

Mastering Time, Maximizing Output: Time Management and Employee Performance at Igara Tea Factory in Uganda – A Quantitative Approach

Nabimanya Rhina^{1*}, Tom Ongesa Nyamboga (PhD)², Michael Nyasimi Manyange (PhD)³

Department of Business Administration, Kampala International University Western Campus

*Corresponding Author

DOI: <https://doi.org/10.47772/IJRISS.2026.100500528>

Received: 26 April 2026; Accepted: 01 May 2026; Published: 06 June 2026

ABSTRACT

This study examined the effect of time management on employee performance at Igara Tea Factory in Uganda. The purpose was to determine whether time management practices significantly influence employee performance in a structured tea processing environment. The study was anchored on Goal-Setting Theory, which emphasizes that clear goals and effective use of time enhance performance by improving focus, effort, and task completion efficiency. A correlational research design under a quantitative approach was adopted to establish the relationship between time management and employee performance. The target population was 489 employees, from which a sample size of 220 respondents was determined using Yamane's formula, with 199 questionnaires successfully returned and analysed. Data were collected using structured questionnaires measured on a five-point Likert scale and analysed using descriptive statistics, Pearson correlation, and regression analysis. Findings revealed that employees generally reported high levels of time management practices and performance outcomes; however, inferential results indicated that time management had a positive but statistically insignificant effect on employee performance ($r = 0.029$, $p = 0.682$; $t = 1.238$, $p = 0.217$), with the regression coefficient ($B = 0.051$) confirming a weak influence. The study concludes that time management alone does not significantly predict employee performance in this context due to the dominance of structured operational systems and workload allocation mechanisms. The study contributes to existing literature by providing empirical evidence from a tea factory setting, an area with limited prior research, and suggests that policy and practice should focus on integrated performance strategies that combine workload management, supervision, and organisational support systems rather than relying solely on individual time management practices to enhance employee productivity.

Keywords: Time Management, Employee Performance, Igara Tea Factory, Employee Productivity

INTRODUCTION

Employee performance in the tea industry is strongly influenced by the effectiveness of time management across labour-intensive and process-driven activities such as plucking, transportation, processing, and packaging (Singh & Nath, 2020). Tea production operates within strict timelines to preserve leaf quality, ensure continuous processing, and meet market demand, making punctuality, task prioritisation, and adherence to schedules essential for optimal output (Kiplagat, 2025). Poor time management can result in delays, processing bottlenecks, and reduced product quality, while efficient use of time improves workflow coordination, minimises waste, and enhances overall productivity (Haque, 2023; John, 2020). In such a time-sensitive industry, the ability of employees to manage tasks within designated periods remains a critical factor in achieving high performance and operational efficiency.

Employee performance in the tea industry refers to the extent to which workers achieve expected output in terms of quantity, quality, and efficiency across activities such as plucking, processing, and packaging (KORE, 2025), while time management denotes the ability to plan, allocate, and utilise working hours effectively to accomplish

tasks within set deadlines (Khan, 2022). The interplay between these variables is evident in the industry's time-sensitive nature, where fresh tea leaves require prompt handling to maintain quality standards and production flow. Effective time management enables workers to prioritise tasks, adhere to schedules, and reduce idle time, which directly improves productivity and consistency in output, whereas poor time utilisation disrupts workflow, causes delays, and lowers overall performance. This relationship highlights that optimal employee performance depends not only on skill and effort but also on how efficiently time is organised and controlled within daily operations.

Previous studies on employee performance in the tea industry in Uganda largely focus on human resource management factors such as leadership, employee welfare, training, teamwork, and organisational practices, consistently demonstrating that these elements have a significant influence on productivity and efficiency (Bateyo et al., 2022; Nsiime, 2018). Research conducted in tea factories such as Kayonza and Igara indicates that effective human resource management, employee welfare, and participation positively correlate with improved performance outcomes, while weak management practices and inadequate motivation reduce productivity (Turinabwe, 2019; Bateyo et al., 2022). Other studies highlight that factor like teamwork and training enhance employees' ability to meet organisational goals, whereas poor leadership, workplace conflict, and high staff turnover undermine performance in tea processing environments (Gaspard & Amolo, 2025; Richards, 2022). Although these studies provide valuable insights into determinants of employee performance, they predominantly emphasise behavioural, managerial, and welfare-related variables, leaving limited empirical attention to operational factors such as time management despite the industry's time-sensitive nature. This creates a clear gap, as little quantitative evidence exists on how effective time utilisation directly influences employee performance in tea factories, especially Igara, thereby justifying the need for a focused study to examine this relationship.

This study aims to examine how time management influences employee performance within the tea industry by providing empirical evidence on the extent to which effective planning, scheduling, and utilisation of working time contribute to productivity and efficiency. The study holds significance in addressing a gap in existing literature that has largely concentrated on managerial and behavioural factors while giving limited attention to operational time use in a highly time-sensitive production environment. Findings are expected to guide management in improving work organisation, enhancing productivity, and minimising inefficiencies associated with poor time utilisation, while also contributing to academic knowledge on performance determinants in agro-processing industries.

Specific Objectives

1. To assess the influence of time management on employee performance in the tea industry.
2. To evaluate existing time management practices and how they can be improved to enhance employee performance.
3. To generate evidence-based recommendations for management to strengthen productivity and operational efficiency.
4. To propose future directions for research and practice aimed at optimising time utilisation in labour-intensive and time-sensitive production environments.

Null Hypothesis

Time management has no statistically significant influence on employee performance in the tea industry.

