

Effect of Time Management on Employee Performance in Public Sector Organisations (Councils) in Boyo Division, Cameroon

Nyamka Milton Kibebsii^{1*}, Ndang Goodness Chufi²

¹Department of Agribusiness Technology, University of Bamenda, College of Technology, Cameroon

²Department of Management, University of Bamenda, Faculty of Economics and Management Sciences, Cameroon

*Corresponding Author

Abstract: This research work “The Effect of Time Management on Employee performance of some public organisation (Councils) in Boyo. The study had as objectives; Find out the extent to which work schedule affects employee (job) performance; To examine the extent to which Punctuality influence employee (job) performance; Assess the role of Procrastination on employee (job) performance. The study was based on three null hypotheses H₀1: work schedule has no significant effect on employee performance; H₀2: Punctuality has no significant effect on employee performance; H₀3: Procrastination has no significant effect on employee performance. Data for the study was gotten from primary sources. 120 structured questionnaires were administered to employees of the Councils who were selected through the stratified sampling technique. Data was analysed using descriptive and inferential analysis and presented using tables. The value of R square indicates how the variation of the independent variable varies on the dependent variable. The R square ($0 \leq R^2 \leq 1$) gives the level at which the dependent variable (Employee Performance) is being explained by Time Management (Work schedule, Punctuality and Procrastination), it is generally compared at 30%, the higher the R square the better the degree of explanation. In this case $R^2 = 65.1\%$ which is greater than 30%. This coefficient shows a relative moderate degree of explanation of the dependent variable by the independent variables. Thus, work schedule, punctuality, and procrastination have a positive influence on employee performance. Hence the decision will be to reject the null hypothesis (H₀) in favour of the alternative. This means that time management has a significant influence on employee performance. It is therefore recommended that the management and employees of councils should be able to identify primary objectives so that they can put in place those time management strategies that best satisfy them.

Key Words: Time Management, Employee Performance, Public Sector Organisations

I. INTRODUCTION

In today’s contemporary world, many write-ups are “icons” that have emerged to “format” the “brains” of organisations’ stakeholders in order input in them the vital ideas of “time management” which is the main corner stone in realizing organisational growth. Just like a “pregnant woman” whose fruitful time counts from months, minutes and seconds with punctuality and without procrastination before delivery, so too is the timing of organizational goals to be achieved. Time, that is a continues sequence of existence, is so fragile, delicate and

vital that needs to be handle with care because one second pass cannot be regained (Daniel et al, 2020). Turkish Language Association sees time as the period through which an action has passed, will pass or is passing. Time is also expressed in terms of a dimension in which a change occurs and as being the period that elapses for a position change to occur during the movement of all of the objects in the universe (Gürbüz & Aydın, 2012).

Ancient Egypt initiated the concept of time measurement through the invention Sundails by breaking the period from sunrise to sunset into twelve equal parts giving the forerunners of today’s utilisation of hours. Frederick Winslow Taylor with the works Frank and Lillian Gilbreth are today’s launching fathers of time management which started as a quest to increase productivity and manufacturing based on the skills, effectiveness, efficiency and output of individual workers. Time management therefore had its beginning with the starting of the industrial revolution and therefore is an expensive ingredient that spice up effective flow of job performance in today’s contemporary world. A Roman philosopher lamented that people trifle with time, because time is just an immaterial thing that does not appear to the eyes, and for that reason it is valued very cheaply and used any how (Seneca, 2014).

Considering the current context of the world we live in and organisations in particular, work schedules, punctuality, and procrastination control are important because they are the key, the “brain” and “blood” that runs through the life of an organisation by simplifying management complexities consisting of handling together the various sequence of activities of the different departments of an organisation that are increasing becoming larger in one hand and enables proper follow- up of each and every task to executed especially with the outbreak of technological revolution, and continuous process of research and development in the other hand. Managing time means engaging activities that generate greater benefits to human beings and benefits which encompass life, nation and the entire world as well as life hereafter (Islam et al., 2021). Companies and organisations should focus on building employee positive performance, through adaptable time working schedules, monitoring punctuality, ensuring procrastination control, provision of time tools and skills in order to meet up with new realities and challenges across the

world. Globalisation and new markets demand, innovation and smart economy are undergoing a challenge as well as drivers of organisations that greatly need to maintain and improve employee performance (Cooper & Ezzamel, 2013). Dealing with quick changes in technologies, stakeholders' requirements and markets demands are depending on effective time management with effective reduction of the gap within employees' altitude as an underpinning factor on achieving smart goals of an organisation.

