The Impact of Time Management Practices on Project Success in Organizations

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ABSTRACT

This study examines the impact of time management practices on project success in organizations. The research aims to investigate how effective time management contributes to improved project performance and outcomes.

A quantitative research approach was adopted, and data were collected from 100 respondents using a structured questionnaire. The study analyzed the relationship between time management practices (independent variable) and project success (dependent variable) using descriptive, correlation, and regression analyses.

The findings reveal a strong and statistically significant positive relationship between time management practices and project success. Practices such as planning, scheduling, prioritization, and time monitoring were found to enhance efficiency and support the timely completion of projects. Regression results further confirm that time management is a key predictor of project success.

The study provides practical insights for organizations aiming to improve performance through effective time management. It emphasizes the importance of structured planning and efficient use of time in achieving successful project outcomes.

Keywords: Time Management Practices, Project Success, Project Management, Productivity, Planning, Scheduling, Organizational Performance.

INTRODUCTION

This chapter introduces the background of the study and provides an overview of the relationship between time management practices and project success in organizations. It also discusses the purpose and significance of the study in relation to organizational performance and research interests. The study aims to examine the effect of time management on project success in organizations by exploring the relationship between key dimensions of the variables involved. Time management is considered the independent variable, focusing specifically on the practices of task organization and goal management. The dependent variable is project success in organizations, which is reflected through organizational performance, timely completion, and achievement of objectives. To achieve the objectives of the study, the researcher adopted a descriptive approach supported by a field study (Creswell, 2014), enabling a comprehensive analysis of how effective time management practices influence outcomes within organizations.

1.1 Background Of The Study

Time is widely recognized as one of the most valuable and irreplaceable resources in any organization, (Drucker, 1966). Unlike financial, human, or physical resources, time cannot be stored, recovered, or replaced once it is lost (Robbins & Coulter, 2018). For this reason, the effective use of time plays a critical role in determining organizational efficiency, productivity, and overall success (Daft, 2016). In today's highly competitive and dynamic business environment, organizations are increasingly required to complete tasks and deliver projects within strict deadlines while maintaining quality and controlling costs (PMI, 2023) As a result, effective time management has become an essential factor in achieving organizational goals and ensuring successful project outcomes (Kerzner, 2022) Time management refers to the process of planning, organizing, prioritizing, and

controlling the use of time in order to achieve specific objectives efficiently and effectively (Claessens et al., 2007) It involves a range of practices and techniques such as setting clear goals, developing structured schedules, prioritizing tasks based on importance, delegating responsibilities appropriately, monitoring progress, and minimizing time wastage (Claessens et al., 2007) .

When applied properly, these practices help individuals and teams improve efficiency, enhance coordination, reduce stress levels, and make better decisions throughout the project lifecycle (Aeon et al., 2021) In modern organizations, projects are considered a key mechanism for achieving strategic objectives and driving growth. Project success is commonly measured by the ability to complete deliverables within the agreed time frame, allocated budget, and required quality standards (Atkinson, 1999). However, many organizations continue to face challenges such as delays in project completion, and project failure remains a global issue across various industries despite the development of advanced management tools and methodologies. Many projects fail due to poor planning, unclear objectives, ineffective communication, and inadequate time management (Kerzner, 2017). These challenges often lead to cost overruns, schedule delays, and failure to meet stakeholder expectations. In particular, delays in project completion can result in significant financial losses, (PMI, 2023) including increased operational costs, contractual penalties, and loss of client trust. These challenges often result in reduced performance and increased operational costs (Kerzner, 2022). In many cases, such issues are closely associated with inadequate or poorly implemented time management practices. Previous studies have highlighted that effective time management significantly contributes to improved individual and organizational performance. Individuals who possess strong time management skills are generally more productive, better organized, and more capable of handling multiple responsibilities (Robbins & Coulter, 2018) Similarly, teams that apply structured time management techniques are more likely to meet deadlines, achieve project goals, and maintain higher levels of performance quality (Hafner & Stock, 2010) Therefore, time management is not only an individual skill but also an important organizational capability that directly influences project success (Hafner & Stock,2010). Furthermore, several theoretical frameworks have been developed to explain the importance of managing time effectively. One such framework is the Pickle Jar Theory, which emphasizes prioritizing tasks based on their level of importance. According to this theory, individuals should focus first on completing the most critical and high priority tasks before allocating time to less important activities. This approach helps ensure a balanced distribution of time across work responsibilities, personal commitments, rest, and learning activities, ultimately leading to more effective time utilization. In addition to its relevance in professional settings, time management is also an essential life skill that impacts students, employees, and managers alike. Poor time management often leads to increased stress, missed deadlines, poor performance, and a lack of balance between personal and professional responsibilities. On the other hand, effective time management contributes to improved productivity, better performance outcomes, reduced stress levels, and a more structured approach to daily activities. Therefore, it is widely regarded as a fundamental skill that should be developed and strengthened across all levels of education and employment. Based on the above discussion, this study aims to examine the impact of time management practices on project success in organizations. It seeks to explore the relationship between effective time management and successful project delivery, as well as identify the challenges organizations face in implementing time management strategies. The findings of this study are expected to provide valuable insights for managers, employees, and decision-makers in improving project performance through more effective time management practices. This chapter includes the background of the study, statement of the problem, research objectives, research questions, significance of the study, scope of the study, and definition of key terms.

1.2 Problem Statement

In today's competitive and fast-changing organizational environment, many organizations invest significant financial, human, and material resources into projects with the expectation of achieving specific objectives (PMI, 2023). However, despite these investments, a considerable number of projects fail to meet their intended goals (Atkinson, 1999). One of the most frequently identified causes of project failure is ineffective time management (Kerzner, 2022) When time is not properly planned, organized, and controlled, organizations often experience delays in project delivery, increased operational costs, poor coordination among team members, and reduced overall project quality (Larson & Gray, 2020) In many organizations, employees are required to manage multiple tasks simultaneously under strict deadlines, which often leads to workload pressure and reduces

efficiency. This issue can be further supported by several real-world project failures that demonstrate the serious consequences of ineffective time management in different sectors. One of the most well-known examples of project delay is the Sydney Opera House, which was originally expected to be completed within four years but eventually took almost a decade longer than planned. The main reasons for this delay were poor initial planning and continuous design modifications during the construction phase, which prevented the establishment of a stable project schedule. Similarly, the Berlin Brandenburg Airport project experienced significant delays of nearly ten years due to coordination problems between contractors, frequent technical issues, and failures in integrating different systems effectively (Murray, 2004). These cases clearly illustrate how weak planning and lack of proper time control can lead to major schedule overruns in large-scale infrastructure projects (Flyvbjerg, 2017) In addition to delays, cost overruns are another major consequence of poor project management and ineffective time control. For example, the Hershey ERP implementation project suffered severe financial losses due to a rushed timeline and lack of proper testing and phased deployment. The company attempted to implement multiple complex systems simultaneously without sufficient preparation, which led to supply chain disruptions and an estimated loss of around USD 100 million (Davenport, 1998) Similarly, Hewlett-Packard's ERP system migration resulted in significant financial damage due to poor scheduling and inadequate coordination between legacy and new systems, ultimately costing the company approximately 160 million dollars in lost revenue (Scott & Vessey, 2000) These examples highlight how poor time allocation and unrealistic scheduling can directly translate into substantial financial losses. Furthermore, poor planning is frequently identified as a key factor contributing to project failure. In the case of the Hershey ERP project, the absence of a realistic implementation strategy and failure to consider system complexity resulted in a breakdown of operations during peak business periods. The lack of contingency planning and insufficient testing phases created critical operational disruptions that the organization was unable to manage effectively. These failures demonstrate that poor planning is not simply a technical issue, but a fundamental weakness in project management that affects both time and cost performance. According to project management reports, many projects worldwide experience delays due to weak scheduling, unclear priorities, and ineffective monitoring. These delays often lead to budget overruns, employee stress, and customer dissatisfaction. Studies show that many projects exceed deadlines and budgets due to poor planning and scheduling (PMI, 2023) These issues create financial losses and reduce customer satisfaction. This often leads to challenges such as workload pressure, interruptions during work, lack of prioritization, and insufficient planning. In addition, managers may not consistently monitor project progress or may fail to allocate adequate time for critical activities. As a result, projects may fall behind schedule, resources may be misused, and the final outcomes may not meet the required standards of performance. Although time management is widely acknowledged in both academic literature and professional practice as an essential factor for improving efficiency and productivity, its implementation in many organizations remains inconsistent. Some organizations continue to operate without structured time management systems or fail to fully integrate time management practices into their project management processes. This gap between knowledge and practice raises concerns about how effectively organizations are utilizing time as a strategic resource. Time is a unique and irreplaceable resource that exists alongside other essential organizational resources such as people, money, materials, machines, and markets. However, unlike these resources, time is finite and cannot be recovered once it is lost (Drucker, 1966) The success of any organization largely depends on how efficiently these resources are managed, particularly time, which influences all other aspects of organizational performance. Effective time utilization is closely linked to both efficiency (performing tasks correctly) and effectiveness (achieving the right outcomes). Previous research has identified that time management can be understood through several key dimensions, most commonly including time planning, time attitude, and time wasters (Macan, 1994) Time planning refers to the ability to organize tasks through structured schedules and goal setting over both short-term and long-term periods. Time attitude reflects an individual's perception, discipline, and seriousness toward time usage, which directly influences their behavior in completing tasks. Time wasters refer to unnecessary or unproductive activities that reduce efficiency and lead to poor use of available time. These three dimensions collectively play a significant role in shaping individual and organizational performance outcomes. Empirical studies have also shown that effective time management is strongly associated with improved performance in both organizational and academic contexts. Individuals who practice proper time management are generally more capable of prioritizing tasks, meeting deadlines, and handling workload pressures effectively. Conversely, poor time management behaviors such as procrastination, lack of planning, and failure to prioritize tasks often result in stress, missed deadlines, decreased productivity, and lower quality outcomes (Schraw et al., 2007) These issues highlight the importance of

understanding how time management practices influence performance at different levels. Despite the growing awareness of the importance of time management, there is still a limited understanding of how specific time management dimensions directly affect project success within organizational settings. Many studies have focused on general productivity or academic performance, while fewer studies have examined time management in relation to project outcomes, particularly within structured organizational environments. This creates a research gap that needs to be addressed in order to improve project management practices and outcomes. Furthermore, in many organizations, there is still a lack of emphasis on developing a strong time management culture among employees and managers. Without proper training, awareness, and implementation of structured time management strategies, organizations may continue to face recurring issues related to delays, inefficiency, and poor project execution. This situation highlights the need for more empirical research to better understand how time management practices can be effectively applied to enhance project success. Therefore, this study seeks to investigate the impact of time management practices on project success in organizations. It specifically focuses on examining the role of time planning, time attitude, and time wasters in influencing project performance. By exploring these dimensions, the study aims to provide a clearer understanding of how time management contributes to successful project delivery. The findings are expected to offer valuable insights for managers, employees, and decision-makers in developing more effective strategies to improve time utilization and enhance overall project performance.

1.3 Research Questions

This study will answer the following questions:

1. What is the importance of time management practices in organizations?

2. How does time management affect project success?

3. What are the common challenges of time management in organizations?

4. What strategies can improve time management practices?

1.4 Research Objectives

The main objective of this study is to examine the impact of time management practices on project success in organizations.

The specific objectives are:

1. To identify the importance of time management practices in organizations.

2. To examine the impact of time management on project success in organizations.

3. To identify common challenges of time management in organizations.

4. To suggest strategies for improving time management practices in organizations.

1.5 Significance Of The Study

This study is important for several reasons. First, it helps organizations understand the value of effective time management in achieving project goals. Second, it provides useful knowledge for managers who want to improve planning, scheduling, and team performance. Third, it benefits employees by encouraging better work habits, reduced stress, and higher productivity. The findings of this study may also be useful for researchers and students who are interested in project management, organizational behavior, and business performance.

1.5.1 Significance to Managers

This study is useful for managers because it helps them understand how effective time management can improve planning, scheduling, decision-making, and project control. Managers can use the findings of this study to develop better strategies for allocating time, monitoring progress, and ensuring that projects are completed successfully.