THEORETICAL FRAMEWORK

This study is anchored on the Goal-Setting Theory, which was advanced by Locke and Latham. The theory

posits that specific, clear, and challenging goals, when accompanied by appropriate feedback, lead to higher levels of employee performance because they focus attention, increase effort, and sustain persistence in task

execution (Locke & Latham, 2002; Locke & Latham, 2006). It assumes that individuals are motivated to perform better when they have defined targets and when performance is monitored within structured timeframes, making time a critical resource in achieving organisational objectives. The theory further assumes that effective time use enhances goal attainment by enabling individuals to prioritise tasks, organise activities efficiently, and minimise distractions, while poor time management results in missed deadlines and reduced productivity. In explaining the variables of this study, time management is viewed as the mechanism through which employees allocate and control time in executing tasks, while employee performance reflects the extent to which set goals are achieved in terms of efficiency, quality, and output. The relevance of the theory to this study lies in its strong linkage between structured goal orientation and time-bound performance, making it appropriate for explaining how effective time management practices can enhance employee productivity in a production-oriented setting such as a tea factory.

Empirical Review

Influence of Time Management on Employee Performance in Tea Industry

The empirical review by Kusniyanto et al. (2025) examines the effect of time management on employee performance, employing a quantitative survey design where data were collected from 60 respondents using structured questionnaires. The study applied simple linear regression analysis alongside validity, reliability, and classical assumption tests to establish the relationship between the variables. Findings revealed that time management has a positive and statistically significant effect on employee performance, with a t-value of 6.673 and a significance level of 0.000. The coefficient of determination ($R^2 = 0.434$) further indicated that time management accounts for 43.4% of variations in employee performance, while the remaining 56.6% is attributed to other unexamined factors, leading to the conclusion that structured time management practices substantially enhance employee productivity and work outcomes.

Despite these contributions, the study is limited in scope as it is context-specific to its own organisational setting and does not consider sectoral variations, particularly in labour-intensive agro-processing industries such as tea production where work is highly time-sensitive and influenced by continuous production cycles. It also focuses mainly on general employee settings without isolating operational dynamics such as task scheduling under fluctuating field and factory conditions. This creates a contextual and sectoral gap, as little empirical evidence exists on how time management specifically influences employee performance within tea factories operating under strict harvesting and processing timelines. The current study on Igara Tea Factory therefore seeks to address this gap by examining the relationship between time management and employee performance within a tea production context, providing localized quantitative evidence to strengthen sector-specific understanding.

Ranasinghe (2020) conducted a quantitative study to examine labor productivity in the tea smallholding sector, with the purpose of identifying how management factors influence productivity in order to enhance the sustainability of tea production. The study was carried out in the Pitigala area of Galle District, Sri Lanka, using a structured pre-tested questionnaire administered to a sample of 100 tea pluckers selected from five tea estates. Data analysis was performed using correlation and regression techniques to determine the strength and nature of relationships between management factors and labor productivity. The findings revealed that management factors significantly influence labor productivity, with human resource factors showing the strongest effect (correlation = 0.795; regression = 0.785), followed by operational factors (correlation = 0.634; regression = 0.649). These results indicate that effective management practices, particularly those related to human resource development, play a crucial role in improving productivity within the tea sector. The study concludes that although current management practices provide a moderate level of support to the industry, there is still a need to strengthen extension services and improve knowledge dissemination to enhance efficiency and sustainability in tea production.

However, the study primarily focuses on broad management and human resource factors affecting productivity and does not specifically isolate time management as a distinct variable influencing employee performance. It also concentrates on smallholding tea estates in a different geographical and operational context, without examining factory-based production environments where time-bound processes are more structured and critical.

This creates a conceptual and contextual gap in understanding how time management independently affects employee performance in tea processing factories. The current study on Igara Tea Factory therefore addresses this gap by focusing specifically on time management as a key determinant of employee performance within a factory setting, providing a more targeted quantitative analysis of its effect in a structured production environment.

Ziekye (2016) conducted a study with the purpose of examining factors influencing time management and its relationship with organizational effectiveness within the context of increasing globalization and competitive business environments. The study developed a conceptual model linking time management practices—specifically planning and scheduling, organizing and prioritising, and personal responsibility or accountability—to organizational effectiveness, and tested hypotheses derived from existing literature. The approach was grounded in prior studies and focused on how these time management dimensions interact to influence performance outcomes at the organizational level. Findings revealed that strategic planning, prioritisation, and personal responsibility are key determinants of effective time management, and when consistently applied, they enhance organizational effectiveness. The study further established a positive relationship between time management and organizational performance, indicating that efficient use of time by employees leads to higher productivity and improved institutional outcomes. It concludes that organizations should embed structured policies, systems, and practices that reinforce discipline, planning, and accountability to strengthen time management and overall effectiveness.

However, while the study provides strong theoretical and empirical evidence on the relationship between time management and organizational effectiveness, it is largely macro-level in focus and does not specifically isolate employee performance as a measurable outcome within production-oriented or agro-processing environments. It also does not examine sector-specific dynamics such as those in tea factories, where time-sensitive operations directly affect output quality and efficiency. This creates a contextual gap in understanding how the identified time management principles translate into individual employee performance within structured factory settings. The current study on Igara Tea Factory therefore addresses this gap by focusing on employee-level performance outcomes, providing sector-specific quantitative evidence on how time management influences productivity in a tea processing environment.

