



Research Paper

Factors Affecting Workers Time Management Practices for Organizational Effectiveness: The case of Tula Sub-City Administration

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Abstract

Time is the most crucial resource to be considered in the performance of any activity. Time determines the imperativeness of any other resources in accomplishing organizational set objectives and goals. The value of time management lies in the fact that people have too many tasks they need to do but not enough time for the things that they want to do. Without time management the efficient and effective use of all resources will be impossible. Therefore, the main purpose of this study was to analyze the effects of factors affecting workers time management practices for organizational effectiveness the case of Tula sub-city administration sidama regional state that conducted only from November 2020 to June 15, 2021. For this study, reviewer used descriptive and sample of 120 employees were used to collect the data. However, only 110 employees responded to the questionnaires and hence, the response rate was 91.7%. Both mixed quantitative and qualitative gathered data approaches were done based on both primary and secondary data sources. The major findings of the descriptive analysis of study indicate time management system and poor performance in time utilization and implementation of workers time management because of the weak commitment of leaders, big gap between poor planning, poor organizing, poor leading and accountability handling system. Based on the findings, the researcher was recommended workers time management on organizational performance in case of Tula sub-city administration sidama regional state to keep constantly review its time management practices carefully so as to improve organizational performance because there exist consistent significant relationships between independent variables with time management organizational performance.

Key words: time, management, time management, public sectors

Received 28 Mar, 2022; Revised 06 Apr, 2022; Accepted 08 Apr, 2022 © The author(s) 2022.

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I. Introduction

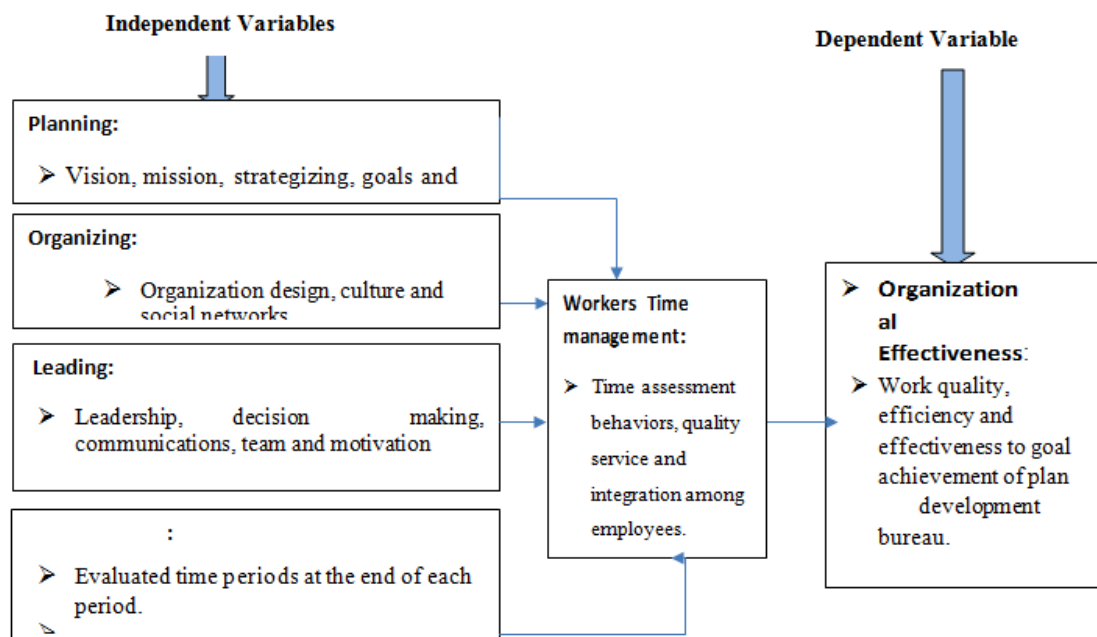
Time is the most crucial resource to be considered in the performance of any activity. Time is defined as a period either long or short, during which you do something or something happens while management is defined as the act or skill of dealing with people or situations in a successful way. Time management starts with the commitment to change (Adejojo, 2012). According to Shirley (2008), better time management can be achieved if goals have been set and then all future work is prioritized based on how it moves the individual or organization towards meeting the goals. The value of time management lies in the fact that people have too many tasks they need to do but not enough time for the things that they want to do. Therefore, purpose and the reason of this article was, to discover how effects of planning organizational performance, to examine the relationships between organizing and with dependent variable, to identify level accountability handling system to identify serious problems those were encountered and to identify the gaps and recommend on it to improve organizational performance in case of Tula sub-city administration sidama regional state six selected public service sectors. The realities of organizational time management in case of Tula sub-city administration sidama regional state six selected public service sectors are somehow required other study that fills gap. Therefore, the main objectives statement of the problem requires fills that the gaps that were existed inadequate planning, lack of organizing and lack of accountability handling system that may remain challenges, methodology gaps, knowledge gaps and gaps due to limited study and limited document implementation as it is and with aim of correcting them these were planning, organizing, leading and accountability handling system make recommendations to resolve the clash that areas need sanction and improvement. The study was significant for in case of Tula sub-city administration sidama regional state managers, policy makers, scholars, researchers and source of reference for further researchers. The study