1.5.2 Significance to Employees

This study is beneficial to employees because it highlights the importance of discipline, prioritization, and proper use of working time. Employees who apply good time management practices may become more productive, reduce stress, and improve their overall job performance.

1.5.3 Significance to Organizations

This study is important for organizations because it shows how time management practices can reduce project delays, improve efficiency, lower costs, and increase the success rate of projects. Organizations may use the results to strengthen their internal management systems and improve competitiveness.

1.5.4 Significance to Researchers

This study is valuable for future researchers because it provides reference material and academic knowledge on the relationship between time management and project success. It may also help other students and scholars who want to conduct further studies in project management, organizational behavior, or business performance.

1.6 Scope Of The Study

This study focuses on examining the impact of time management practices on project success in organizations. It specifically investigates how key dimensions of time management, including time planning, prioritization of tasks, scheduling, and task control, contribute to the successful completion of projects. The study aims to understand how these practices influence the efficiency, effectiveness, and overall performance of projects within organizational settings.

The scope of this research is limited to organizations where projects are implemented as part of their operational or strategic activities. It does not extend to individual or personal time management in daily life, as the primary focus is on workplace environments and organizational performance. The study emphasizes how employees and managers within organizations manage their time in relation to project tasks and responsibilities. Furthermore, the study concentrates on the relationship between time management practices and project success indicators such as meeting deadlines, achieving project objectives, maintaining quality standards, and optimizing the use of available resources. It does not explore other external factors such as financial constraints, technological limitations, or organizational structure in detail, although these may indirectly influence project outcomes. In terms of conceptual boundaries, the research is focused on selected time management dimensions, particularly time planning, time attitude, and time wasters, as they are commonly identified in literature as key factors affecting performance. Other time management models or extended frameworks are not deeply examined in this study. This study is designed to provide a clear and focused understanding of how time management practices affect project success within organizations, while maintaining clear limitations to ensure the research remains specific, manageable, and relevant to the objectives of the study. This study has several limitations that define its scope. The respondents were drawn from multiple countries, including Saudi Arabia, Qatar, Somalia, Germany, India, Australia, and Canada, which provides a diverse perspective but may also introduce variability due to cultural and organizational differences. The participants included students, employees, and project managers from various industries, rather than focusing on a single sector, which may affect the consistency of responses. Furthermore, the research adopted a quantitative approach using a structured questionnaire for data collection. The sample size was limited to 100 respondents. One important limitation of this study is that a significant proportion of the respondents were students rather than professional project managers. Although students are involved in academic projects and project-related activities, their experiences

may not fully reflect the practical challenges, high-pressure decision-making, and organizational complexities found in real corporate project environments. Therefore, the findings may not completely represent professional project management settings. Another limitation is that the study mainly focused on time management practices and did not examine other important factors that may influence project success, such as leadership effectiveness, organizational culture, financial resources, and technological capabilities. These additional variables may also contribute significantly to project outcomes.

Furthermore, although the respondents were selected from multiple countries and industries to provide broader perspectives, cultural and organizational differences may have introduced variability in the responses. This may affect the consistency and generalizability of the findings across specific industries or organizational conte which may not fully represent the broader population. In addition, the study focused mainly on time management practices, and did not examine other project management factors in detail.

1.7 Definition Of Key Terms

Key terms used in this study are defined as follows:

Project Time Management: The process of planning and controlling how time is used to complete tasks efficiently.

Project Success: The achievement of project goals within the planned time, budget, and quality requirements.

Organization: A group of people working together to achieve common goals.

Productivity: The level of efficiency in completing tasks and producing results.

Planning: The process of setting goals, identifying tasks, and deciding in advance how resources and time will be used to achieve objectives.

Scheduling: The process of allocating specific time periods for tasks and activities in order to ensure timely completion of work.

Prioritization: The process of arranging tasks according to their level of importance and urgency so that critical tasks are completed first.

Deadline: A specific date or time by which a task, activity, or project must be completed.

Efficiency: The ability to complete tasks successfully while using minimum time, effort, and resources.

Stakeholder Satisfaction: The extent to which project stakeholders, such as clients, managers, employees, and customers, are satisfied with the project outcomes and performance.

1.8 Chapter Summary

This chapter introduced the background of the study, problem statement, objectives, research questions, significance, scope, and key terms. It explained why time management is important for project success in organizations. The next chapter will review previous literature related to time management and project success.

LITERATURE REVIEW

2.1 Introduction

This chapter presents a comprehensive review of existing literature related to time management practices and their impact on project success in organizations. The purpose of this chapter is to build a strong theoretical and empirical foundation for the study by examining key concepts, theories, and previous research findings.

The chapter discusses the concept of time management, its importance in organizations, and its role in improving project success. It also explains the key dimensions of time management, common challenges faced by organizations, and how these challenges affect performance. In addition, the chapter reviews previous empirical studies that investigated the relationship between time management and project outcomes. Finally, the theoretical and conceptual frameworks guiding this research are presented.

2.2 Concept Of Time Management

Time management refers to the process of planning and organizing how time is allocated to different activities in order to improve efficiency, productivity, and overall performance (Macan, 1994) It is not simply concerned with completing more tasks in less time, but rather with prioritizing activities that contribute most effectively to achieving specific goals (Claessens et al., 2007) In this context (Claessens et al., 2007) describe time management as a behavioral process that involves structuring tasks, reducing unnecessary interruptions, and adjusting schedules according to changing priorities and demands. This suggests that time management is a dynamic process that requires continuous control and evaluation of time use. Historically, the concept of time management developed during the industrial era, where the primary focus was on improving efficiency and productivity in organizations. Early contributions were influenced by scientific management principles introduced by Frederick Taylor, which emphasized task standardization and performance optimization. However, with the development of modern organizations, the focus gradually shifted from purely operational efficiency to individual effectiveness and decision-making. In this regard, Peter Drucker highlighted that time is a limited and non-renewable resource that must be managed strategically, particularly in knowledge-based work environments (Drucker, 1966).

Time management can be understood from both individual and organizational perspectives. At the individual level, it involves self-discipline, planning, and the ability to prioritize tasks based on urgency and importance. Individuals who manage their time effectively are more likely to reduce stress, improve performance, and achieve their goals efficiently. At the organizational level, time management focuses on coordinating activities, managing workflows, and ensuring that tasks are completed within planned schedules. It also involves communication, supervision, and minimizing delays that may negatively affect project outcomes (Bryman, 2016).

In modern digital environments, time management has become increasingly important due to the rise of multitasking, constant communication, and digital distractions. While technology provides tools that can enhance productivity, it may also create challenges in maintaining focus and discipline. Therefore, effective time management requires individuals and organizations to adopt structured and disciplined approaches to ensure that time is used productively in fastchanging environments. Effective time management is not about working longer hours (Tracy, 2015) but about working in a more focused and efficient manner. Key components of time management include planning, scheduling, prioritization, delegation, and monitoring. Planning involves setting clear objectives and defining the steps required to achieve them. Scheduling refers to the allocation of specific time periods for tasks, while prioritization ensures that highvalue tasks are completed first. Delegation allows responsibilities to be shared among team members to improve efficiency, and monitoring involves tracking progress and identifying areas for improvement (Saunders et al., 2019) Time management is a fundamental skill that significantly contributes to productivity and project success (Aeon et al., 2021) Effective management of time ensures that tasks are completed within deadlines, enhances coordination among team members, and supports better decision-making and efficient use of resources.

2.3 Dimensions Of Time Management

Time management is considered an important concept in project management as it involves a set of practices that help individuals and organizations use their time in an effective and organized way. These practices are essential to ensure that tasks are completed within the required time and that project objectives are achieved successfully (Kerzner, 2017) One of the key dimensions of time management is planning. Planning refers to the process of identifying the required tasks, understanding what needs to be done, and setting clear objectives before starting the work. Good planning helps reduce confusion during project execution and provides a clear direction for the team (Taylor, 1911) Scheduling is another important dimension. It involves assigning specific

time periods for each task within a project. Through proper scheduling, work can be organized in a structured way, which helps ensure that deadlines are met and tasks are completed on time (Larson & Gray, 2020) Prioritization also plays a significant role in managing time effectively. It focuses on arranging tasks based on their level of importance and urgency. By doing this, individuals are able to concentrate on the most important tasks first, which improves productivity and reduces delays (Tracy, 2015).

Delegation is another essential aspect of time management. It involves assigning tasks to suitable team members according to their skills and abilities. Effective delegation not only helps save time but also improves teamwork and ensures that tasks are completed more efficiently (Robbins & Coulter, 2018).

Monitoring is also an important dimension, as it involves tracking the progress of work throughout the project. This helps in identifying any delays or issues early, allowing corrective actions to be taken before problems become serious (Kerzner, 2022).

Finally, goal setting is a fundamental part of time management. Clear and specific goals provide direction for all activities and help individuals stay focused. When goals are well defined, it becomes easier to manage time and measure progress effectively (Locke & Latham, 2002).

2.4 Importance Of Time Management In Organizations

Time management is an important factor in the success of any organization. It refers to how effectively time is planned, organized, and used to achieve work goals. In modern organizations, time is considered one of the most valuable resources (Drucker, 1966) When time is managed well, organizations are able to improve performance, reduce problems, and achieve their goals in an efficient way. On the other hand, poor time management can lead to delays, low productivity, increased costs, and employee stress (Aeon et al., 2021).

2.4.1 Productivity

Productivity is one of the main benefits of time management in organizations. It means how much work is completed in a specific period of time. When employees manage their time well, they can focus on important tasks and avoid wasting time on unnecessary activities. This helps them complete their work faster and in a better quality. According to Daft (2016), effective time use increases overall organizational performance because employees are more organized and focused on their responsibilities.

2.4.2 Cost Reduction

Time management also helps organizations reduce costs. When time is not managed properly, tasks take longer to complete, and this may lead to extra expenses such as overtime payments or delays in projects. Good time management helps organizations finish work on time and use resources in a better way. This reduces unnecessary costs and improves financial efficiency (Kerzner, 2017) Therefore, time management is closely linked to saving money and improving operational efficiency.

2.4.3 Employee Satisfaction

Another important benefit of time management is improving employee satisfaction. When employees have a clear plan and realistic deadlines, they feel less pressure and stress at work. This helps them stay motivated and perform better. Poor time management often causes confusion, overload, and stress, which can affect employee well-being. According to Nonis et al. (2011), employees who manage their time well are more satisfied with their jobs and show higher commitment to their organization.

2.4.4 Better Decision-Making

Time management also improves decision-making in organizations. When managers and employees have enough time, they can think carefully before making decisions. They can analyze information, compare options, and choose the best solution. Without proper time management, decisions are often made quickly and may lead

to mistakes. Therefore, managing time well helps improve the quality of decisions and reduces errors in the workplace (Robbins & Coulter, 2018).

2.4.5 Competitive Advantage

Time management gives organizations a competitive advantage. This means the organization can perform better than others in the same industry. When an organization manages its time well, it can complete projects faster, respond quickly to changes, and deliver services on time. This helps the organization stay ahead of competitors and build a strong reputation in the market (Porter, 1985) In today's fast-moving business environment, being fast and efficient is very important.

2.4.6 Reduced Stress

Time management helps reduce stress in the workplace. When tasks are not organized properly, employees may feel overwhelmed and under pressure. However, when work is planned and divided into clear steps, it becomes easier to manage. This reduces stress and creates a healthier working environment. Employees who are less stressed are usually more productive and perform better in their jobs (Hafner & Stock, 2010).

2.5 Project Success in Organizations

Project success refers to the achievement of project objectives within defined constraints such as time, cost, and quality (Atkinson, 1999). Traditionally, project success has been measured using the "iron triangle," which includes time, cost, and quality performance (Atkinson, 1999). According to this model, a project is considered successful if it is completed on schedule, within budget, and meets quality requirements. However, this traditional view mainly focuses on project delivery rather than the overall outcome.