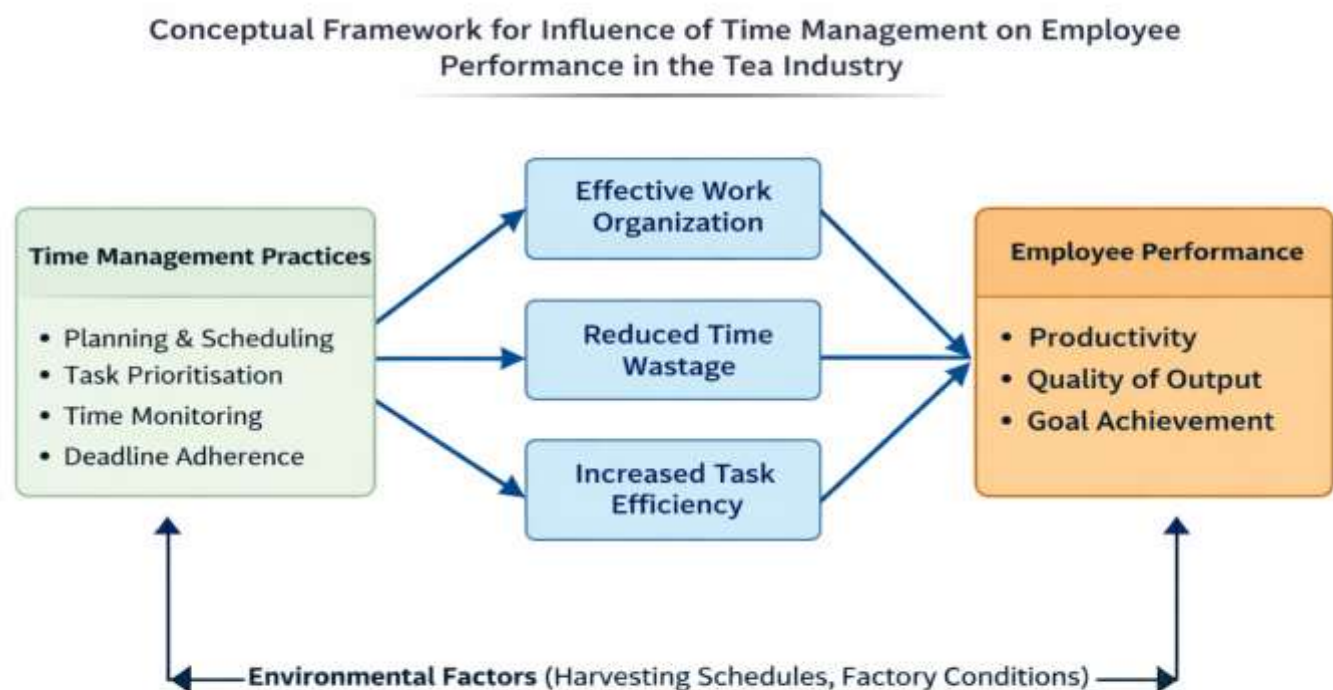


Figure 1: Conceptual Framework on Time Management and Employee Performance

METHODOLOGY

Research Design

The study adopted a correlational research design, which was considered appropriate for examining the relationship between time management and employee performance without manipulating any variables. The design enabled the researcher to determine the direction and strength of association between the two variables as they naturally occurred within the organizational setting (Devi, et al., 2022).

The choice of this design was justified on the basis that it allowed for the collection of quantitative data and the application of statistical techniques to establish whether variations in time management practices were associated with differences in employee performance. Since the study focused on assessing influence rather than establishing causation, the correlational design provided a suitable and efficient framework for generating empirical evidence within a real-world production environment such as a tea factory.

Research Approach

The study adopted a quantitative research approach, which was considered appropriate for collecting and analysing numerical data related to time management and employee performance. This approach enabled the researcher to measure variables objectively and apply statistical techniques to examine patterns and relationships between them (Schmied, 2023). The use of the quantitative approach was justified by its ability to provide measurable and generalisable findings based on structured data collection instruments. It also supported the application of statistical analysis in determining the extent to which time management practices were associated with employee performance in the selected organisational setting.

Target Population

The study focused on all key employee groups at Igara Tea Factory in order to obtain a comprehensive understanding of work-life balance and its influence on employee performance. The target population comprised 489 employees drawn from different functional categories within the factory.

The population included 42 supervisors who oversaw daily operations and coordinated work teams, 80 clerical staff responsible for administrative and office-related duties, 309 casual workers who formed the largest group and handled core production activities in the tea fields and processing sections, and 58 support staff who provided essential services such as maintenance, security, and logistics.

Table 1 presents the distribution of the target population across the different employee categories.

Table 1: Target Population

Category	Population
Supervisors	42
Clerical Staff	80
Casual Workers	309
Support Staff	58
Total Target Population	489

Source: Igara Tea Factory Human Resource Department, 2025

Inclusion and Exclusion Criteria

The study included employees who were directly engaged in the operations of Igara Tea Factory and who had served in the organisation for a minimum period that allowed them to provide reliable information on work-life

balance and employee performance. This included supervisors, clerical staff, casual workers, and support staff who were present and actively working during the data collection period. Employees who were on long-term leave, those who were newly recruited and had not attained sufficient work experience within the factory, and those who were unavailable or declined to participate were excluded from the study to ensure the accuracy, relevance, and consistency of the data collected.

Sample Size Determination

The sample size was determined using Yamane's (1967) formula, which was considered appropriate due to its simplicity, practicality, and wide acceptance in social science research. The formula is commonly applied in studies involving known populations because it is easy to use and does not require complex statistical procedures, making it suitable for researchers with varying levels of statistical expertise (Umar & Wachiko, 2021).

The Yamane formula is given as:

$$n = N / [1 + N(e)^2]$$

Where:

n = sample size

N = population size (489)

e = margin of error (0.05)

Substituting the values into the formula:

$$n = 489 / [1 + 489(0.05)^2]$$

$$n = 489 / [1 + 489(0.0025)]$$

$$n = 489 / 2.2225$$

$$n \approx 220$$

Therefore, the study sample size was determined to be 220 respondents.

Table 2: Sample Size Proportions

Category	Target Population	Sample size
Supervisors	42	19
Clerical Staff	80	36
Casual Workers	309	139
Support Staff	58	26
Total	489	220

Source: Researcher 2026

Sampling Techniques

The study employed stratified random sampling, proportionate sampling, and simple random sampling to ensure representativeness and reduce sampling bias. The target population was first divided into distinct strata based on employee categories, namely supervisors, clerical staff, casual workers, and support staff. This stratification ensured that each group within Igara Tea Factory was adequately represented in the sample (Pribadi, et al., 2025).

Proportionate sampling was then applied to determine the number of respondents selected from each stratum based on their relative size in the total population. This ensured that larger groups contributed more respondents while smaller groups were still fairly represented in the study. Within each stratum, simple random sampling was used to select individual respondents, giving each employee an equal chance of being included in the study and enhancing the objectivity and reliability of the findings.

