permanent workers are that the highest at 73.8% and therefore, the lowest are the temporarily staff at 5.6%. As for the employment cluster, 10% are managers head of departments/executives are 37.5%, non-executive and operators 46.9%. For the last measure of descriptive analysis are years of work within the current university, the overwhelming majority of the respondents have been working in their university for 10 years and they amount to 33.8% for, 26.3% for 2-5 years, 20.6%, for 6-9 years, and 19.4% for less than 2 years.

4.2 Reliability Analysis

Reliability was tested for each variable of time management and job performance. To measure the consistency of the scale, Cronbach's alpha was used as a measure of reliability.

After factor loading was carried out, most of the variables showed an acceptable range of reliability where the results score for time planning and time attitudes are .70, for time wasters are .91, for job performance are .86 each with a ranged from .70 to .91. Basically, reliability coefficients of 0.7 or more are considered adequate for social studies (Hair et al., 2006).

4.3 Correlation Analysis

In this section, Spearman's Rank Correlation Coefficient was used to determine the relationship among the study variables. In addition, it identifies significant that opposites the potential value of the error from first type, and it is the amount probability uncertainty value is at significance (0.05) and (0.01) to determine the moral differences between the study variables. The statistical results are shown in Table 1, which verifies the hypothesis, that is, there are significant correlations between time management and job performance. The details are as in the following.

4.3.1 Testing Hypothesis

H_{1a}: There's a significant relationship between time planning and job performance.

As the statistical results shown in Table 2, Spearman's Rank Correlation Coefficient value of the connection between time planning and job performance was 0.382** at a significant level of 0.01. Thus, it's a significant positive correlation, which implies time planning have strong significant correlation with job performance. According to (Alay & Koçak, 2002) time planning seems to embrace a range of items that need planning. Thus, the sub-hypothesis H_{1a} is verified.

H_{1b}: There's a significant relationship between time attitudes and job performance.

As the statistical results shown in Table 2, Spearman's Rank Correlation Coefficient value of the connection between time attitudes and job performance was 0.400** at a significance level of level of 0.01. Thus, it's a significant positive correlation, which implies time attitudes have strong significant correlation relationships with job performance. Thus, the sub-hypothesis H_{1b} is verified.

H_{1c}: There's a significant relationship between time wasters and job performance.

As the statistical results shown in Table 2, Spearman's Rank Correlation Coefficient value of the connection between time wasters and job performance was -276-** at a significant level of 0.01. Thus, it's a significant inverse relationship correlation, which implies time wasters have strong significant correlation relationships with job performance. According to the final results of the analysis, the connection between time wasters and job performance increase and therefore it is an inverse relationship. Based on Limoncelli (2005) the time wasters are any activity that includes a low quantitative relation of profit to time spent. Thus, the sub-hypothesis H_{1c} is verified.

Table 2: The Correlation results between Time Management and Job Performance

Variables		Time Planning	Time Attitudes	Time wasters	Job Performance
Time Planning	Correlation Coefficient	1.000	.547**	-.156-*	.382**
	Sig. (2-tailed)	.	.000	.049	.000
	N	220	220	220	220
Time Attitudes	Correlation Coefficient	.547**	1.000	-.186-*	.400**
	Sig. (2-tailed)	.000	.	.018	.000
	N	220	220	220	220
Time Wasters	Correlation Coefficient	-.156-*	-.186-*	1.000	-.276-**
	Sig. (2-tailed)	.049	.018	.	.000
	N	220	220	220	220
Job Performance	Correlation Coefficient	.382**	.400**	-.276-**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	220	220	220	220

**significant < 0.01, * significant< 0.05

5. Discussion

The findings on the connection among time planning, time attitude, time wasters and job performance as shown in Table 2 indicates that there is a significant positive correlation between each of the independent variables and job performance, whereas time wasters had the inverse correlation with job performance among alternative variables. This means that time wasters increase and therefore the job performance is in an inverse relationship in comparison with time planning and time wasters. This attests to the findings of Limoncelli (2005) a time waster is any activity that includes a low quantitative relation of profit to time spent. Time wasters are one sensitive issue for corporations. Improving time wasters can facilitate team work and therefore the integration of individuals and help them achieve their goals. Findings of time management reveal a positive correlation with job performance throughout this study. It has been unconcealed in another study conducted by Macan (1994) that there is no relationship between time management and job performance.

6. Conclusion and Further Study

The study has investigated the connection between time management and job performance at University Tenaga National (Uniten) in Asian nations. It had been unconcealed that each one the independent variables conjointly and comparatively contributed to job performance. It has been unconcealed during this study that time management contributed mostly to workplace performance. This suggests that time management is similar to bringing effective productivity among employees in the workplace. Three independent variables during this study are important to human resource managers to think about well, if effective productivity is to be increased from workers. In addition, from this study has been shown that time management effectiveness is one among the potent contributors to job performance. Human resource managers are held accountable to adopt a

good time management strategy. This may facilitate their subordinates and workers to be a lot more productive at work. Additionally, the management of the organization should create a condition whereby workers benefit from their time management. Human resource managers should notice that time management is needed for any organization to succeed. Furthermore the present study targeted a non-public university to find the connection between time management and job performance based on factor of time management, and therefore the sample was solely on workers and not academic staff. Future research can be more in-depth, like taking all the non-public universities as samples, doing a research on one non-public university, and finding the results of the relationship between time management and job performance for a Public University; can assist the management to boost the organization performance and productivity.

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