2.5.1 The Traditional Iron Triangle

The Iron Triangle, often referred to as the Triple Constraint, serves as the foundational model for project management. In this model, if one variable changes, the others must be adjusted to maintain the balance of the project. While this model remains a necessary baseline for operational control, it is no longer considered the sole indicator of success. Its main limitation is that it focuses on the process of delivery rather than the long-term outcome of the project.

2.5.2 Modern Success Measures

Modern project management approaches have expanded the definition of success beyond the traditional constraints. Today, project success also includes customer satisfaction, stakeholder satisfaction, team performance, and long-term organizational benefits. The Project Management Institute (PMI) emphasizes that success should be measured by the realization of business value rather than only time, cost, and quality. This includes the long-term sustainability of project outcomes and the ability of the project to adapt to changing market conditions (PMI, 2023).

Contemporary research also suggests that a project may be completed on time and within budget, yet still be considered unsuccessful if it fails to solve the underlying business problem or meet end-user needs.

2.5.3 Stakeholder Satisfaction and Strategic Benefits

Beyond technical performance, stakeholder satisfaction has become a key measure of project success. This involves managing expectations and ensuring that the project aligns with the strategic goals of the organization. Project success therefore includes both process success and outcome success, as explained by Pinto and Slevin (2008). Process success refers to how well the project is managed and executed, while outcome success refers to the benefits gained after project completion.

Strategic benefits are often long-term and qualitative in nature, such as improvements in organizational efficiency, market positioning, or customer experience. Measuring these outcomes requires a broader perspective beyond simple success or failure metrics.

2.5.4 Sustainability of Project Outcomes

The final dimension of modern project success is the sustainability of project outcomes. This refers to the ability of the project to continue delivering value long after completion. It includes operational readiness, maintenance, and the organization's ability to integrate the project deliverables into daily operations. By focusing on sustainability, organizations ensure that projects contribute to long-term growth and continuous improvement.

2.6 Measures Of Project Success

Project success is not measured by a single factor but through multiple performance indicators that reflect how well a project achieves its objectives. Researchers and practitioners commonly evaluate project success using several key dimensions, including time performance, cost performance, quality, stakeholder satisfaction, and overall business impact.

2.6.1 Time Performance

Time performance refers to the ability of a project to be completed within the planned schedule. A project is considered successful when it meets its deadlines without significant delays (Larson & Gray, 2020) Delays often indicate poor planning or weak time management practices.

2.6.2 Cost Performance

Cost performance measures whether the project is completed within the approved budget. Projects that exceed their financial limits are generally considered less successful, even if they meet other objectives. Effective cost control is therefore a key indicator of project success (Kerzner, 2017).

2.6.3 Quality

Quality refers to how well the project deliverables meet the required standards and specifications. High-quality outcomes indicate that the project has been executed effectively, with minimal errors and rework (Atkinson, 1999).

2.6.4 Client Satisfaction

Client satisfaction evaluates whether the final output meets or exceeds client expectations. Even if a project is completed on time and within budget, it may still be considered unsuccessful if it does not satisfy the client's requirements (Pinto, 2019).

2.6.5 Team Satisfaction

Team satisfaction refers to the level of motivation, engagement, and satisfaction among project team members. A successful project often reflects positive teamwork, good communication, and manageable workloads (Anantatmula, 2010).

2.6.6 Business Impact

Business impact measures the long-term value created by the project for the organization. This may include increased efficiency, profitability, market growth, or improved organizational performance (PMI, 2023).

2.7 Relationship Between Time Management And Project Success

Time management is one of the most important factors influencing project success in organizations. Projects are usually limited by strict deadlines, budgets, and resources, making time a critical element in project execution (Kerzner, 2022).

Effective time management helps ensure that project activities are completed on schedule. When tasks are properly planned and prioritized, teams are more likely to meet deadlines and avoid delays. This improves overall project performance and reduces the risk of failure. Time management also improves resource utilization. When time is well organized, human and material resources are used more efficiently, reducing waste and improving productivity. Better planning leads to fewer delays effective planning allows project managers to clearly define tasks, allocate resources, and anticipate potential risks. When planning is done properly at the early stages, projects are less likely to experience unexpected delays because activities are structured in advance and dependencies are identified (Larson & Gray, 2020) Prioritization leads to completion of critical tasks first prioritization ensures that high-impact and time-sensitive tasks are completed before less critical ones. This reduces the risk of project bottlenecks and ensures that essential milestones are achieved on time, improving overall project flow (Tracy, 2015). Monitoring supports early problem detection continuous monitoring of progress helps identify issues before they escalate. When deviations from the schedule are detected early, corrective actions can be taken immediately, reducing the likelihood of project failure or significant delay (Kerzner, 2017).

Scheduling improves workflow control proper scheduling organizes tasks within a defined timeline, ensuring smooth workflow execution. It helps distribute workload evenly and prevents resource overloading, leading to more efficient project implementation (PMI, 2023).

Communication enhances coordination effective communication improves coordination among team members and stakeholders. Clear communication reduces misunderstandings, aligns expectations, and ensures that everyone is working toward the same project objectives (Anantatmula, 2010) In addition, proper time management supports risk control. Continuous monitoring of project timelines allows managers to identify potential delays early and take corrective actions before problems escalate. It also contributes to better quality outcomes. When enough time is allocated for review, testing, and improvement, the final project output is more likely to meet quality standards. Furthermore, effective time management increases stakeholder confidence.

When organizations consistently deliver projects on time, it builds trust and improves their professional reputation (Anantatmula, 2010).

2.8 Common Challenges Of Time Management

Despite its importance, many organizations struggle to implement effective time management practices. Several challenges contribute to poor time utilization and project delays. These challenges often arise from human behavior, organizational structure, and resource limitations, which can negatively affect overall project performance and success. One major challenge is inadequate planning (Kerzner, 2017).

In many cases, projects begin without clear schedules, realistic timelines, or proper task breakdowns. This lack of structure creates confusion among team members and leads to inefficiency during project execution. Another significant challenge is lack of prioritization (Tracy, 2015).

Employees may focus on less important tasks while neglecting critical activities. When priorities are not clearly defined, time and effort are often wasted on low-value tasks, which delays project progress. In addition, procrastination is a common issue in time management. It occurs when individuals delay tasks unnecessarily, leading to missed deadlines, increased stress, and reduced quality of work (Schraw et al., 2007) Multitasking is another factor that negatively affects performance. Although it may seem productive, switching between multiple tasks reduces concentration and increases the likelihood of errors, ultimately decreasing efficiency (Aeon et al.,

2021) Furthermore, poor communication within teams can lead to misunderstandings, duplication of work, and misalignment of objectives. This lack of coordination can significantly delay project activities and reduce effectiveness (Anantatmula, 2010) Moreover, interruptions and distractions, such as frequent meetings, emails, and digital notifications, disrupt workflow and reduce focus. These interruptions make it difficult for individuals to complete tasks efficiently and on time (Claessens et al., 2007) Another key challenge is unrealistic deadlines imposed by management. When deadlines are not based on proper evaluation of workload and available resources, they create excessive pressure, reduce performance quality, and increase the likelihood of project failure (PMI, 2023). In addition, the lack of appropriate tools can hinder effective time management. Without proper project management tools, such as scheduling software or tracking systems, teams may struggle to organize tasks and monitor progress efficiently (Wysocki, 2019).

Finally, resistance to planning can also affect time management practices. Some individuals or organizations prefer informal approaches rather than structured planning, which often leads to inefficiency and poor control over project timelines.

2.9 Time Management Tools And Techniques

Effective time management relies on the use of structured tools and techniques that help individuals and teams plan, organize, prioritize, and monitor tasks efficiently. These tools improve productivity, reduce delays, and support better decision-making in project environments.

2.9.1. To-Do Lists

To-do lists are simple tools used to record tasks that need to be completed. They help individuals stay organized by breaking down work into manageable steps. By checking off completed tasks, users can track progress and maintain focus on priorities (Tracy, 2015).

2.9.2 Gantt Charts

Gantt charts are visual project scheduling tools that display tasks along a timeline. They show task duration, dependencies, and deadlines. This helps project managers monitor progress, identify overlaps, and ensure that activities are completed in the correct sequence (Kerzner, 2017).

2.9.3 Calendars

Calendars are essential for planning deadlines, meetings, and milestones. They help individuals and teams allocate time effectively and avoid scheduling conflicts. Digital calendars also allow reminders and notifications, improving time awareness (Saunders et al., 2019).

2.9.4 Eisenhower Matrix

The Eisenhower Matrix is a prioritization tool that categorizes tasks into four quadrants:

- Urgent and important

- Important but not urgent

- Urgent but not important

- Neither urgent nor important

This technique helps individuals focus on high-value tasks and reduce time wasted on low priority activities (Covey, 1989).

2.9.5 Project Management Software (Trello, Asana, MS Project)

Digital project management tools provide advanced features for planning, collaboration, and tracking progress:

- Trello uses boards and cards for task organization and is suitable for visual workflow management.
- Asana helps teams assign tasks, set deadlines, and monitor project progress in real time.
- Microsoft Project (MS Project) offers advanced scheduling, resource allocation, and Gantt chart integration for complex projects.

These tools improve communication, transparency, and efficiency in project execution (Wysocki, 2019).

2.10 Review Of Previous Studies

An important factor in organizations regarding time management suggests that it is not merely a personal productivity tool, but a critical variable influencing project success. That it is not merely a personal productivity tool, but a critical systemic variable influencing project success. A review of the literature reveals that while methodologies have evolved from rigid, deterministic models to flexible, iterative frameworks, the core finding remains consistent: the systematic allocation and monitoring of time are positively correlated with the achievement of project objectives, budget adherence, and stakeholder satisfaction.

2.10.1 Synthesis of Key Findings

The following summary synthesizes the findings of the studies identified, categorized by their primary contribution to the field of project management.

2.10.1.1 The Foundational Link to Performance

The meta-analysis conducted by Aeon et al. (2021) serves as a modern cornerstone, confirming that time management is moderately related to job performance and academic achievement.

Crucially, this study found that the correlation between time management and positive performance reviews has intensified over the last three decades, suggesting that as organizational environments become more complex, the ability to manage time has become a more significant differentiator of success.

2.10.1.2 Methodological Efficacy and Scheduling

Studies by Kerzner (2017) and Larson and Gray (2020) consistently demonstrate that the application of formal scheduling techniques such as the Critical Path Method (CPM) is the primary driver of project success in traditional environments. These authors found that projects failing to utilize these tools suffer from "scope creep" and "schedule slippage," which are the two most common precursors to project failure. Similarly, Goldratt's (1997) work on the Critical Chain shifted the focus from individual task duration to resource-constrained scheduling, finding that project success is often hindered by "student syndrome" (delaying work until the last possible moment) and poor multitasking.

2.10.1.3 Behavioral and Psychological Dimensions

Macan (1994) and Claessens et al. (2007) shifted the focus toward the behavioral aspects of time management. Macan's research found that "perceived control of time" is a stronger predictor of performance than the mere use of time-management tools (like planners or software). This suggests that the psychological state of the project manager, their ability to prioritize and delegate is as vital as the technical tools they employ. Hall and Hursch (1982) provided early empirical evidence that time management training interventions lead to measurable improvements in project completion rates, validating the idea that these skills are teachable rather than purely innate.

2.10.1.4. Organizational Culture and Technology

Orlikowski (1992) explored the "duality of technology," finding that time-tracking tools often fail to improve project success if the organizational culture does not value transparency. When tools are used for surveillance rather than planning, team morale drops, which indirectly negatively impacts project outcomes. This is supported by Turner (2014), who argued that project governance, the structural framework within which time is managed is the ultimate determinant of success, regardless of the specific software used.

2.10.1.5 Comparative Methodology Studies

Wysocki (2019) and Pinto (2019) have highlighted that the impact of time management is context-dependent. While traditional projects rely on linear time management, Agile projects rely on "time-boxing" (sprints). Both authors found that project success is highest when the time management methodology is aligned with the project's uncertainty level. If a project is highly uncertain, rigid scheduling (traditional) actually decreases the probability of success, whereas iterative time-boxing increases it.