Data Collection Tool

The study used a self-administered questionnaire as the main data collection tool. The questionnaire was designed using a five-point Likert scale ranging from 1 to 5, where respondents indicated their level of agreement or disagreement with the statements provided. The scale allowed for measurement of attitudes, perceptions, and opinions regarding time management and employee performance in a structured and quantifiable manner.

The use of a self-administered questionnaire was considered appropriate because it enabled the collection of data from a large number of respondents within a short period while ensuring anonymity and reducing interviewer bias. The Likert scale framework also facilitated easy coding and statistical analysis of responses for interpretation and comparison of findings.

Data Collection Procedure

The data collection procedure was conducted comprehensively to ensure accuracy, consistency, and reliability of the information obtained from respondents. After obtaining the necessary approvals and permissions from the relevant authorities at Igara Tea Factory, the researcher administered the questionnaires to the selected respondents across the different employee categories.

The researcher explained the purpose of the study to the respondents and provided clear instructions on how to complete the questionnaires. Respondents were given adequate time to fill in the questionnaires independently, after which the completed instruments were collected, checked for completeness, and prepared for analysis. This process ensured that the data collected was of high quality and suitable for further statistical analysis.

Data Analysis

The study utilised descriptive statistics, correlation analysis, and simple linear regression to analyse the collected data. Descriptive statistics such as frequencies, means, and standard deviations were used to summarise the characteristics of the respondents and the distribution of responses. Correlation analysis was applied to determine the strength and direction of the relationship between time management and employee performance, while simple linear regression was used to examine the extent to which time management predicted employee performance.

All statistical analyses were conducted using the Statistical Package for Social Sciences (SPSS) version 28. The null hypothesis was tested at a 0.05 level of significance to determine whether the observed relationships were statistically significant. The results of the analysis were presented using appropriate tables and figures to enhance clarity, interpretation, and understanding of the findings.

Ethical Considerations

Ethical considerations were strictly adhered to throughout the study to ensure the protection of respondents and the integrity of the research process. The researcher sought permission from the relevant authorities at Igara Tea Factory before data collection commenced. Informed consent was obtained from all respondents, and participation in the study was entirely voluntary.

Confidentiality and anonymity of respondents were maintained by ensuring that no personal identifiers were included in the questionnaires or in the presentation of findings. The data collected was used solely for academic purposes, and respondents were assured that their responses would be handled with utmost confidentiality and integrity.

FINDINGS

Response rate

A total of 201 questionnaires were distributed, of which 199 were successfully completed and returned, yielding a response rate of 99.0%. According to Olive Mugenda and Abel Mugenda (2003), a response rate of 70% and above is considered adequate for analysis in social science research. Therefore, the 99.0% response rate achieved in this study was regarded as excellent, indicating strong participation by respondents.

Descriptive analysis of Effect of Time Management on Employee Performance

Time management emerges as a decisive factor shaping employee performance at Igara Tea Factory, with results indicating a strong overall alignment between effective time use and improved work outcomes as shown in Table 3. The aggregated mean score of 4.28 reflects a high level of agreement that structured time practices contribute positively to productivity, quality of work, and employee well-being, while the moderate standard deviation of 0.73 shows relatively consistent perceptions across the workforce.

Planning and prioritization of tasks appear to be well established among employees, as reflected in the very high level of agreement and a mean of 4.22. This suggests that most employees possess the ability to organise daily responsibilities efficiently, enabling them to meet work targets with minimal difficulty. The low variability in responses indicates that this competency is widely shared, reinforcing its importance as a foundational element of performance.

Perceptions regarding the direct link between time management and productivity reveal some divergence. Although a majority acknowledged that good time management enhances productivity, the comparatively lower mean of 3.17 and high standard deviation of 1.503 point to notable inconsistencies. This variation suggests that while time management practices exist, their effectiveness may differ across departments or job roles, possibly due to unequal workload distribution or varying operational demands within the factory.

The challenge of poor time planning is strongly evident, with a large proportion of employees reporting that they often run out of time to complete tasks. The high mean of 4.20 underscores a systemic issue in time allocation despite the presence of planning skills. This indicates a gap between planning intentions and practical execution, highlighting the need for more structured scheduling systems and realistic workload assignments.

Rest and recovery practices demonstrate a clear and consistent positive influence on performance. Employees overwhelmingly agree that scheduled rest breaks enhance focus and energy, as reflected in a mean of 4.26. A similarly strong consensus is observed regarding the negative impact of insufficient rest on work quality, with a mean of 4.18. These findings confirm that rest is not merely a supportive factor but a critical determinant of sustained productivity and cognitive effectiveness. The role of time management in preventing burnout and balancing workload is particularly pronounced, with one of the highest mean scores at 4.46. This indicates that employees strongly associate effective time use with their ability to manage work demands without experiencing excessive fatigue. The low dispersion in responses further suggests a shared recognition of this relationship across the workforce.

Shift scheduling practices are also viewed positively, contributing to work-life balance for the majority of employees. The mean score of 4.30 reflects general satisfaction with existing shift arrangements, although slight variability suggests that certain employees may experience challenges depending on shift patterns or personal circumstances.

The strongest consensus is observed in relation to the impact of rest periods on productivity and fatigue reduction, with a mean of 4.50. This highlights rest as a critical performance enabler, reinforcing the need for institutionalised break systems within the factory's operational framework.

In synthesis, the analysis demonstrates that while employees possess strong task planning abilities and recognise the benefits of time management, practical challenges such as inadequate time allocation and uneven

productivity outcomes persist. The findings emphasise that integrating structured scheduling, enforcing adequate rest periods, and ensuring equitable workload distribution are essential for translating time management practices into consistent and enhanced employee performance.