conducted only from November 2020 to June 15, 2021 only in case of Tula sub-city administration sidama regional state six selected public service sectors.

II. REVIEW OF RELATED LITERATURE

This presents the review of the existing knowledge and other people’s research work through the internet, library search (books and journals), research papers and other documents with the aim of undertaking a comprehensive examination the issues of Tula sub-city administration sidama region six selected public service sectors analyzing the effects of time management on organizational performance in the six selected public service sectors. Because, review of related literature can brings clarity and focus to my research problem, improve my article methodology, broaden my knowledge base in my article area and contextualize my findings. Time management, defined as deliberate actions aimed at the effective use of time to achieve specific, goal-directed activities, is a skill necessary to maintaining scholarly productivity (Claessens, van Eerde, & Rutte, 2007). Therefore time management can be defined as a period, either short or long, which involves how people use their time judiciously to produce result. Time is an immaterial resource, inelastic, scarce and erodes fast and once spent, cannot be won back, stored or recalled for use (Kalu, 2012). It is an essential resource; it’s irrecoverable, limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24 hours exist in a day and dynamic because it is never static (Adejo, 2012). Establishment of the federal civil servant proclamation number of Ethiopia 1064/2017 of the time administration law of federal government. The Establishment clearly defines the structure, division of powers and responsibilities among the State organs. These are the structures of the organs of the Federal Government and of the State members. Working hours sub - article of proclamation number 33-34 of the establishment the conduct of affairs of government shall be determined on the basis of condition of work and not exceed 39 hours a week. Office hours the time when the office hours of civil servants begins and ends shall be determined by regulations of the council of ministers. Researcher will reviews several findings that conducted with related study time management in different countries’ experience. Research findings from Tesfaye “effect of time management practices on the academic achievement”: a case of Dire Dawa University, (2019) is significant association between time management and academic achievement, it was found in this study that the better student’s time management behavior, the higher the student CGPA. With respect to year of study the result showed that ,students general time management score were no significantly difference between students due to year of study. Generally, this study underscores the important of understanding the role of time management in academic achievement .Certainly, those who are unable to manage time well may be at risk for underachievement. Furthermore, the researcher used in empirical review of literature experiences of different countries (what is happening in reality) related to the Tula sub-city administration Sidama Regional State in selected six public service sectors.

Figure 1.1: Time Management practices conceptual framework



Source: Developed by Researcher (2021)

METHODOLOGY OF ARTICLE

Research approach	Were both mixed Quantitative & Qualitative
Research Design	Was descriptive analysis
Target population	Were Current employees of Tula sub city sidama region selected sectors are 243
Sample techniques	Were Stratified & purposive
Sample size by using method of : Kothari (2004, page-179, Para 2)	Were 127
Data sources	Were Primary & secondary
Data gathering instruments	Were Questionnaire & interviews
Methods of data presentation & analysis	Quantitative- were fed SPSS, descriptive- were %, mean, SD
Validity & reliability	Fall between (0,1 & 0.70, 0.95) respectively

III. Results and Discussion

Out of 120 questionnaires distributed, it's notable that 110 which were 91.7% or questionnaires% of the total filled and returned. The remaining 8.3% questionnaires were not returned and also to prove respondents' response eight department heads and managers' members whose response rate were 100% were interviewed and discussed.