Researchers have examined that the performance of an individual or an organisation depends strongly on all organisational activities, time policies and practices, knowledge management practices, skills, quality, quantity, efficiency and employee engagement. Other researchers recognise managing performance as a planned process of which the key elements are agreements, measurement, support, feedback and positive reinforcement, which shape outcomes in terms of performance expectations. Also Bataineh, (2017) highlights employee's performance as a combination of efficiency and effectiveness of the employee's daily task in order to meet up with the expectations of stakeholders on time. Implementation of time work schedules, employee education acquisition and quality communication can lead to improving individual performance as well as that of the organisation. Improving upon performance measurement time systems and performance management practices as well factors of work environment may enhance employee engagement levels. Mensah, (2018) supported talent management as a critical success within companies which becomes the most centre core of managerial value in our highly dynamic and market environment of the 21st century era.

Rahman et al., (2018) explained that employee performance work is an analytical tool to help the decision makers in making valuable and accurate decisions that leads to improvement of organisation goals. Obeidat,(2016) mentioned three different ways employers can support the productivity of the organisation through providing employees with required information on time about performance improvement, motivation and performance appraisal. Armstrong (2016) emphasised on the importance of employee performance as a path way to conduct and integrate different ways of aiding employees' performance in order to enhance the knowledge and skills of employees without tiding them to fix physical place or ignoring their busy schedules.

Time is a vital and important resource every manager needs to achieve the goals and objectives of an organization through employee performance but unfortunately most organisations fail to value time when programming their activities. It is so fragile and delicate that it cannot be saved but can only be spent and once misused it can never be regained (Ouma, 2017). Time management is one of the major challenges most managers are facing today as they have lots of duties to perform within a very limited time (Adejo, 2012). The effectiveness of organisations arises from the appropriate utilisation of one key resource "time" and how time is managed determines the success of the organisation in terms of full and sufficient utilization of one key

resource of time allocation (Njag i& Malel, 2012). The management of time is fundamental to job performance therefore ties with the slogan that says "**Time is Money**".

Time management has gained popularity and thus its importance not only as a motivating element behind employees' performance and productivity on job, but as the bases for general performance of the organisation. In the business world, time remains one of the most important assets for any organization. Unfortunately, many businesses fail to keep up with or realize the time factor. This happens because of the miss management of time. It has become important for organizations to train their employees in systematic time techniques of management so that they can achieve productivity that results in a progressive period of time. Time Management if properly used will enable the organisation to survive competition and gain more business (Richard, 2019).

Organization's performance is determined in terms of the degree of achievement of the organizational goals in terms of monetary costs and efficiency. Time management could be considered as one of the major competitive tools that can improve organisational performance (Ahmad et al., 2012). Performance in an organisation rotates round the monetary costs, efficiency (achievement of a desired result without wasting time) and effectiveness (doing the right thing and performing them efficiently). As a manager, both the resources, employees and time must be allocated properly, managed and priorities put in order of their importance. Time management strategies are often associated with the recommendation to set personal goals to be attained. Punctuality demonstrates the willingness and the ability to plan early and make every effort to complete all the task allocation within a specified period of time. It shows a sense of professionalism and performance. Time management and punctuality among either students or workers are the important ideas that are essential for performance (Sultana & Rashid, 2013). Regular attendance and punctuality are attributes that employees need to attain the required objectives. Procrastination is the postponement of tasks to a later time or even to infinity. The word comes from a Latin word "Procratinatus" Pro (forward) and Cratinatus (of tomorrow). Procrastination is common on daily basis (Gafni & Geri, 2010). Job performance and efficiency of activities has greatly reduced organizational performance today owing to poor timing of the various tasks to be executed.