Table 3: Descriptive Statistics on Time Management and Employee Performance

Responses	N / %	SA	A	NS	D	DS	Total	Mean	S.D
I effectively plan and prioritize my daily tasks to meet work targets.	N	51	142	4	2	0	199	4.22	0.521
	%	25.6	71.4	2.0	1.0	0.0	100.0		
Good time management practices improve my productivity at work.	N	31	95	4	14	55	199	3.17	1.503
	%	15.6	47.7	2.0	7.0	27.6	100.0		
I often run out of time to complete tasks due to poor time planning.	N	60	128	3	6	2	199	4.20	0.701
	%	30.2	64.3	1.5	3.0	1.0	100.0		
Scheduled rest breaks help me regain focus and energy during work.	N	63	130	1	4	1	199	4.26	0.619
	%	31.7	65.3	0.5	2.0	0.5	100.0		
Lack of rest periods negatively affects the quality of my work.	N	70	108	12	4	5	199	4.18	0.831
	%	35.2	54.3	6.0	2.0	2.5	100.0		
Proper time management allows me to balance workload and avoid burnout.	N	98	96	3	2	0	199	4.46	0.583
	%	49.2	48.2	1.5	1.0	0.0	100.0		
The shift schedules at Igara Tea Factory (e.g., rotating or fixed shifts) support my work-life balance.	N	88	95	8	4	4	199	4.30	0.810
	%	44.2	47.7	4.0	2.0	2.0	100.0		
When rest periods are offered, I feel more productive and less fatigued.	N	107	87	3	2	0	199	4.50	0.585
	%	53.8	43.7	1.5	1.0	0.0	100.0		
Overall mean and standard deviation								4.28	0.73

Source: Primary data, 2026

Key: SA-Strongly Agree (5), A-Agree (4), NS-Not sure (3), Disagree (2), DS-Disagree Strongly (1)

Descriptive Analysis of Employee Performance at Igara Tea Factory

Table 4 presents a comprehensive assessment of employee performance at Igara Tea Factory, indicating a generally high level of effectiveness across key performance dimensions. The overall mean score of 4.22 reflects strong agreement that employees perform well in terms of productivity, quality, and contribution to organisational goals, while the standard deviation of 0.74 suggests moderate consistency in perceptions.

Table 4 shows that most employees meet their performance targets and work expectations, with a mean score of 4.04. Although the majority expressed agreement, the relatively higher standard deviation of 1.141 indicates noticeable variation, suggesting that a segment of employees faces challenges in consistently achieving set targets.

The findings in Table 4 indicate strong capability in task execution, as employees largely agree that they complete tasks accurately and on time without supervision, reflected by a mean of 4.22. This demonstrates a high level of independence and reliability in job performance, supported by moderate consistency in responses.

Attendance and punctuality are particularly strong, with a mean score of 4.13 and minimal variability. Table 4 highlights that employees maintain regular presence at work, which is a critical factor supporting operational efficiency and continuity within the factory.

Table 4 further reveals a strong culture of initiative and problem-solving, with a mean of 4.12. Employees generally take responsibility for improving work processes, indicating proactive engagement and commitment to organisational improvement.

Recognition and feedback mechanisms appear effective, as reflected in a mean score of 4.19. The high level of agreement suggests that supervisory support contributes positively to motivation and sustained performance, with consistent responses across employees.

Workload management is also positively rated in Table 4, with a mean of 4.20, indicating that most employees are able to organise their responsibilities to meet deadlines. The moderate variation suggests that while this ability is widespread, some differences exist in how employees handle workload pressures.

The strongest outcome in Table 4 relates to employees' perception of their contribution to departmental success, with a mean of 4.48. This near-universal agreement reflects a strong sense of purpose and alignment with organisational objectives, supported by highly consistent responses.

Employee satisfaction with personal performance is also high, with a mean of 4.39. Table 4 shows that employees not only recognise their current effectiveness but also demonstrate a commitment to continuous improvement, though slight variability indicates differing self-assessment levels. In sum, Table 4 demonstrates that employee performance at Igara Tea Factory is consistently strong across most indicators, driven by reliability, initiative, effective workload management, and a clear sense of contribution. The observed variations in meeting targets and self-assessment suggest the need for targeted support to ensure uniform performance levels across all employees.

Table 4: Employee Performance at Igara Tea Factory

Responses	N / %	SA	A	NS	D	DS	Total	Mean	S.D
I consistently meet my performance targets and work expectations.	N	79	87	11	6	16	199	4.04	1.141
	%	39.7	43.7	5.5	3.0	8.0	100.0		
I complete my tasks accurately and on time without supervision.	N	80	99	11	2	7	199	4.22	0.877
	%	40.2	49.7	5.5	1.0	3.5	100.0		
I maintain regular attendance and punctuality at work.	N	42	146	8	1	2	199	4.13	0.589
	%	21.1	73.4	4.0	0.5	1.0	100.0		
I take initiative to solve problems and improve work processes.	N	47	138	4	10	0	199	4.12	0.668
	%	23.6	69.3	2.0	5.0	0.0	100.0		
I receive recognition or feedback for good performance from supervisors.	N	50	141	4	3	1	199	4.19	0.587
	%	25.1	70.9	2.0	1.5	0.5	100.0		
I am able to manage my workload effectively to meet deadlines.	N	60	128	3	6	2	199	4.20	0.701
	%	30.2	64.3	1.5	3.0	1.0	100.0		
My work contributes positively to the overall success of the department.	N	98	99	2	0	0	199	4.48	0.521
	%	49.2	49.7	1.0	0.0	0.0	100.0		
I am satisfied with my current level of performance and strive to improve.	N	102	86	2	4	5	199	4.39	0.826
	%	51.3	43.2	1.0	2.0	2.5	100.0		
Overall mean and standard deviation								4.22	0.74

Source: Primary data, 2026

Key: SA-Strongly Agree (5), A-Agree (4), NS-Not sure (3), Disagree (2), DS-Disagree Strongly (1)

Inferential Statistical Analysis

Correlation Analysis of Employee Performance on Time Management

The relationship between time management and employee performance at Igara Tea Factory was examined using Pearson's product-moment correlation, as presented in Table 5. The analysis yields a correlation coefficient of $r = 0.029$, indicating a very weak positive relationship between time management practices and employee performance. This suggests that improvements in time management are only marginally associated with changes in performance levels among employees.