Research in time management consistently shows that it is a skill that can be developed and improved rather than an innate trait. This means that individuals are not naturally effective or ineffective at managing time, but can enhance their performance through learning, practice, and the use of appropriate tools and techniques. Studies also indicate that effective time management is strongly influenced by training, organizational support, and the adoption of structured methods, which together help individuals and teams improve productivity and achieve project goals more efficiently.

Table 2.1 Summary of Previous Studies

Study	Country	Industry	Key Finding
Study 1	Malaysia	Construction	Scheduling reduces delays
Study 2	UK	IT	Prioritization improves productivity
Study 3	USA	Software	Monitoring detects risks early
Study 4	India	Engineering	Poor communication causes failure
Study 5	Saudi Arabia	General Projects	Unrealistic deadlines reduce performance
Study 6	Germany	Manufacturing	Tools improve efficiency
Study 7	Nigeria	Small Business	Procrastination reduces success
Study 8	China	Infrastructure	Planning improves coordination

Study 9	UAE	Mixed sectors	Time management not always enough
Study 10	Australia	Healthcare	Multitasking reduces efficiency
Study 11	Canada	Remote teams	Communication improves milestones
Study 12	South Africa	Public sector	Lack of tools limits scheduling

Based on Table 2.1, it is clear that effective time management practices such as scheduling, prioritization, and planning play a significant role in improving project performance across different industries. However, some studies indicate that time management alone may not be sufficient, as other factors like communication, tools, and realistic deadlines also influence project success.

Although most previous studies confirm that effective time management practices improve project performance, several researchers argue that time management alone is insufficient to guarantee project success. Other organizational factors such as leadership effectiveness, communication quality, organizational culture, and resource availability may also significantly influence project outcomes. This suggests that project success should be viewed as a multidimensional concept influenced by both managerial practices and organizational conditions.

2.11 Research Gap

Many previous studies have discussed the relationship between time management and project success. However, several research gaps still need to be addressed.

First, most studies focus on specific industries such as construction or IT (Aeon et al., 2021; Kerzner, 2017).

This makes it difficult to understand how time management works across different industries. There is still a need to compare different sectors to see whether the same practices are effective in all contexts.

Second, many studies examine time management techniques separately, such as scheduling or prioritization. In reality, these techniques are usually used together. Therefore, there is a lack of studies that examine how multiple time management practices work together and affect project success.

Third, many studies are conducted in developed countries, while fewer studies focus on developing countries. This is important because different environments, resources, and challenges may affect how time management is applied and how successful it is.

In addition, most studies focus on only one group of participants, such as employees or project managers. There is limited research that includes different groups in one study, which could provide a more complete understanding of the topic.

For this reason, this study aims to explore time management practices across different industries and include participants from different backgrounds in order to provide a more comprehensive understanding.

2.12 Theoretical Framework

This study is supported by several theories that help explain how time management is related to project success. Instead of relying on a single perspective, this study combines different theories to provide a clearer and more complete understanding of the topic.

2.12.1 Planning Theory

Planning Theory focuses on the idea that successful outcomes do not happen by chance, but through proper planning and organization. According to Taylor (1911), planning is one of the main principles of scientific management, and it plays an important role in improving efficiency and productivity. In the context of project management, planning helps in defining goals, identifying tasks, and organizing activities in a logical order. It also allows project members to understand their roles and responsibilities clearly. When planning is done properly, it reduces confusion, avoids unnecessary delays, and improves coordination between team members. Therefore, this theory supports the idea that effective time planning is essential for project success.

2.12.2 Goal-Setting Theory

Goal-Setting Theory, developed by Locke and Latham (2002), explains that people perform better when they have clear and specific goals. It also highlights the importance of setting deadlines, as time-bound goals increase motivation and focus. In project environments, clear goals help teams stay on track and measure their progress. When tasks are linked to specific deadlines, individuals are more likely to manage their time effectively and avoid procrastination. This theory shows that time management is not only about organizing tasks, but also about setting clear targets that guide performance.

2.12.3 Time Management Theory

The concept of time management is based on the idea that time is a limited resource that must be used carefully. It emphasizes practices such as scheduling, prioritization, and monitoring to ensure that tasks are completed within the given timeframe (Macan, 1994).

In projects, managing time effectively helps in meeting deadlines, reducing delays, and improving overall performance. Poor time management, on the other hand, can lead to missed deadlines and increased pressure on team members. This theory directly supports the main focus of this study, as it explains how managing time properly can influence project outcomes.

2.12.4 Project Management Theory

Project management theory focuses on the structured processes used to achieve project goals (Kerzner, 2022).

These processes usually include planning, execution, monitoring, and closing. Each stage requires careful coordination and time control.

This theory is important because it shows that project success is not only based on completing tasks, but also on how well these tasks are managed throughout the project lifecycle. Time management plays a key role in each stage, especially in ensuring that activities are completed as scheduled.

2.12.5 Resource Allocation Theory

Resource Allocation Theory explains that success depends on how well resources such as time, money, and human effort are distributed (Robbins & Coulter, 2018), when resources are allocated properly, work becomes more efficient and organized. In project settings, poor allocation of time can lead to workload imbalance, delays, and reduced productivity. On the other hand, proper allocation ensures that tasks are completed on time and without unnecessary pressure. This theory supports the idea that time should be treated as an important resource that needs careful management.

2.12.6 Contingency Theory

Contingency Theory suggests that there is no single best way to manage all projects. Instead, the most effective approach depends on the situation, type of project, and working environment.

This means that time management strategies may not work the same way in every project. For example, a method that works well in one industry may not be suitable for another. This theory helps explain why flexibility in time management is important, and why different approaches may be necessary depending on the nature of the project and the working environment (Daft, 2016).

2.12.7 Relevance to the Study

Overall, these theories provide a strong foundation for understanding the role of time management in project success. They show that planning, goal setting, scheduling, and resource allocation are all connected and work together in real project environments. By combining these theories, this study aims to examine how different time management practices influence project outcomes across different contexts. This approach allows for a more complete and realistic understanding of the topic.

2.13 Conceptual Framework

This study focuses on examining the relationship between time management practices and project success in organizations. It assumes that the way time is managed within a project has a direct impact on the overall outcome and performance. The independent variable in this study is time management practices. These include several important activities such as time planning, prioritization, scheduling, monitoring and control, and delegation. Time planning helps in setting clear timelines and organizing tasks in advance. Prioritization allows individuals to focus on the most important tasks first, which improves efficiency. Scheduling ensures that tasks are arranged within a specific timeframe, while monitoring and control help track progress and identify any delays or issues. Delegation also plays an important role, as it allows tasks to be distributed among team members based on their skills and responsibilities. The dependent variable is project success, which is measured using different indicators. These include timely completion, which refers to finishing the project within the planned schedule; budget control, which ensures that the project does not exceed its financial limits; quality achievement, which reflects whether the project meets the required standards; and stakeholder satisfaction, which considers the expectations and satisfaction of clients and other involved parties. This study assumes that there is a positive relationship between time management practices and project success. In other words, when organizations apply effective time management practices, they are more likely to complete projects on time, control costs, maintain quality, and satisfy stakeholders. On the other hand, poor time management can lead to delays, increased costs, and lower overall performance. The relationship between the variables is illustrated in Figure 2.1, where time management practices act as the independent variable influencing project success as the dependent variable.

Figure 2.1 Conceptual Framework of the Study

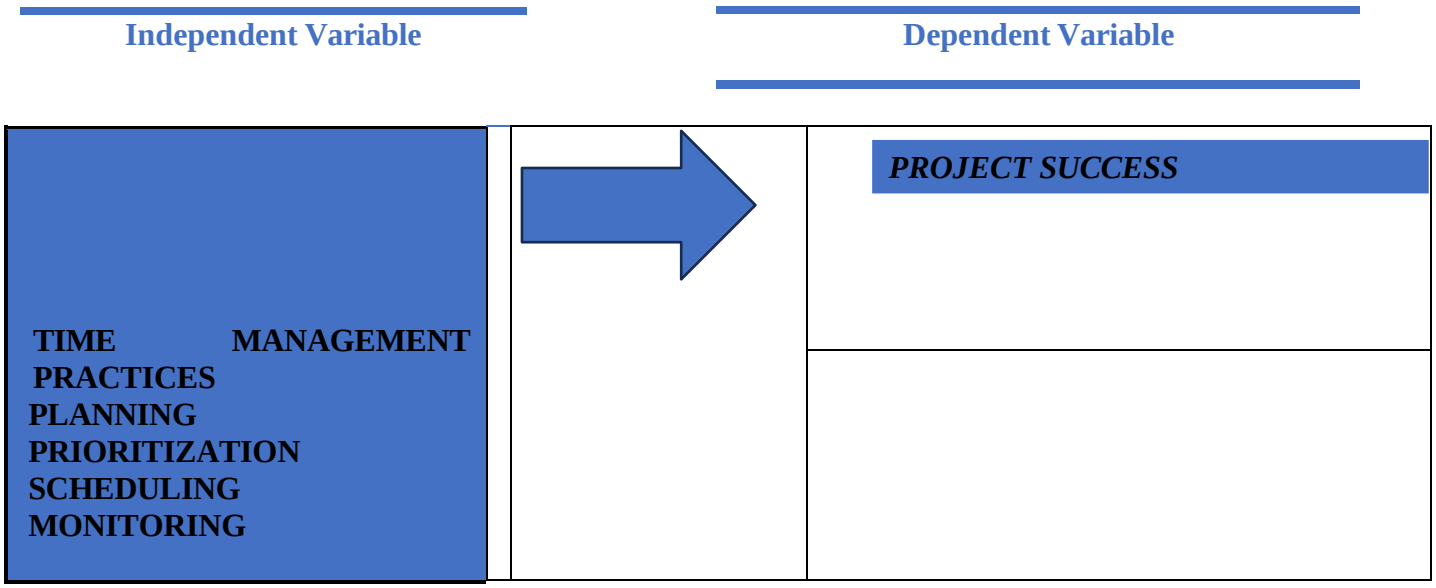
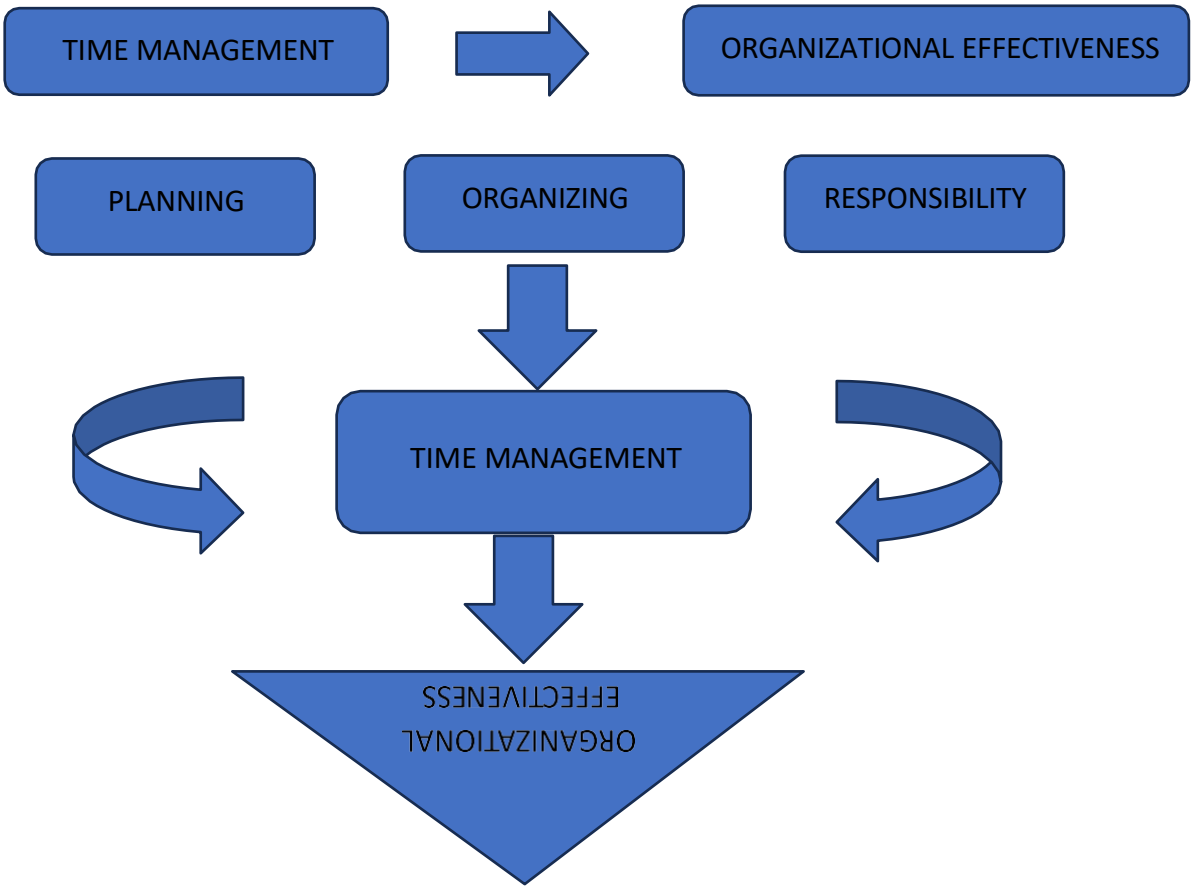


Figure 2.2 Illustrates the conceptual framework of the study



2.14 Hypotheses Development

Based on previous studies and the proposed conceptual framework, the following hypothesis is proposed to test the effect of time management practices on project success.