In Limbe a city in Cameroon, management practices and principles of planning, organizing, directing and controlling depends significantly on the effective and appropriate use of time to attain the required objectives. In life, it is not all about doing things right, but doing the right thing at the right time. It was noted from previous studies that the effective management of time is a major factor of individual and organisational success that needs greater attention for which public sector organizations in Cameroon especially Councils in Boyo Division is not an exception. However, time management is more complex than it is a frame of mind. It is an attitude of personal commitment and imperative, a dramatic reordering of priorities and work habit. Unless time is managed, nothing else

can be managed. Most time management ideas are common sense but not common practice. Many executives believe that their tasks are so varied that time management principles are useless to them. It is with a lot of dismay that most organizations fail to think of time management when organising business activities which ties with the saying that “failing to plan with time is planning to fail”.

Statement of the Problem

Nations and communities over the world are scrambling for time to meet up with efficient performances in the society. According to International Labour Organization (ILO) (2016), time management inefficiencies have become a major challenge to most organizations today. Employees often complain about insufficient time allocated to accomplish tasks that has been assigned to them that has caused them to spend more hours at work, sometimes even working unpaid overtime. However, low performance has an unrelenting chokehold in the Cameroon Economy. To attain a sustainable economic feasibility, every nation aims at achieving high productivity in all sectors of its economy (Rita & Mbah, 2020). Time management is an important way by which an organization can improve its productivity and satisfaction of general interest in rapidly growing sectors of the Cameroon economy particularly Councils. Low productivity among workers in Cameroon is not new.

Councils within Boyo Division are unable to meet up with most of their projects owing to poor allocation time frames for council projects like Construction of local roads linking villages, local bridges, Building of local markets, sheds and toilets within the different municipalities, projects for the supply of benches to village schools, supply of local electricity in villages, inability to execute daily routine activities in the Councils among many other projects (Ndang, 2021). It has equally been identified in these councils that there is delay in decision making, low output, inefficient work flow on the skills of employees, insufficient programming and Poor quality work done, poor professional reputation, higher stress levels owing to hasty work with lots of errors, missed deadlines and at times pressure from the hierarchy demands attention. The problem of poor work schedules, poor punctuality at work and procrastination of job performance within public sector organizations has eaten deep into the fabrics of the society. This cancer is on the rise and has caused most organizations to be unable to meet up with their intended goals and objectives.

Time is the scarcest resource in the universe, time cannot be replaced by man, time cannot be accumulated like money, time cannot be turned on and off like machine, and cannot be stocked like raw materials (Ojo & Olaniyan, 2008). Time in an organisation is an intangible and a unique factor of production that cannot be regained once lost, time is the most precious resource, yet we mismanage it (Osawe, 2017). This means time management requires the person, the skill, ability, competences, tools and techniques to manage time (Bregman, 2013). Poor Punctuality and procrastination of work are alarming in Public Sectors and completion of their routine work

is mostly done in a hurry with lots of errors (Ahmad et al. 2021). Time being an essential factor in planning, is a unique quantity a manager cannot store, rent or buy, time reflects planning, organizing, prioritizing and controlling of tasks or activities an organization can't regain if misused (Ziekye, 2016). There is no way to increase time, as it is a natural resource that applies to everyone equally, and therefore it is important to plan what can be done in the available time, rather than consider how much time that is available (Gürbüz & Aydın, 2012). There is a great need for tasks managers to determine the frequency of tasks, the success rate of tasks, the use of time management techniques in order to ensure that performing the right task, at the right place and at the right time, and doing it the right way (Demir, 2016). Time is an essential commodity that is irrecoverable, limited and dynamic (Osawe, 2017). Irrecoverable because every minute spent is gone forever, limited because only 24 hours exist in a day and dynamic because it's never static. Time is continually passing but that doesn't mean one is continually making money or being productive, this depends on how one manages the available time and what one does with it. The highest achievers manage their time exceptionally well and productive; this depends on how one manages the available time and what one does with it.