Table 5 further shows a p-value of 0.682, which exceeds the significance threshold of 0.05. This indicates that the observed relationship is not statistically significant, meaning that the slight positive association between time management and employee performance could have occurred by chance. The results therefore do not provide sufficient evidence to support a meaningful linear relationship between the two variables.

The findings imply that time management, despite being positively perceived in descriptive results, does not independently translate into measurable improvements in employee performance within this context. This suggests that the effect of time management may be influenced by other workplace conditions that more directly determine performance outcomes.

Based on the statistical evidence in Table 5, the null hypothesis stating that time management does not significantly influence employee performance is accepted. This indicates that employee performance at Igara Tea Factory is likely shaped by multiple factors beyond time management, including workload distribution, supervisory support, motivation, and organisational conditions, which may have a stronger impact on performance levels.

Table 5: Pearson Correlation on Time management on employee performance

Correlations			
		Time Management	Employee performance
Time management	Pearson Correlation	1	.029
	Sig. (2-tailed)		.682
	N	199	199
Employee performance	Pearson Correlation	.029	1
	Sig. (2-tailed)	.682	
	N	199	199

Source: Primary Data (2026)

Time Management and Model Fitness in Predicting Employee Performance

The ANOVA results presented in Table 6 indicate that the regression model provides a statistically significant explanation of the relationship between time management and employee performance at Igara Tea Factory. The F-statistic of 60.418 with a p-value of 0.000 confirms that the model is highly significant, showing that variations in employee performance are systematically associated with time management practices.

The sum of squares for regression (6.597) represents the variation in employee performance explained by time management, while the residual sum of squares (7.097) reflects the variation not explained by the model. The relatively higher explained variation compared to the unexplained portion suggests that time management contributes meaningfully to differences in employee performance levels.

The large F-value further demonstrates that the variation in employee performance accounted for by time management is significantly greater than random error variation. This confirms that the relationship between time management and employee performance is statistically valid within the regression framework.

Therefore, Table 6 shows that the model is fit for assessing the relationship between time management and employee performance. The statistical significance of the model implies that time management plays a measurable role in influencing employee performance at Igara Tea Factory. Although the effect is evaluated within a regression context, the results confirm that time management is a relevant predictor of employee performance in the organisation.

Table 6: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.597	3	2.199	60.418	.000 ^b
	Residual	7.097	195	.036		
	Total	13.694	198			
a. Dependent Variable: Employee performance						
b. Predictor: (Constant) Time Management						

Time Management Coefficients and Employee Performance

Table 7 presents the regression coefficients examining the effect of time management on employee performance at Igara Tea Factory. The results show that time management has a positive unstandardized coefficient ($B = 0.051$), indicating a slight increase in employee performance with improvements in time management practices. However, this relationship is not statistically significant ($p = 0.217$), as the significance value exceeds the 0.05 threshold.

The t-value of 1.238 further confirms that the contribution of time management to employee performance is weak and not statistically meaningful within the regression model. This implies that, when controlling for other factors, time management does not significantly explain variations in employee performance at the factory.

Although the coefficient is positive, its magnitude is very small, suggesting that improvements in time management would have a minimal practical effect on employee performance. This indicates that time management alone is not a strong predictor of performance outcomes in this context.

The insignificance of time management may be explained by several contextual factors within the factory setting. Employee performance in a tea processing environment is often strongly influenced by operational structures such as fixed shift schedules, task standardisation, and supervisory control, which may reduce the individual autonomy required for time management to have a strong impact. In addition, workload distribution and production targets may be predetermined, limiting employees' ability to independently apply time management strategies. Variations in managerial support, work intensity across departments, and reliance on teamwork rather than individual task control may also dilute the observable effect of time management on performance outcomes.

In conclusion, Table 7 coefficients reveal that time management has a positive but statistically insignificant effect on employee performance at Igara Tea Factory. While it contributes marginally to performance, its influence is constrained by organisational and operational factors, making it a weak standalone predictor of employee performance in this setting.

Table 7: Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.296	.365		6.290	.000
	Time Management	.051	.041	.064	1.238	.217

Dependent Variable: Employee performance b. Predictor: Time management

Hypothesis Testing

The study tested whether time management significantly influences employee performance at Igara Tea Factory. The results show a positive but statistically insignificant relationship ($t = 1.238$, $p = 0.217$, $p > 0.05$). Consequently, the null hypothesis (H02) is accepted, indicating that time management does not significantly affect employee output in this context.

The regression results further indicate a weak effect of time management on performance, with an unstandardized coefficient of 0.051 and a standardized beta of 0.064. Although the direction is positive, the magnitude is minimal, showing that improvements in time management lead to only slight changes in performance levels.

This implies that time management practices such as planning, prioritisation, and scheduling do not independently drive employee performance at Igara Tea Factory. The weak effect suggests that performance is likely shaped more strongly by other operational conditions within the factory environment.

The insignificance of time management may be attributed to structural workplace factors such as fixed work schedules, predetermined production targets, and uneven workload distribution, which limit employees' control over how time is managed. In such settings, individual time management efforts have reduced influence on overall output.

Overall, the findings indicate that time management contributes only marginally to employee performance and is not a standalone determinant of productivity. Its effectiveness is likely dependent on broader organisational systems and support structures that enable employees to apply time management practices meaningfully.

Discussion of Findings in Relation to Empirical Review and Theoretical Framework

The findings of this study indicate that time management has a positive but statistically insignificant effect on employee performance at Igara Tea Factory ($t = 1.238$, $p = 0.217$). This outcome suggests that although employees may engage in planning, prioritisation, and scheduling activities, these practices do not independently translate into measurable improvements in performance within the factory setting.

In relation to empirical literature, these findings contrast with the study by Kusniyanto et al. (2025), which established a strong and statistically significant positive effect of time management on employee performance, explaining a substantial proportion of performance variation. The difference may be attributed to contextual variations, as the cited study was conducted in a general organisational environment where employees likely had greater autonomy over task scheduling compared to the structured and shift-based operations of a tea factory. In such controlled production environments, time allocation is often predetermined, which limits the influence of individual time management on performance outcomes.