H1: Time management practices have a significant positive impact on project success.

2.15 Chapter Summary

This chapter reviewed the relevant literature on time management and project success in organizations. It discussed key concepts, theories, and previous studies related to the topic. In addition, the chapter presented the conceptual framework and theoretical foundations that support this study, as well as the research gap identified in the existing literature.

The review highlighted that effective time management practices, such as planning, prioritization, and scheduling, play an important role in improving productivity, reducing delays, and achieving successful project outcomes. On the other hand, poor time management was found to lead to inefficiency, increased stress, and a higher risk of project failure. Furthermore, the analysis of previous studies showed that there are still gaps in understanding how different time management practices work together across various industries and contexts. These gaps justify the need for this study. The next chapter will present the research methodology, including the research design, data collection methods, and data analysis techniques used to achieve the objectives of this study.

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research methods used in this study. It describes the research design, population, sample size, sampling technique, data collection methods, research instrument, validity and reliability, data

analysis methods, and ethical considerations. The purpose of this chapter is to show how the study was conducted in a systematic and reliable manner (Saunders et al., 2019).

3.2 Research Design

This study uses a quantitative research design because it allows data to be collected from a relatively large number of respondents (100 participants) in a clear and consistent way. The participants include students, employees, and project managers from different countries and industries, so using the same set of questions for everyone makes the answers easier to compare and analyse. The study is focused on finding out the relationship between time management practices such as planning, scheduling, and prioritization and project success. A quantitative approach is suitable for this because it helps test relationships between variables using statistical methods (Creswell, 2014). Rather than relying on personal opinions or descriptions. Another reason for using this method is that it reduces personal bias (Saunders et al., 2019).

The questionnaire uses fixed answers, such as Likert scale questions, which makes the data more structured and easier to measure. Finally, this approach makes it possible to generalize the results to a wider group of people (Sekaran & Bougie, 2016). Since the sample includes participants from different backgrounds and countries, the findings may indicate general trends in time management and project success, not just individual experiences.

3.3 Population And Sample

The population of the study refers to all individuals involved in project-based work within organizations. The study included students, employees, and project managers as respondents because all three groups are involved in project-related activities in different contexts. University students frequently participate in academic group projects, assignments, and internship tasks that require planning, scheduling, prioritization, and time management. Therefore, their responses provide relevant insights into project success factors (Kothari, 2004).

These respondents were selected because they are familiar with deadlines, planning, task management, and project performance. A sample is a smaller group selected from the population to participate in the study. Due to time and resource limitations, a sample of 100 respondents was used for this research (Sekaran & Bougie, 2016) The selected sample size was considered adequate for the collection of meaningful data (Kothari, 2004) Although the sample size was limited to 100 respondents due to time and accessibility constraints, it was considered sufficient for identifying general relationships between time management practices and project success within a quantitative research design. Similar sample sizes have been commonly used in academic survey research to support descriptive, correlational, and regression analyses. However, future studies are encouraged to include a larger sample size to improve the representativeness and generalizability of the find and identifying general patterns in the relationship between time management practices and project success in addition, this study applies a convenience sampling technique, where respondents were selected based on their accessibility and willingness to participate. This method was appropriate due to the geographical diversity of participants and the online distribution of the questionnaire, which included respondents from Saudi Arabia, Qatar, Somalia, Germany, India, Australia, and Canada. The inclusion of different categories of respondents, such as students, employees, and project managers, enhances the diversity of the sample and provides a broader perspective on time management practices across various contexts. However, this also means that the findings represent general trends rather than industry-specific conclusions. The sample size of 100 respondents is considered acceptable for quantitative survey research (Sekaran & Bougie, 2016) And is sufficient for identifying the relationship between variables using descriptive and correlational analysis techniques Therefore, the selected sample is adequate to achieve the objectives of this research and provide meaningful insights into the relationship between time management practices and project success.

3.4 Sampling Technique

This study uses convenience sampling. Convenience sampling means selecting respondents who are easily available and willing to participate in the survey (Sekaran & Bougie, 2016) This method was chosen because it is efficient, practical, and suitable for academic research with limited time. In addition, convenience sampling

is commonly applied in survey-based quantitative research due to its practicality and efficiency. It is particularly useful when the target population is widely dispersed, as is the case in this study where respondents are located in different countries, including Saudi Arabia, Qatar, Somalia, Germany, India, Australia, and Canada. This approach also allows for easier access to participants such as students, employees, and project managers through online distribution of the questionnaire. Although this sampling technique is efficient and time-saving, it has certain limitations. The main limitation is that it may introduce sampling bias, as not all members of the population have an equal chance of being selected. However, despite this limitation. In addition, the use of convenience sampling may limit the ability to generalize the findings to all project management professionals because respondents were selected based on accessibility and willingness to participate rather than random selection. As a result, certain groups may have been overrepresented within the sample, particularly students and respondents from academic environm convenience sampling is considered suitable for this study because the main aim is to identify general trends and relationships rather than to achieve full population representation. Overall, this method supports the practical constraints of the research in terms of time, cost, and accessibility, while still allowing the collection of sufficient data for analysis.

3.5 Data Collection Method

The main data collection method used in this study was a questionnaire survey distributed through Google Forms as a link. This link was sent to a group of students, employees, and project managers. The questionnaire was shared online with respondents. Participants answered the questions voluntarily. Online data collection was chosen because it is fast, low-cost, and convenient. The questionnaire was kept open for a period of two weeks to allow sufficient time for respondents to participate. During this period, the survey link was distributed through personal contacts, online communication platforms, and professional networks to reach students, employees, and project managers across different countries.

A total of 100 responses were collected and included in the final analysis. The responses were screened carefully to ensure completeness and consistency. Incomplete or partially filled questionnaires were excluded from the final dataset to maintain the reliability and validity of the results.

This process ensured that only fully completed responses were used for statistical analysis, which helped improve the accuracy and quality of the findings. The questionnaire included closedended questions using a Likert scale, which is commonly used in social research to measure attitudes and opinions (Creswell, 2014).

It also includes Likert scale options such as:

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3.6 Research Instrument

The research instrument used in this study was a structured questionnaire designed to collect data on the impact of time management on project success in organizations. The questionnaire was developed based on the research objectives and relevant literature related to time management and project performance. It was prepared using clear and simple language to ensure that respondents could easily understand the questions and provide accurate responses.

The questionnaire consisted of thirteen (13) items and included closed-ended questions. For better organization and analysis, the questionnaire was divided into five sections: demographic information, time management practices, project success, challenges, and improvement suggestions. Most of the questions were measured using

a Likert scale, which allows respondents to indicate their level of agreement with each statement. This helps in quantifying responses and makes the data suitable for statistical analysis.

Table 3.2 Structure of the Questionnaire

Section	Content Area	No. of Items
A	Demographic Information	2
B	Time Management	5
C	Project Success	4
D	Challenges in Time Management	1
E	Improvement Suggestions	1
Total	13	

The first category collected demographic information from respondents, including their role in the organization and years of experience in project-related activities. This information was used to describe the respondents' background.

The second category focused on time management practices. It included items related to the importance of time management, time planning, scheduling, and communication. These questions were used to measure how respondents perceived the role of time management in project work.

The third category measured project success. It included items related to meeting deadlines, completing projects on time, planning effectiveness, and the relationship between time management and project performance. These questions were used to assess respondents' views regarding successful project outcomes.

The fourth category identified common challenges in time management. Respondents were asked to select the main barriers affecting effective time management, such as lack of planning, poor communication, too many tasks, and unclear deadlines.

The fifth category focused on improvement suggestions. Respondents were asked to identify factors that could improve time management practices, such as better planning tools, training, clear goals, and team coordination.

For the attitudinal statements, a five-point Likert scale was used, consisting of: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The use of the Likert scale allowed the researcher to measure respondents' opinions and attitudes in a structured and reliable manner.

Overall, the questionnaire served as an effective instrument for collecting relevant data to examine the relationship between time management and project success in organizations.

3.7 Validity And Reliability

Validity refers to the extent to which the research instrument measures what it is intended to measure. In this study, content validity was ensured by aligning the questionnaire with the research objectives and relevant literature. The questionnaire was also reviewed by the supervisor to ensure that the items were clear, relevant, and appropriate for the study context (Creswell, 2014) Necessary modifications were made based on the feedback received to improve clarity and accuracy.

Reliability refers to the consistency of the research instrument. In this study, reliability was ensured through the use of clear wording, structured questions, and a well-organized questionnaire design to minimize misunderstanding among respondents. Cronbach's Alpha=0.82 was obtained to assess the internal consistency of the instrument (Field, 2018).

This value is widely accepted in social research as a measure of reliability (Saunders et al., 2019).

3.8 Data Analysis Method

The collected data in this study were analyzed using statistical techniques in order to summarize, interpret, and examine the relationships between the research variables (Field, 2018) The analysis was conducted using both descriptive and inferential statistics to ensure a comprehensive understanding of the data.

First, frequencies and percentages were used to analyze the demographic characteristics of the respondents. This included information such as role, experience, and background, which helped to describe the sample profile in a clear and structured manner.

Second, descriptive statistics, including mean and standard deviation, were used to summarize the responses related to time management practices and project success. These measures helped to identify the central tendency and variability of the data.

Third, correlation analysis was conducted to examine the relationship between time management practices and project success (Field, 2018).

This analysis helped determine the strength and direction of the relationship between the independent and dependent variables.

Finally, regression analysis was used to assess the extent to which time management practices predict project success (Field, 2018).

This allowed the researcher to determine the impact of the independent variables on the dependent variable and evaluate their statistical significance.

For the Likert scale data, responses were analyzed using frequencies, percentages, and mean scores to measure respondents' levels of agreement regarding the study variables.

The results of the analysis were presented using tables, bar charts, and pie charts to facilitate interpretation and improve clarity. These visual tools helped in identifying patterns and trends within the data.

Overall, the combination of descriptive and inferential statistical techniques ensured a systematic and reliable analysis of the data, allowing the study to effectively address its research objectives.

3.9 Ethical Considerations

Research ethics are essential in protecting participants and ensuring responsible research practices (Bryman, 2016). In this study, several ethical principles were followed throughout the research process.

Participation in the study was entirely voluntary, and informed consent was obtained from all respondents prior to their participation. Participants were clearly informed about the purpose of the study and their role in it. They were also given the right to withdraw from the study at any time without any consequences.

In addition, responses were collected anonymously, and no personal data or identifying information was gathered. All responses were treated with strict confidentiality and were used solely for academic purposes. The data were not shared with any third party.

These ethical considerations ensured that the research was conducted in a fair, transparent, and responsible manner while protecting the rights and privacy of all participants.