Analysis of variables

Under all this analysis in the five independent variables and one dependent variable present study below tables there is short form like **SD**, **DA**, **N**, **A** and **SA** that used by the researcher due to the absence of enough space in the table to write the full letter. So, the researcher use **SD** implies for strongly disagree, **DA** implies disagree, **N** implies neutral, **A** implies as agree and **SA** implies strongly agree.

Table 1.1: The Process of workers time management with planning, organizing, leading, integrity and accountability handling system as Perceived by the Respondents

No	Independent variables	SA	%	A	%	N	%	D	%	SD	%	Mean	S.D
1	Planning	2	1.8	14	12.7	14	12.7	62	56.4	18	16.4	3.27	.799
2	Organizing	3	2.7	20	18.2	16	14.5	58	52.7	13	11.8	2.38	.933
3	Leading	3	2.7	18	16.4	10	9.1	60	54.5	19	17.3	2.40	.977
4	Accountability handling system	8	7.3	11	10	13	11.8	58	52.7	20	18.2	2.20	.884
	Dependent variable												
5	Time management	3	2.7	18	16.4	10	9.1	60	54.5	19	17.3	2.4	.980
	Average mean											2.51	0.915

Source: Field survey, 2021

The results in table 1.1 can be read and interpreted workers time management process as follows.

i. Each sector critically analyze and prepare their annual, monthly, weekly, daily work plan based on government priorities and mandate according to regional civil servant proclamation number 175/2011 just in time approach

However, the data collected from respondents, which is summarized in table 1.1, shows that 80 (72.8%) of respondents either disagree or strongly disagree and 14 (12.7%) of the respondents response were neutral with the statement that each sectors critically analyze and prepare their annual, monthly, weekly, daily work plan based on government priorities and mandate according to regional civil servant proclamation number 175/2011 just in time approach. This indicates that as there is a mismatch between the needed utilization of time and the organization of time management. Additional comments that were given by respondents

indicated that sectors did not present the actual time needed by their program. Sometimes sectors directorates' plans more times were not really operational. Before the announcement of human resource support time complete, Sidama region public service proclamation numbers estimates available returns in order to establish the total resource covering that will be available for utilization of time. In the above table 1.1 the computed mean value of the responses (mean=3.27) based on the five scaled Likert principle indicate and proved the mean tends to low about the first item of each sectors critically analyze and prepare their annual, monthly, weekly, daily work plan based on government priorities and mandate according to regional civil servant proclamation number175/2011 just in time approach.

According to the data collected from the heads of bureau and deputy heads of bureau by interview shows, Sidama region public service proclamation numbers will estimate and forecast utilizing the time management approach in the Sidama region. After the total the time management approach in the Sidama region is estimated for the next fiscal year and utilized; the next step is the utilization of time. In link with this according to Sidama region public service proclamation numbers manual stated; after the Sidama region human resource managements conventional notifications of the new ceiling from the regional Sidama region public service proclamation numbers, Sidama region selected public services sectors will instruct to prepare their time management approach according to the time management proclamation. At the time utilization stage, sectors should adjust their work plan to the time management and utilization based on the form regional proclamation 175/2011 provided by Sidama region public service bureau. This is, the each sectors critically analyze and prepare their annual, monthly, weekly, daily work plan based on government priorities and mandate according to regional civil servant proclamation number175/2011 just in time approach.