Similarly, the findings partially contrast with Ranasinghe (2020), who reported that management-related factors significantly influence productivity in the tea sector. While the study acknowledges the importance of managerial practices, it does not isolate time management as a distinct predictor, suggesting that its effect may be embedded

within broader operational and human resource systems rather than functioning as an independent driver of performance.

The current study refines this understanding by showing that, at the employee level, time management alone does not exert a statistically significant effect on performance in a factory-based tea production context.

In relation to Ziekye (2016), the findings also present a nuanced contrast. Ziekye established a positive relationship between time management and organisational effectiveness, emphasizing planning, prioritisation, and accountability as key drivers of performance. While the current study supports the conceptual relevance of these dimensions, it departs from Ziekye's conclusion by demonstrating that such practices do not significantly predict individual employee performance in a structured production environment. This suggests that the influence of time management may be more pronounced at the organisational level than at the individual employee level in highly systematised workplaces.

From a theoretical perspective, the findings provide important implications for Goal-Setting Theory. The theory posits that clear goals and effective time use enhance performance by directing attention and effort toward task completion. While the study acknowledges this theoretical assumption, the insignificant effect of time management suggests that goal achievement in Igara Tea Factory is not primarily driven by individual time allocation strategies. Instead, the structured nature of factory operations, where tasks are predefined and closely supervised, may reduce the extent to which personal time management influences performance outcomes. This indicates that while the theory remains relevant in explaining motivation and goal orientation, its explanatory power is limited in contexts where work processes are highly standardised and time-bound externally.

Overall, the findings contribute to both theory and practice by demonstrating that the relationship between time management and employee performance is context-dependent. In structured production environments such as tea factories, time management alone may not be sufficient to enhance performance, highlighting the need to integrate it with other organisational factors such as workload distribution, supervision, and operational support systems to achieve meaningful performance improvements.

CONCLUSION

The study concludes that time management has a positive but statistically insignificant influence on employee performance at Igara Tea Factory. Although descriptive findings show that employees engage in planning, prioritisation of tasks, and adherence to schedules, inferential results indicate that these practices do not independently lead to significant improvements in performance outcomes. The weak correlation and insignificant regression effect confirm that time management, when considered in isolation, is not a strong predictor of employee performance in this context.

The findings further indicate that employee performance at Igara Tea Factory is generally high in terms of task completion, punctuality, attendance, and contribution to departmental goals. However, this performance cannot be strongly attributed to individual time management practices. Instead, it is shaped more by the structured nature of factory operations, where work schedules, production targets, and supervisory controls largely determine how time is used. This reduces individual discretion in managing time and limits its direct influence on performance outcomes.

The results also suggest that while employees recognise the importance of time management, its practical effect is constrained by organisational systems such as fixed shift arrangements, workload allocation practices, and coordinated production processes. These factors appear to play a more dominant role in influencing performance than individual time management efforts.

The study concludes that time management alone is not sufficient to significantly enhance employee performance at Igara Tea Factory. Its impact is limited and largely dependent on the broader organisational environment, implying that improvements in employee performance require stronger attention to workload

management, organisational support systems, and operational structures rather than focusing solely on individual time management practices.

RECOMMENDATIONS IN RELATION TO POLICY AND PRACTICE

The findings indicate that time management has a positive but statistically insignificant effect on employee performance at Igara Tea Factory. This suggests that improving performance requires coordinated actions from multiple stakeholders rather than relying on individual employee time management alone.

The factory management should take the lead in strengthening operational systems that directly influence employee performance. This includes developing clear workload allocation frameworks that ensure tasks are fairly distributed across departments and shifts. Management should also refine production scheduling policies to align workload demands with available labour capacity, reducing time pressure and task congestion. In addition, supervisory structures should be strengthened to ensure continuous monitoring, guidance, and timely feedback to employees during task execution.

The human resource department should implement integrated performance improvement strategies that combine time management awareness with broader productivity-enhancing interventions. These include regular training programmes focused on work organisation, prioritisation, and efficiency, alongside initiatives that address employee motivation and workplace welfare. HR should also institutionalise performance appraisal systems that regularly assess output, attendance, and task completion to identify performance gaps early.

Shift supervisors and departmental heads play a critical role in translating policies into daily practice. They should ensure that shift schedules are realistic and that employees are not overloaded during peak production periods. Supervisors should also coordinate task assignments in a way that minimises duplication of effort and delays, while ensuring that employees understand daily targets and priorities clearly.

Employees themselves are expected to adopt proactive work behaviours that support organisational efficiency. This includes improving personal organisation, adhering to assigned schedules, and actively communicating challenges that may affect task completion. While individual time management alone is insufficient to drive performance, employee responsibility in following structured systems remains essential.

At the policy level, factory-level guidelines should be revised to emphasise integrated performance management rather than isolated skill development. Policies should focus on synchronising time management with workload planning, supervision, and resource allocation systems to ensure that performance improvement efforts are comprehensive and context-responsive.

In summary, improving employee performance at Igara Tea Factory requires coordinated action from management, human resource units, supervisors, and employees. The most effective strategy lies in strengthening organisational systems that support time use, rather than relying solely on individual time management practices.

Direction for Future Studies

The findings of this study show that time management has a positive but statistically insignificant effect on employee performance at Igara Tea Factory. This outcome creates several opportunities for future research to deepen understanding of performance determinants in similar production environments.

Future studies should consider expanding the scope of analysis beyond time management alone to include additional behavioural and organisational factors that may have stronger explanatory power. Variables such as employee motivation, leadership style, job satisfaction, and organisational culture could be examined alongside time management to establish a more comprehensive model of employee performance in tea processing industries.

There is also a need for comparative studies across different tea factories and agro-processing industries to determine whether the insignificant effect of time management observed in this study is context-specific or consistent across similar settings. Such comparative analysis would help in identifying structural or operational characteristics that influence the strength of this relationship.

Further research could adopt longitudinal designs to examine how changes in time management practices over time influence employee performance. This would help capture dynamic effects that may not be fully reflected in cross-sectional studies, particularly in environments with seasonal production cycles such as tea factories.