A popular Nigerian musician Mike Okri in a music album titled “Time Na Money” emphasized the need to convert time to money by explaining that money don't fall from Heaven and that money comes only if we do better things, most essentially time should not be spent in gossiping. As time is something that is given by God to all people equally, regardless of wealth, age or sex, it is a gift and a treasure that needs to be effectively managed and ensure sustainability of an organization and human life (Yurdagül, 2016). It seems therefore that there is never enough time in a day. But, since we all have the same 24 hours a day, why is it that some organizations succeed than others. The researcher therefore seeks to investigate the effect of time management on employees' performance in Councils in Boyo Division particularly in North West Region of Cameroon.

Objectives of the Study

Main objective of the study

- To examine the effects of time management on employee performance in public sector organisations in Boyo Division, Cameroon

Specifically, this seeks to:

- Find out the extent to which work schedule affects employee (job) performance in public sector organisations (Council) in Boyo Division, Cameroon
- Examine the extent to which Punctuality influence employee (job) performance in public sector organisations (Council) in Boyo Division, Cameroon
- Assess the effect of Procrastination on employee (job) performance in public sector organisations (Council) in Boyo Division, Cameroon

Hypotheses

- HO1: work schedule has no statistical significant effect on employee performance
- HO2: Punctuality has no statistical significant effect on employee performance
- HO3: Procrastination has no statistical significant effect on employee performance

II. LITERATURE REVIEW

Islam et al. (2021) carried out a study to find out the elements of time management that have significant relationship with job performance in the context of Malaysian employees. Variables that were used in the study included time management and job Performance. A descriptive research design was used with a sample size of 223 and a simple random sampling technique was used to draw the Malaysian employees for the study. The main instrument used for data collection was explanatory questionnaires. The Likert Scale was used to tap categorical data for the study through primary sources. Multiple regression analysis was used to test the hypothesis. The researcher found that certain time management factors namely prioritisation of tasks and time management can sustain an organisation, thus statistically has a significant positive relationship on job performance.

Ouma, (2017) conducted a study to examine the role of time management strategies on organizational performance. The variables she used included time planning, organizational performance and goal setting. A descriptive survey research was used in the study and a systematic random sampling procedure was used to select a sample size of 52 employees. Questionnaires were used to collect categorical data and multiple regression analysis was use to test the hypothesis. The study found that, Kenya Red cross in Kisii regular use setting targets as time planning activity and poor time planning result to failure in achievement of organizational goals in the organization.

Daniel et al. (2020) carried out a study to examine the effects of time management on employees’ performance. Two variables of the study were time management and employee performance. A Survey Research design was used for the study with a sample size of 102 respondents. Questionnaires were used to collect categorical data for the study. Descriptive statistics was used test the hypothesis. The findings of the study revealed that there is a positive relationship between organizational performance and effective time management.

Richard (2019) conducted a study to find out the extent to which time management affects employee performance. Time Management and employee performance were the main variables of the study. A quantitative approach was adopted and a simple random technique was to draw 80 respondents. Questionnaires were used to collect categorical data. Descriptive statistics was used to summarize tables and figures. The method used to test the hypothesis was chi square. The findings showed that Time Management enables the organization to survive competition and get more business.

Asimah et al. (2018) examined a study with the main objective to find out the effects of time management on productivity in financial institutions using Ghana Commercial Bank. Variables of the study constituted mismanagement of time, queuing, time management on productivity and customer expectations. He used descriptive survey employing simple random sampling on customers and purposive sampling technique on staffs with a sample size of 99 respondents. Questionnaires were used to collect non categorical data for the study. The statistical tools used for analysis were bar graphs, cross tabulations and chi-square to test the hypothesis. The study clearly indicates that time management has a positive impact on productivity.

III. DATA ANALYSIS/FINDINGS

Regression Analysis

Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.807 ^a	.651	.610	.59966	1.862
a. Predictors: (Constant), Work scheduled, Punctuality, Procrastination					
b. Dependent Variable: EP					

The adjusted R² shows the degree of variation in Employee performance that can be explained by variation in Time Management. Inferring from the adjusted R² (Coefficient of multiple determination), 65.1% of variations in employee’s performance is accounted for or explained by variations in time management (work schedule, Punctuality, Procrastination). Also, 34.9% of variations in employee’s performance is accounted for by variations in other variables different from facets of Time Management. This is known as the coefficient of non-determination.