3.10 Chapter Summary

This chapter has presented the research methodology adopted in this study. It described the data collection process, the research instrument used, and the structure of the questionnaire. The chapter also explained the procedures followed to ensure the validity and reliability of the instrument. Furthermore, it outlined the data analysis methods, including descriptive statistics, correlation analysis, and regression analysis, which were used to examine the relationship between time management practices and project success. In addition, ethical considerations such as voluntary participation, informed consent, confidentiality, and anonymity were discussed. Overall, this chapter provided a clear framework for how the data was collected, analyzed, and interpreted in order to address the research objectives of the study.

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the analysis of the data collected for this study, which examines the impact of time management practices on project success in organizations.

The data were gathered through a questionnaire distributed to 100 respondents from different backgrounds, including students, employees, and project managers. The chapter focuses on presenting the results in a structured manner, followed by interpreting what these results actually mean in relation to the research objectives. Both descriptive analysis and interpretation are used to explain how time management practices influence different aspects of project performance.

4.2 Demographic Profile Of Respondents

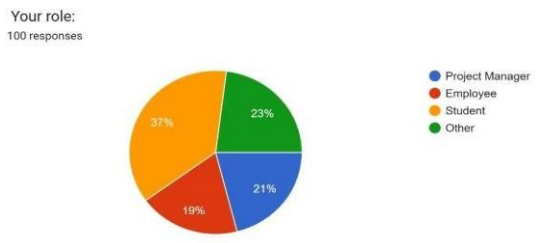
This section provides an overview of the respondents' background information. These details help provide context to the results and make the analysis more meaningful.

4.2.1 Distribution of Respondents by Role

Table 4.3 Distribution of Respondents by Role

Your Role	Frequency	Percentage
Student	37	37%
Other	23	23%
Project Manager	21	21%
Employee	19	19%
Total	100	100%

Figure 4.3 Respondents' Role Composition



The results show that respondents come from a mix of academic and professional roles. Students made up the largest group (37%), followed by participants classified as "Other" (23%). Project managers represented 21%

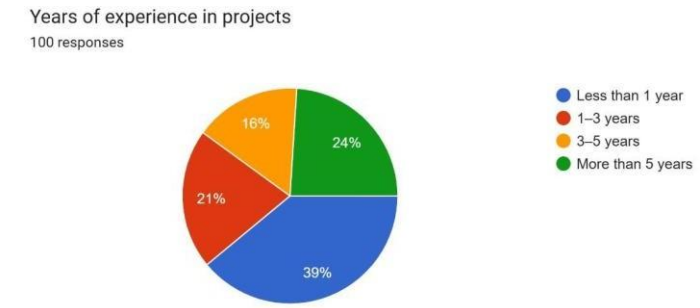
of the sample, while employees accounted for 19%. This distribution is valuable because it brings together different perspectives from both academic and workplace environments. While students may reflect theoretical understanding, project managers and employees provide insights based on actual work experience. Although students represented a portion of the sample, they were considered suitable respondents due to their involvement in academic and team-based projects that require deadlines, coordination, planning, and task management. Therefore, this combination of respondents adds depth to the findings rather than limiting the study to only one type of participant.

4.2.2 Distribution of Respondents by Experience

Table 4.4 Respondents' Years of Experience

Years of Experience	Frequency	Percentage
Less than 1 year	39	39%
1–3 years	21	21%
3–5 years	16	16%
More than 5 years	24	24%
Total	100	100%

Figure 4.4 Experience Level of Respondents



In terms of experience the responses were distributed across different levels. Some participants have limited experience, while others have been involved in projects for several years.

This variation is important because it ensures that the findings represent different levels of experience, leading to more balanced results. This means that the results do not come from a single level of expertise, but rather reflect a broader view. In some cases, less experienced respondents may focus on general challenges, while more experienced individuals may recognize practical issues more clearly.

4.3 Analysis Of Time Management Practices

This section examines how respondents perceive different aspects of time management and how these relate to project success. The responses were measured using a five-point Likert scale ranging from strong agreement to strong disagreement.

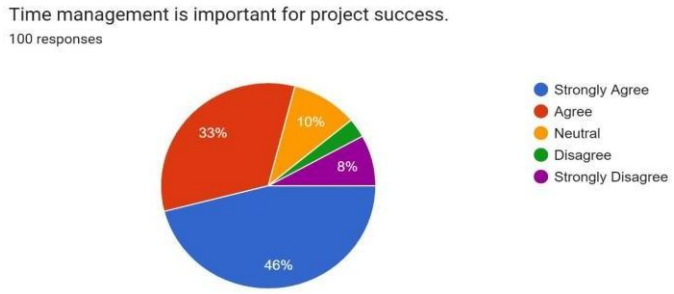
4.3.1 Importance of Time Management

Table 4.5 Importance of Time Management for Project Success

Response	Frequency	Percentage
Strongly Agree	46	46%

Agree	33	33%
Neutral	10	10%
Disagree	3	3%
Strongly Disagree	8	8%
Total	100	100%

Figure 4.5 Perceived Importance of Time Management



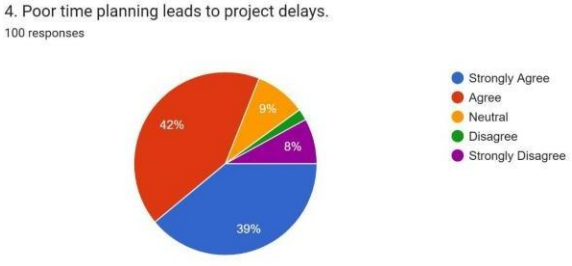
The results presented in the table indicate that respondents generally agreed on the importance of time management practices in improving project success. The high mean scores suggest that planning, scheduling, and prioritization are widely practiced and perceived as essential factors in achieving project objectives. This finding implies that effective time management enhances efficiency, reduces delays, and improves overall project performance. The results are consistent with previous studies such as (Kerzner, 2022; Larson & Gray, 2020), which emphasize that structured time management practices significantly contribute to successful project delivery.

4.3.2 Impact of Poor Time Management on Delays

Table 4.6 Effect of Poor Time Planning on Project Delays

Response	**Frequency**	**Percentage**
Strongly Agree	39	39%
Agree	42	42%
Neutral	9	9%
Disagree	2	2%
Strongly Disagree	8	8%
Total	100	100%

Figure 4.6 Impact of Poor Planning on Delays



The responses indicate that poor time management is a significant factor contributing to project delays. Many respondents agreed that ineffective planning, lack of prioritization, and poor scheduling often result in missed

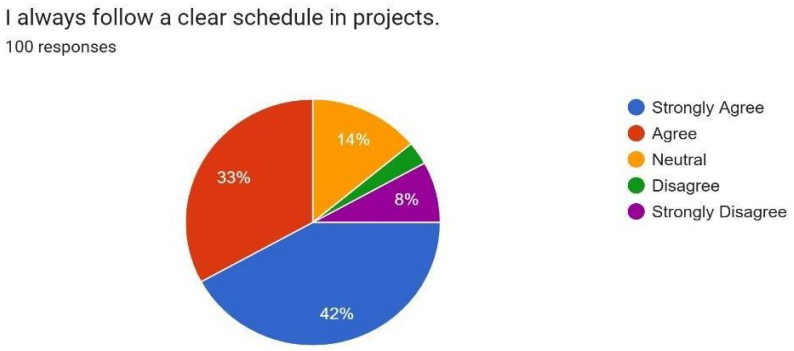
deadlines and slower project completion. This indicates that project delays are significantly influenced by time management practices within organizations.

4.3.3 Planning and Scheduling Behavior

Table 4.7 Following a Clear Project Schedule

Response	Frequency	Percentage
Strongly Agree	42	42%
Agree	33	33%
Neutral	14	14%
Disagree	3	3%
Strongly Disagree	8	8%
Total	100	100%

Figure 4.7 Following a Clear Project Schedule



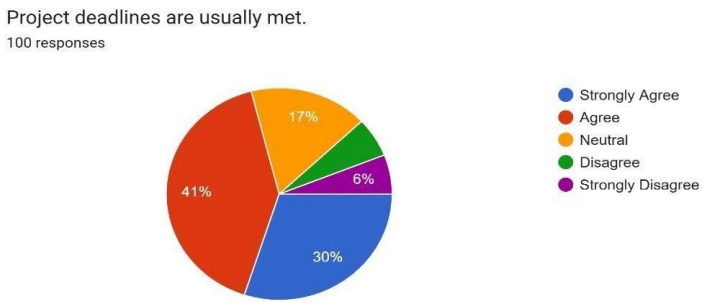
Most respondents indicated that they followed a clear schedule when managing projects. This suggests that structured planning is commonly practiced and valued.

4.3.4 Meeting Deadlines

Table 4.8 Project Deadlines Achievement

Response	Frequency	Percentage
Strongly Agree	30	30%
Agree	41	41%
Neutral	17	17%
Disagree	6	6%
Strongly Disagree	6	6%
Total	100	100%

Figure 4.8 Timeliness of Project Completion



Meeting deadlines appears to be another important factor. Most respondents agreed that projects are more successful when deadlines are managed effectively.

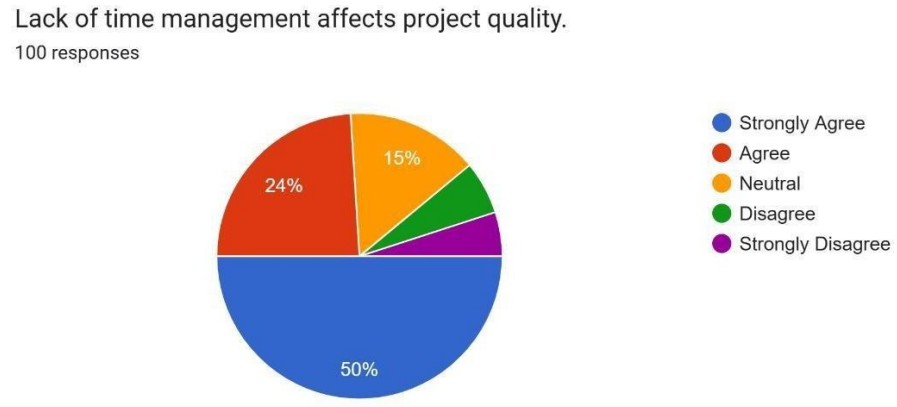
However, these findings also highlight an important limitation in project management practices. Meeting deadlines is not only about working faster, but also about setting realistic timelines from the beginning. If deadlines are too tight or unclear, even well-managed teams may fail to meet deadlines when time estimates are unrealistic or poorly defined.

4.3.5 Impact on Quality

Table 4.9 Effect of Time Management on Project Quality

Response	Frequency	Percentage
Strongly Agree	50	50%
Agree	24	24%
Neutral	15	15%
Disagree	6	6%
Strongly Disagree	5	5%
Total	100	100%

Figure 4.9 Impact on Project Quality



The findings suggest a clear connection between time management and work quality.

Respondents generally agreed that better time management leads to better outcomes.

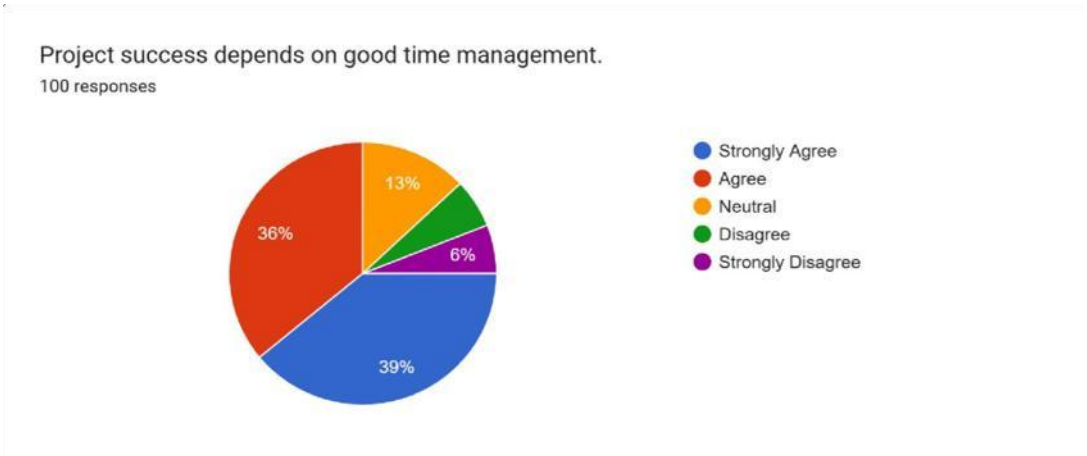
This may be explained by reduced time pressure, which allows for more careful and accurate task completion. On the other hand, poor time management often results in last-minute work, which can negatively affect quality.