In addition, qualitative studies are recommended to explore in greater depth why time management does not significantly influence performance in structured production settings. Interviews and focus group discussions could provide insights into workplace realities such as supervision practices, workload distribution, and organisational constraints that may limit the effectiveness of time management.

Future research should also consider using mixed-method approaches to combine statistical analysis with employee experiences, thereby providing a more holistic understanding of how time management interacts with other workplace factors to influence performance outcomes.

Limitations of the Study

This study was subject to several limitations that should be considered when interpreting the findings on the relationship between time management and employee performance at Igara Tea Factory.

One key limitation relates to the use of a cross-sectional research design, which captured data at a single point in time. This design restricts the ability to observe changes in time management practices and employee performance over time, making it difficult to establish long-term trends or causal relationships between the variables.

The study also relied on self-reported data collected through questionnaires. This introduces the possibility of response bias, as employees may have provided socially desirable answers or overestimated their performance and time management practices. Such bias may affect the accuracy of the reported perceptions and influence the strength of the observed relationships.

Another limitation is the focus on a single organisation, Igara Tea Factory. While this allows for in-depth analysis of the specific context, it limits the generalisability of the findings to other tea factories or different industrial sectors. The results may therefore reflect organisation-specific conditions rather than broader industry trends.

The study also concentrated on a limited number of variables, primarily time management and employee performance, without fully accounting for other potential influencing factors such as leadership style, motivation, organisational culture, or working conditions. The exclusion of these variables may have contributed to the weak and insignificant statistical relationship observed.

In addition, the use of structured questionnaires restricted respondents to predefined options, which may not have fully captured the complexity of time management practices and performance dynamics within the factory. This limitation reduces the depth of insight that could have been obtained through more qualitative approaches.

In summary, while the study provides useful insights into time management and employee performance at Igara Tea Factory, these limitations suggest that the findings should be interpreted with caution and viewed within the specific contextual and methodological boundaries of the research.

REFERENCES

1. Bateyo, A., Lydia, E., Tumwesigye, G., & Aluonzi, B. (2022) Evaluation of the Relationship between Renewal and Organisational Effectiveness in Igara Growers Tea Factory in Bushenyi District South Western Uganda.

2. Choudhary, P. D., & Sharma, D. (2025). Effect of effective time management on organizational productivity. *International Journal for Multidisciplinary Research*, 7(5). <https://www.ijfmr.com>
3. Devi, B., Lepcha, N., & Basnet, S. (2022). Application of correlational research design in nursing and medical research. *Journal of Xi'an Shiyu University, Natural Sciences Edition*, 65(11), 60-69.
4. Gaspard, N., & Amolo, A. E. J. (2025). Project Team Management and Operational Performance in Tea Processing. *International Journal of Finance & Banking Studies*, 14(4).
5. Haque, R. (2023). Automation in manufacturing: A systematic review of advanced time management techniques to boost productivity. *American Journal of Scholarly Research and Innovation*, 2(01), 50-78.
6. John, B. I. (2020). Integration of intelligent scheduling optimization systems improving production flow, minimizing delays, and maximizing throughput across large-scale industrial operations. *Global Journal of Engineering and Technology Advances*, 5(3), 156-169.
7. Khan, U. A. (2022). Effective time management techniques for busy business managers. *Global Journal of Econometrics and Finance*, 1(2), 49-61.
8. Kiplagat, R. J. (2025). The Exploration of Sustainable Environmental Conservation and Efficient Technological Adoption in Today's Pre-manufacturing Stage in Tea Operations Management.
9. KORE, K. (2025). EFFECT OF KAIZEN ON MIDROC 'S PRODUCTIVITY: THE CASE OF TEA PROCESSING AND PACKING FACTORY (Doctoral dissertation, St. Mary's University).
10. Kusniyanto, R., Fitridiani, M., Sihombing, Y., Damayanti, M., & Haddy, M. S. (2025). The effect of time management on employee performance. *Journal of Entrepreneurial and Business Diversity*, 3(4). <https://doi.org/10.38142/jebd.v3i4.374>
11. Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705–717.
12. Locke, E. A., & Latham, G. P. (2006). New directions in goal-setting theory. *Current Directions in Psychological Science*, 15(5), 265–268.
13. Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Nairobi: Acts Press.
14. Nsiime, V. (2018). *Work Place Conflict Management Strategies and Organisational Performance: A Case of Kayonza Growers Tea Factory-Kanungu Uganda*.
15. Pribadi, J., Ridwan, A., & Tjalla, A. (2025). Comparison of the Accuracy of Stratified Random Sampling and Simple Random Sampling Methods in National Assessment (AN). *Eduvest-Journal of Universal Studies*, 5(6), 6886-6895.
16. Ranasinghe, H. K. G. S. (2020). The impact of management factors on labor productivity in the tea small holding in Sri Lanka. *International Journal of Multidisciplinary and Current Educational Research*, 2(5), 227–245. <https://www.ijmcer.com>
17. Richards, A. (2022). *Organizational Communication and Performance of Co-Operative Societies in Uganda. A Case Study of Abateganda Ntungamo Growers Co-Operative Society Ltd (Master's thesis, Kabale University (Uganda))*.
18. Schmied, J. (2023). Qualitative and quantitative research approaches. *Corpus-based computational linguistics*, 9, 85.
19. Singh, C., & Nath, R. (2020). *Farming system and sustainable agriculture: Agricultural reform*. Sgoc Publication.
20. Turinabwe, S. (2019). *Human resource management, ethical behavior and employees' Performance in Kayonza growers' tea factory in Kanungu District, Uganda*.
21. Umar, A. M., & Wachiko, B. (2021). Tara Yamane (1967), Taro Yamane method for sample size Calculation. The survey causes of mathematics anxiety among secondary school students in Minna metropolis. *Mathematical Association Of Nigeria (Man)*, 46(1), 188.
22. Ziekye, J. (2016). Impact of time management on organizational effectiveness. *South American Journal of Management*, 2(1).