II. In reviewing the time, directorates' of employees and managers organize time utilization 39 hours in a week

As stated in Sidama region public service proclamation numbers manual, in reviewing the time, directorates' of employees and managers organize time utilization 39 hours in a week. The manual further noted that this is based on the policy context of the government; the Sidama region public service bureau issues investigative in reviewing the time for each directorates'. This leads up to negotiations between time utilization 39 hours in a week and the Sidama region public service sectors about the utilization of time across different functions. However, the data collected from respondents, which is summarized on table 1.1 shows that, 71(64.5%) of respondents either disagree or strongly disagree and 16 (14.5%) of respondents were neutral with the statement that once the in reviewing the time is set and the Sidama region directorates' of employees and managers organize time utilization 39 hours in a week. In link with this, as some respondents stated in the open-ended questions time utilization decision was based on who is the head of the sector, the status of his position and sometimes they form grouping and time utilization based on the group interest rather than what activities had to be given priorities more than the other. This statement simply shows that there is organizing problem in the process of time utilization in Sidama region in selected six public services sectors. In the above table 1.1 the computed mean value of the responses (mean=2.38) based on the five scaled Likert principle indicate and proved the mean tends to low about the second item of in reviewing the time, directorates' of employees and managers organize time utilization 39 hours in a week.

iii. Their public organization seriously leads about the utilization of time according to federal civil servant proclamation number1064/2017

According to the Sidama region public service bureau civil servant proclamation number 175/2011, Tula sub city Sidama region prepares the time utilization in directorates' public organization seriously lead about the utilization of time according to federal civil servant proclamation number1064/2017. Regarding the actual practice, however, the results depicted on table 1.1 shows that 79 (71.8%) of respondents either disagree or strongly disagree and 10 (9.1%) were neutral with the statement that the public organizations seriously lead about the utilization of time according to federal civil servant proclamation number1064/2017. Therefore, this indicated that even if the head of bureau and deputy head of bureau has the power to assessment the prepared time by Sidama region public service bureau civil servant proclamation number; this is not applicable in Sidama region in selected six public services sectors in reality.

In the above table 1.1 the computed mean value of the responses (mean=2.40) based on the five scaled Likert principle indicate and proved the mean tends to low about the third item of their public organization seriously leads about the utilization of time according to federal civil servant proclamation number1064/2017.

iv. What is level of integrity to perform the all number of distributed tasks effectively?

In link to this, other questions were asked the respondent whether their level of integrity to perform the all number of distributed tasks effectively. However, the data gained from the respondent on table 1.1 shows that 70 (64.6%) of responses either disagree or strongly disagree and 14 (12.7%) were neutral. In relation to

this, according to the data collected by interviews from the head of bureau and deputy head of bureau, finally, level of integrity to perform the all number of distributed tasks effectively just in time approach. A consolidated draft time has to be reviewed at the highest political level, such as the region cabinet, which will also make final decisions on especially contentious issues that could not be resolved before. According to five scaled Likert principle indicate and proved the mean tends to low about the fourth item of their level of integrity to perform the all number of distributed tasks effectively.

In the above table 1.1 the computed mean value of the responses (mean=2.29) based on the five scaled Likert principle indicate and proved the mean tends to low about the fourth item of their level of integrity to perform the all number of distributed tasks effectively.

V. Their level of accountability handling system to achieve objectives efficiently as stated by the your public organization

In relative to this as indicated on the table 1.1 respondents were asked whether their level of accountability handling system to achieve objectives efficiently as stated by the your public organization, the majority of the respondent i.e. 78 (70.9%) replied either disagree or strongly disagree; which shows that there is no accountability handling system rather what is objectives efficiently as stated by their public organizations. In addition to this, some respondents stated in the open-ended questions since the accountability handling system is accepted by majority and also most of the administrators 'have limited understanding about the accountability handling system they simply accept the proposal. In the above table 1.1 the computed mean value of the responses (mean=2.20) based on the five scaled Likert principle indicate and proved the mean tends to low about the fifth item of their level of accountability handling system to achieve objectives efficiently as stated by the your public organization.