4.3.6 Impact on Project Success

Table 4.10 Relationship Between Time Management and Project Success

Response	Frequency	Percentage
Strongly Agree	39	39%
Agree	36	36%
Neutral	13	13%
Disagree	6	6%
Strongly Disagree	6	6%
Total	100	100%

***Figure* 4.10 Relationship Between Time Management and Project Success**



Respondents strongly agreed that project success depends on effective time management. This highlights its important role in achieving positive project outcomes. Most participants clearly linked good time management to better project results

These findings indicate that project success is not only about completing tasks but also about how well time is planned and managed throughout the project. Even when other resources are available, poor time management can still affect the overall outcome and reduce efficiency.

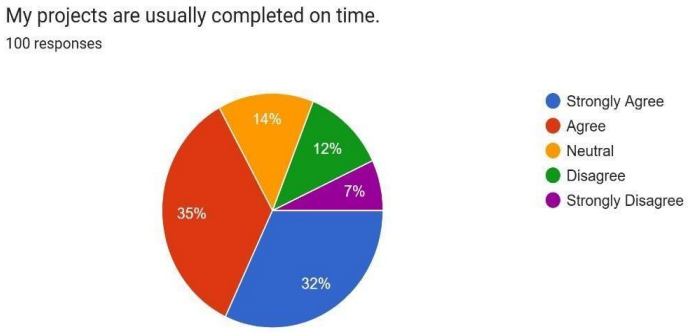
4.3.7 On-Time Project Completion

Table 4.11 Projects Completed on Time

Response	Frequency	Percentage
Strongly Agree	32	32%
Agree	35	35%
Neutral	14	14%
Disagree	12	12%

Strongly Disagree	7	7%
Total	100	100%

Figure 4.11Rate of On-Time Completion



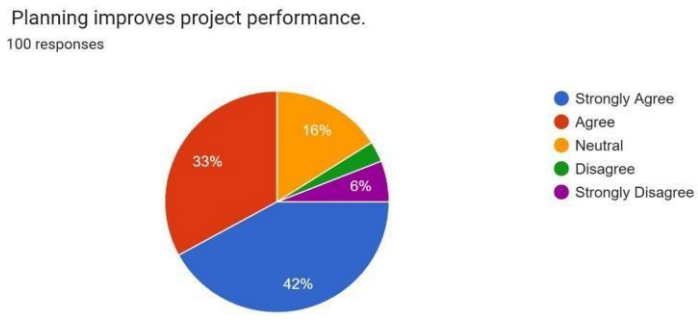
Most respondents agreed that their projects were usually completed on time. This indicates that participants were generally able to manage their time effectively and complete their work within the expected deadlines. It also reflects that good time management is linked not only to project success in general, but also to actual completion of tasks on time.

4.3.8 Planning and Performance

Table 4.12 Planning and Project Performance Improvement

Response	**Frequency**	**Percentage**
Strongly Agree	42	42%
Agree	33	33%
Neutral	16	16%
Disagree	3	3%
Strongly Disagree	6	6%
Total	100	100%

Figure 4.12 Effect of Planning on Performance



Most participants agreed that planning has a direct impact on project performance. The responses show that when projects are properly planned, work becomes more organized and tasks are clearly distributed among team members. This reduces ambiguity in task allocation and clarifies responsibilities among team members.

In addition, good planning helps set clear goals and realistic timelines, which makes it easier to track progress and complete tasks on time. It also improves coordination within the team, leading to fewer mistakes and better use of available resources.

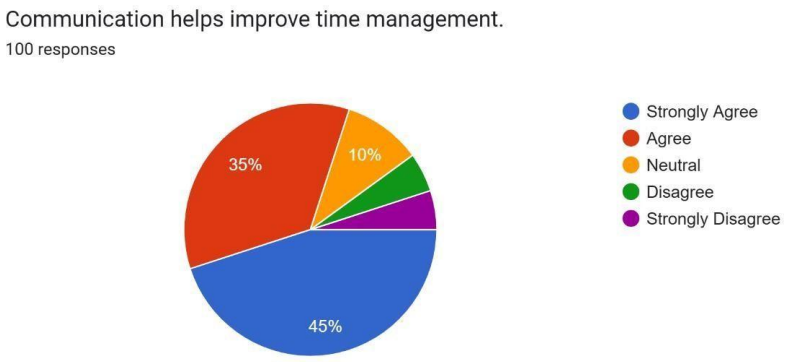
Overall, the findings indicate that effective planning contributes to higher efficiency, better task management, and improved project outcomes.

4.3.9 Communication and Coordination

Table 4.13 Communication in Time Management

Response	Frequency	Percentage
Strongly Agree	45	45%
Agree	35	35%
Neutral	10	10%
Disagree	5	5%
Strongly Disagree	5	5%
Total	100	100%

Figure 4.13 Impact of Communication on Time Management



The responses also show that time management influences communication within teams. Participants indicated that better time planning leads to clearer coordination and more effective teamwork.

This relationship is often overlooked, but becomes evident in structured project environments. When schedules are organized, meetings are more structured, and responsibilities are easier to manage. This reduces confusion and helps teams work more smoothly.

4.4 Challenges In Time Management

Table 4.14 Key Challenges in Time Management

Challenge	Frequency	Percentage
Lack of planning	39	39%
Too many tasks	27	27%

Poor communication	19	19%
Unclear deadlines	15	15%
Total	100	100%

Figure 4.14 Common Time Management Challenges

Despite these positive views, respondents also identified several challenges. These challenges include poor planning, lack of prioritization, unrealistic deadlines, and communication issues.

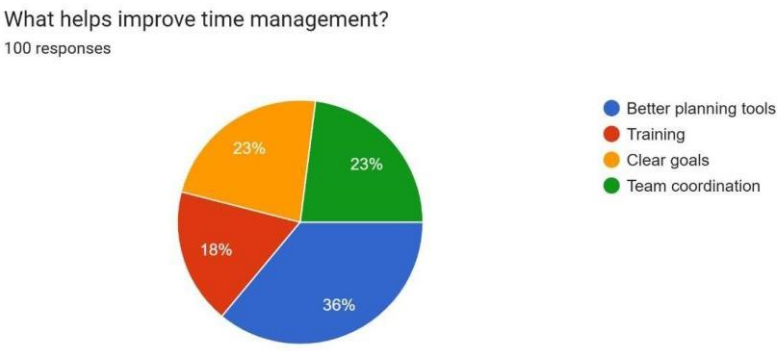
These challenges demonstrate that effective time management is not consistently implemented in real project environments due to operational and organizational constraints.

4.5 SUGGESTED IMPROVEMENTS

Table 4.15 Factors that Improve Time Management

Factor	Frequency	Percentage
Better planning tools	36	36%
Clear goals	23	23%
Team coordination	23	23%
Training	18	18%
Total	100	100%

Figure 4.15 Key Improvement Factors



Participants suggested a number of ways to improve time management. Common ideas include using planning tools, improving scheduling methods, and providing training on time management skills.

These suggestions indicate that improvements in time management practices can be achieved through structured interventions and training. However, effective improvement requires both individual effort and organizational support. Simply recognizing the problem is not enough without taking practical steps to address it.

4.6 Correlation Analysis

Table 4.16 Correlation Between Time Management and Project Successes

Variables	Pearson Correlation	Sig. (2-tailed)	Interpretation
Time Management Practices & Project Success	**0.721**	**0.000**	**Strong Positive Relationship**

The correlation results presented in Table 4.16 show a strong positive relationship between time management practices and project success. This indicates that when time management practices such as planning, scheduling, and prioritization improve, the level of project success also increases.

The correlation value suggests that the relationship is statistically significant and meaningful, indicating that time management is an important factor influencing project outcomes.

This finding is consistent with Aeon et al. (2021), who found that effective time management is positively associated with improved performance and productivity in organizational settings. Similarly, Kerzner (2022) emphasized that proper time control significantly enhances project success by reducing delays and improving coordination.

Furthermore, this result supports the Planning Theory, which suggests that structured planning and organized use of time lead to better performance outcomes and higher efficiency in project execution.

4.7 Regression Analysis

Table 4.17 Regression Analysis of Time Management on Project Success

Variable	Beta	T-value		Sig.
Time Management Practices	**0.684**	**8.315**	**0.000**	

The regression results indicate that time management practices significantly predict project success ($\beta = 0.684$, $t = 8.315$, $p < 0.01$).

The regression analysis presented in Table 4.17 demonstrates that time management practices significantly predict project success. The results indicate that the model explains a meaningful proportion of variance in project success, showing that time management is an important determinant of project outcomes.

The Beta value indicates a positive effect, meaning that an increase in effective time management practices leads to an improvement in project success. In addition, the significance value ($p < 0.05$) confirms that the relationship is statistically significant.

This suggests that time management is not only correlated with project success but also acts as a strong predictor of performance outcomes in organizations.

This finding aligns with Goal-Setting Theory (Locke & Latham, 2002), which states that clearly structured goals and time-bound targets enhance performance and improve task completion efficiency. It also supports Project Management Theory (Kerzner, 2022), which emphasizes that effective planning and time control are critical factors in achieving successful project delivery.

4.8 Discussion Of Findings

Overall, the findings of this study show a consistent pattern: time management practices are closely linked to project success. Across different questions, respondents repeatedly highlighted their role in planning, meeting deadlines, improving quality, and increasing productivity. At the same time, the results also show that there are real challenges in applying time management practices effectively. This suggests that organizations should focus not only on the importance of time management, but also on how to support it in practice.

4.9 Chapter Summary

This chapter presented the analysis of the survey data and discussed the main findings. The results indicate that time management practices have a strong influence on project success, particularly in areas such as planning, deadlines, quality, and productivity.

In addition, several challenges and possible improvements were identified. These findings provide a useful foundation for the next chapter, which presents the conclusions and recommendations of the study.

CONCLUSION AND RECOMMENDATIONS

5.1 Summary Of Findings

This chapter presents the final stage of the study and provides a comprehensive summary of the key findings derived from the data analysis in Chapter Four. The main objective of this research was to examine the impact of time management practices on project success in organizations, with a focus on planning, scheduling, prioritization, monitoring, and delegation (Kerzner, 2022; PMI, 2023).

The results of the statistical analysis clearly demonstrate a strong and positive relationship between time management practices and project success. The correlation analysis indicated that improvements in time management are significantly associated with higher levels of project success. This confirms that organizations that effectively manage time are more likely to achieve better project outcomes in terms of meeting deadlines, controlling costs, and maintaining quality standards (Larson & Gray, 2020; Pinto, 2019).

Furthermore, the regression analysis provided strong empirical evidence that time management practices are a significant predictor of project success. This indicates that time management is not only correlated with project outcomes but also has a direct and measurable effect on predicting project success. In other words, time management practices explain a meaningful proportion of the variation in project success (Aeon et al., 2021).

Among the different dimensions examined, planning and scheduling emerged as the most influential factors. Effective planning contributes to clarity of objectives, task organization, and resource allocation, while scheduling ensures that activities are executed within defined timeframes (Kerzner, 2022). Prioritization was also identified as a critical factor, as it enables teams to focus on high-impact tasks, thereby reducing delays and improving efficiency (PMI, 2023). Overall, the findings strongly confirm that time management practices play a central role in enhancing project success in organizations.