Analysis of Variance

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	17.406	3	5.802	16.135	.000 ^b
	Residual	9.349	26	.360		
	Total	26.756	29			
a. Dependent Variable: EP						
b. Predictors: (Constant), Work scheduled, Punctuality, Procrastination						

The results presented above reveal that employee performance model is globally significant since the F-statistic i.e. F (3; 26) = 16.135 has a p-value of 0.0000 which is less than 0.05. The model equally has a fairly high predictive value since the R-squared and the adjusted R-squared statistics which are measures of the goodness of fit are above 30% and the root mean square of residuals is low given the nature of the data. In fact, the R- squared =65.1% which means that 65.1% of variation in employee performance are explained by the independent variables in the model.

The Fisher's F test is used to determine the risk of rejecting the null hypothesis when it is true. Given the fact that the probability corresponding to the F value is 0.0000, it means that we would be taking a 0.01% risk in assuming that the null hypothesis (Time Management has no statistical effect on employee performance) is wrong. Therefore, we can conclude with confidence that work schedule, punctuality, procrastination and a host of other control variables as facets of time management do bring a significant effect on employee performance in Councils in Boyo. The alternative hypothesis of the study is therefore retained which states that time management (work schedule, punctuality and procrastination) has a statistically significant effect on employee performance in Councils in Boyo. The risk to reject the null hypothesis while it is true is 0.01%. Hence, after testing all the hypotheses, we can give solid answers to our specific research questions that indeed, work schedule, punctuality and procrastination do bring a significant amount of information in predicting employee performance in Councils in Boyo division. Therefore, all the objectives of this study have been fully achieved.

increase in the Procrastination will reduce Employees performance by -0.198 units. This indicates that reducing Procrastination will increase the employee's performance which is statistically insignificant at 13% level of significant.

IV. CONCLUSION

Taking into consideration the fact that the assessment of research variables places them at average position, it is evident that much still has to be done by Councils to ameliorate the items of Time Management they give to their employee and hence employee performance. The results also reveal an interesting relationship between work schedule, punctuality, and procrastination and employee performance. We observe that all the indicators of time management have a positive and a statistically significant effect on employee performance. Both descriptive and inferential type of analyses was employed to attain research objectives. Therefore, we can conclude with confidence that work schedule, punctuality, procrastination and a host of other control variables as facets of time management do bring a significant effect on employee performance in Councils in Boyo. The alternative hypothesis of the study is therefore retained which states that time management (work schedule, punctuality and procrastination) has a statistically significant effect on employee performance in Councils in Boyo., after testing all the hypotheses, we can give solid answers to our specific research questions that indeed, work schedule, punctuality and procrastination do bring a significant amount of information in predicting employee performance in Councils in Boyo division. Therefore, all the objectives of this study have been fully achieved.

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.576	.337		1.708	.090
	Work scheduled	.155	.082	.154	2.899	.001
	Punctuality	.106	.077	.092	4.378	.000
	Procrastination	-.198	.092	.155	1.159	.013

a. Dependent Variable: EP

Considering the results presented on table representing the OLS results, the findings portrays that there is a positive effect of Work Schedule on the Employees Performance of Councils in Boyo. That is an increase in Work Schedule will increase Employees performance by 0.155 unit which is significant at 1%. This implies that an Increase in Work Schedule will increase employee's performance in Councils in Boyo. Hence, Work Scheduled is surprising seen as increasing employees' performance against the apriori expectations.

From the second objective of this study to examine the extent to which Punctuality influence employees' (job) performance in public sector organisations (Council) in Boyo Division, Cameroon, the results indicate a Positive effect of Punctuality on employee's performance by the Councils. That is a unit increase in Punctuality will Increase performance by 0.106 units which is significant at 3%. Hence, Punctuality is seen as increasing employees' performance against the apriori expectations

In another aspect, our third objective was to assess the role of Procrastination on employees' (job) performance in public sector organisations (Council) in Boyo Division, Cameroon. Procrastination has a negative effect on employees (Job) performance. That is, when Procrastination increases, employee's performance will reduce more specifically, a unit

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