The study demonstrated strong empirical support for the relationship between time management practices and project success through the use of descriptive, correlation, and regression analyses. The reliability of the research instrument was supported by a Cronbach’s Alpha value of 0.82, indicating good internal consistency. Furthermore, the integration of multiple theoretical perspectives provided a broader understanding of how planning, scheduling, prioritization, and monitoring contribute to successful project outcomes.

5.2 Contribution of the Study

This study contributes to the existing literature by examining multiple dimensions of time management practices within a diverse sample that includes respondents from different countries and professional backgrounds. Unlike many previous studies that focused on single industries, this research provides a broader understanding of how planning, scheduling, prioritization, and monitoring collectively influence project success across different organizational context.

5.3 Practical Implications of the Study

The findings of this study provide important practical implications for organizations and project managers. Organizations should encourage employees to apply structured time management practices such as planning, scheduling, prioritization, and monitoring in order to improve productivity and project performance. Organizations are also encouraged to provide project management training programs and digital management tools that support workflow organization and deadline tracking. Effective communication systems and realistic scheduling strategies may further reduce project delays and improve stakeholder satisfaction.

5.4 Conclusion

In conclusion, this study successfully achieved its main objective of investigating the impact of time management practices on project success in organizations. The empirical evidence clearly demonstrates that time management is a fundamental determinant of project performance (Aeon et al., 2021; Wysocki, 2019).

The study concludes that organizations that adopt structured and effective time management practices are more capable of delivering successful projects. These organizations consistently demonstrate better performance in meeting project deadlines, optimizing resource utilization, controlling costs, and ensuring quality outcomes (Kerzner, 2022; Larson & Gray, 2020).

In contrast, organizations with weak time management systems are more exposed to delays, inefficiencies, and increased risk of project failure (Pinto, 2019).

The findings also highlight that time management should not be viewed as an isolated individual skill, but rather as an organizational capability that requires systematic implementation (PMI, 2023).

This includes clear processes, supportive management structures, and the use of appropriate tools to ensure effective time utilization across all project stages.

In addition, the study confirms that time management contributes not only to operational efficiency but also to broader organizational performance, including productivity enhancement, improved coordination, and better decision-making (Hafner & Stock, 2010). It also plays a role in reducing workplace stress by providing structure and clarity in task execution (Hafner & Stock, 2010).

Therefore, it can be concluded that time management is a critical success factor in project management and should be integrated as a core component of organizational strategy (Hafner & Stock, 2010).

5.5 Recommendations

Based on the findings of this study, several evidence-based recommendations are proposed to enhance time management practices and improve project success in organizations.

Firstly, organizations should strengthen the planning phase of project management. Detailed planning should include clearly defined objectives, structured task breakdowns, and realistic timelines (Kerzner, 2022). Effective planning reduces uncertainty and ensures that all stakeholders have a shared understanding of project expectations.

Secondly, organizations should implement robust scheduling systems supported by modern project management tools. Software such as Microsoft Project, Asana, or Trello can improve task coordination, timeline visualization, and progress tracking (PMI, 2023), thereby reducing the likelihood of delays.

Thirdly, prioritization practices should be formally integrated into daily work processes.

Employees should be trained to distinguish between urgent and important tasks (Covey, 2004). This enables employees to allocate time more effectively and focus on high-value activities that directly contribute to project success.

Fourthly, monitoring and control mechanisms should be strengthened throughout the project lifecycle. Continuous tracking of progress enables early identification of deviations from the plan (Larson & Gray, 2020), allowing corrective actions to be taken before issues escalate.

Fifthly, organizations should invest in structured time management training programs (Hafner & Stock, 2010) to improve employee efficiency.

These programs should focus on developing employees' skills in planning, scheduling, workload management, and productivity improvement.

Finally, effective communication should be reinforced across all project teams. Clear, consistent, and timely communication ensures alignment among team members (Pinto, 2019), which reduces misunderstandings and improves coordination.

Reduces misunderstandings, and improves coordination, all of which contribute to smoother project execution.

5.6 Limitations Of The Study

Despite the valuable findings, this study has several limitations that should be acknowledged. Firstly, the study relied on a sample size of one hundred respondents. Although sufficient for statistical analysis, a larger sample could provide more generalizable results across different organizational contexts and industries.

Secondly, part of the sample consisted of students rather than only working professionals. However, students were included because they commonly engage in academic and collaborative projects that require time management skills similar to workplace project environments.

Thirdly, the study adopted a purely quantitative approach using structured questionnaires. While this method provides measurable data, it does not capture deeper qualitative insights such as personal experiences, behavioral explanations, or organizational dynamics related to time management.

Fourthly, the diversity of respondents from different countries and professional backgrounds may introduce variability in responses due to cultural and organizational differences, which could influence the consistency of findings.

Fifthly, the study focused exclusively on time management practices as the main independent variable. Other potentially influential factors such as leadership style, organizational culture, and technological infrastructure were not included, although they may also affect project success.

Finally, the use of self-reported data may introduce a degree of response bias, as participants' perceptions. May not fully reflect actual organizational practices.

5.7 Future Research

Future research is recommended to expand and deepen the understanding of time management and its impact on project success. Future research should consider increasing the sample size and focusing more on experienced professionals, project managers, and employees working in project-based organizations. A larger

sample would improve the reliability, representativeness, and generalizability of the findings across different industries and organizational settings.

Future studies are also encouraged to adopt a mixed-methods approach by combining quantitative surveys with qualitative interviews. This would provide deeper insights into organizational behavior, leadership practices, and the practical challenges of time management in real project environments.

In addition, future researchers may expand the scope of the study by including other important variables such as leadership style, organizational culture, technology adoption, and financial management, since project success is influenced by multiple organizational factors beyond time management.

Firstly, future studies could focus on specific industries such as construction, IT, healthcare, or manufacturing to provide more industry-specific insights and comparisons.

Secondly, the use of mixed-method approaches is encouraged. Combining quantitative and qualitative methods would provide a more comprehensive understanding of how time management is applied in real organizational environments (Creswell, 2014).

Thirdly, future research could additional variables such as leadership effectiveness, organizational culture, employee motivation, and technological adoption (Bryman, 2016) to examine their combined influence on project success.

Employee motivation, and technological adoption to examine their combined influence on project success.

Lastly, comparative studies between developing and developed countries would be valuable in understanding how contextual differences affect time management practices and project outcomes.

5.8 Chapter Summary

This chapter presented the final conclusions of the study, including a detailed summary of findings, key conclusions, practical recommendations, limitations, and suggestions for future research. The results of the study strongly confirm that time management practices have a significant and positive impact on project success in organizations.

Overall, the study highlights that effective time management is not only essential for completing projects on time but also plays a broader role in enhancing productivity, improving coordination, and supporting organizational performance (Kerzner, 2022; Hafner & Stock, 2010).

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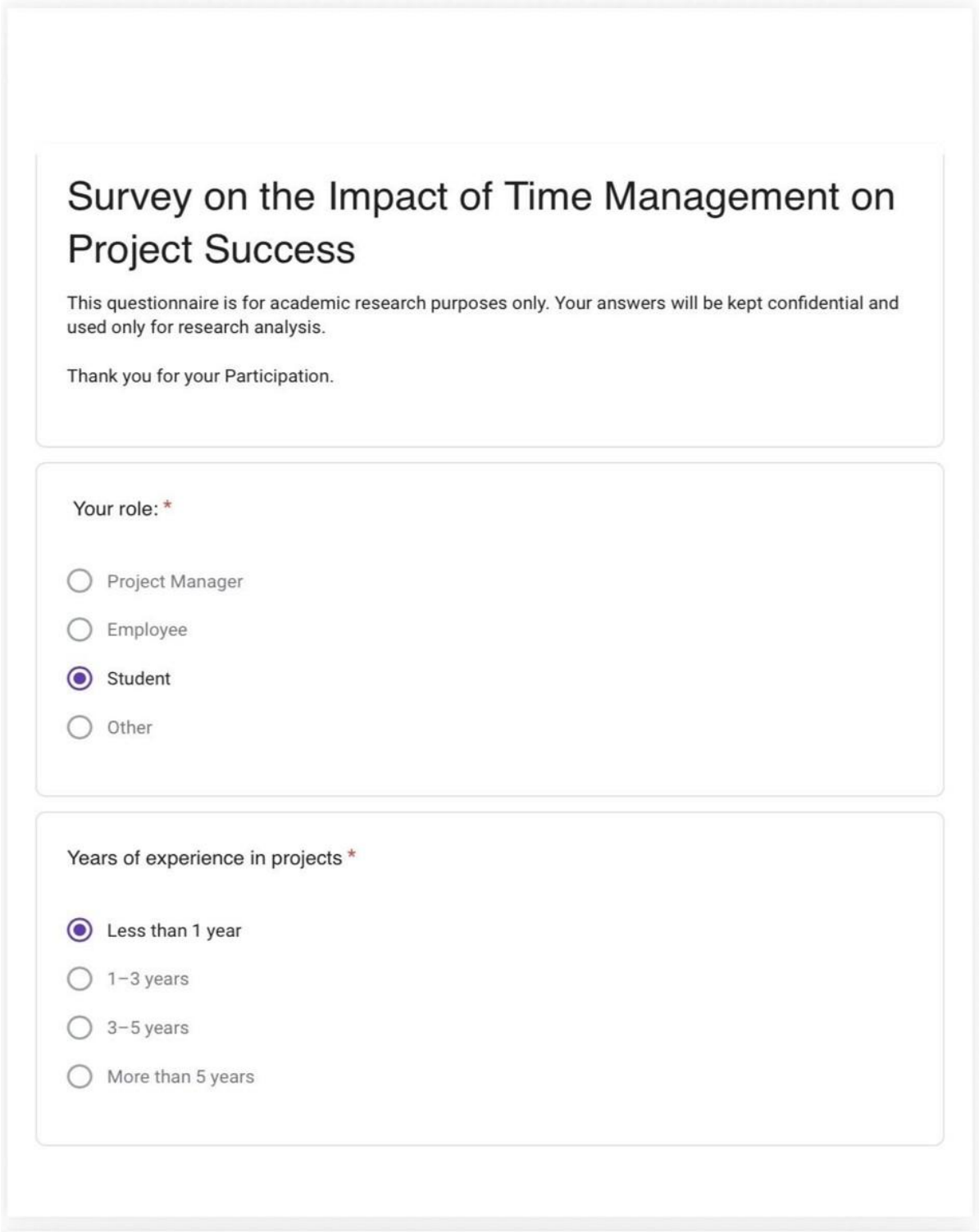
APPENDICES

Section A: Questionnaire Form



Survey on the Impact of Time Management on Project Success

This questionnaire is for academic research purposes only. Your answers will be kept confidential and used only for research analysis.

Thank you for your Participation.

Your role: *

- ○ Project Manager
- ○ Employee
- ◉ Student
- ○ Other

Years of experience in projects *

- ◉ Less than 1 year
- ○ 1–3 years
- ○ 3–5 years
- ○ More than 5 years

Time management is important for project success. *

- (●) Strongly Agree
- ( ) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

4. Poor time planning leads to project delays. *

- ( ) Strongly Agree
- (●) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

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I always follow a clear schedule in projects. *

- ○ Strongly Agree
- ◉ Agree
- ○ Neutral
- ○ Disagree
- ○ Strongly Disagree

Project deadlines are usually met. *

- ◉ Strongly Agree
- ○ Agree
- ○ Neutral
- ○ Disagree
- ○ Strongly Disagree

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Lack of time management affects project quality. *

- (●) Strongly Agree
- ( ) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

Project success depends on good time management. *

- (●) Strongly Agree
- ( ) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

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My projects are usually completed on time. *

- (●) Strongly Agree
- ( ) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

Planning improves project performance. *

- ( ) Strongly Agree
- (●) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

Communication helps improve time management. *

- (●) Strongly Agree
- ( ) Agree
- ( ) Neutral
- ( ) Disagree
- ( ) Strongly Disagree

What are the main challenges in time management? *

- (●) Lack of planning
- ( ) Poor communication
- ( ) Too many tasks
- ( ) Unclear deadlines

What helps improve time management? *

- ( ) Better planning tools
- (●) Training
- ( ) Clear goals
- ( ) Team coordination