Summary: The following are summarized from the respondent's responses which are identified open-ended questionnaires and data collected by an interview from the heads of bureaus and deputy heads of bureaus. These are:

- a. Time utilized on the basis of inadequate material and estimation, often without a source of knowledge of how past appropriation was used or what was accomplished in the past managing time year. This practice indicates that time is utilized to public sectors without a detailed analysis of programs and objectives.
- b. The heads and deputy heads of public organizations did not give much attention to the utilization of the time.
- c. Numbers of professionals (human resource officers) in government institutions are not sufficient.
- d. Lack of objective criteria for utilizing time for the sectors. In a discussion about time utilization criteria with public organizations heads and deputy heads, the criteria used for utilizing time were only policy prioritization and past trends of time execution. Therefore, since the regional executive (a combination of heads of every sector) use biased criteria for utilizing time; during the discussion, most of them try to influence time priority for their sectors and could not reach the final agreement. Therefore, most of the time decision will be based on group interest (impartiality) or it will be sent to the administrators for a final decision.
- e. Administrators' commitment and employees participation in the time process of the concerned body is inadequate.
- f. Regional administrators have a lack of skill and knowledge (capacity constraints) and information to influence and control over the regional government workers time management.

Generally, this chapter intends to present the findings by using tables from SPSS results and then interpret the findings with reference to the literature reviewed according to the intended objectives. Therefore, even if the workers time management and utilization guideline are available at Tula Sub City Administration Sidama region in selected public services level; in managing time annual work plan each public sectors, as well as region administrators, did not analyze seriously the sectors plan with available time management. In addition to this, the regional administrators also did not seriously discussion on time management. On the other hand, even if the federal civil servant proclamation number 1064/2017 and sidama regional civil servant proclamation number 175 /2011 is a major instrument to link policies, planning, organizing, leading and accountability handling system with managing time, it is not implemented still now in Sidama region in selected six public services sectors. Therefore, there is an inadequacy between planning, organizing, leading and accountability handling system and with managing time in the region and there is a limitation regarding the availability of clear material at the time management bases.

IV. Conclusion

Tula Sub City Administration Sidama region in six selected public service sectors have exposed planning, organizing, leading, responsibility and accountability handling system with managing time powers, but their time need to reflect priorities and objectives set out in national policies and time. This is because; no government in the world has infinite public resource at its disposal. At the same time, there is an unlimited

collection of need to meet through public time utilization. The time thus always includes compromises between different utilizing priorities. It includes value judgments about which services, and whose interests are most important. A government workers time management is, therefore, not simply a technical document: it is also an important economic and political instrument.

The time management process is where some of the most important economic and political activities occur and decisions are made during the year. The process involves consultations and negotiations between the administrators and various relevant employees, collection of planning, organizing, leading, responsibility and accountability handling system with managing time inputs from regional levels of the Tula Sub City Administration Sidama region in six selected public service sectors, preparation of the time framework paper the prioritization process and ultimately reading for next years' time. However, the time management process can be organized in many ways and may vary slightly from one regional authority to another and from one year to another. Therefore, even if the planning, organizing, leading, responsibility and accountability handling system with managing time guideline are available at Tula Sub City Administration Sidama region in six public service sectors level in Sidama regional state; in sidama region public service sectors seriously analyze time utilization each sector previous and next year annual work plan action strategic, tactical and operational planning and make corrections if necessary, each sectors did not critically analyze and prepare their annual, monthly, weekly, daily work plan based on government priorities and mandate according to just in time approach, time utilization in directorates' organize present the actual time needed and just in time by their program without delay, their public organizations seriously analyze each directorates previous and next year annual work plan and adjust just in time approach, seriously lead about the utilization of time according to federal civil servant proclamation number1064/2017 and regional proclamation 175/2011, their public organization have did not make responsibility the to utilize time in each directorates' according to regional civil servant proclamation175/2011,as well as regional cabinets, did not analyze seriously the sectors planning, organizing, leading, responsibility and accountability handling system with available time management. In addition to this, the region councils also did not seriously examination on time utilization. On the other hand, federal civil servant proclamation number1064/2017 and regional proclamation 175/2011 is not implemented as it is in the document still now in Tula Sub City Administration Sidama region in six selected public service sectors. Therefore, there is an inadequacy between planning, organizing, leading, responsibility, integrity, accountability handling system with managing time in Tula Sub City Administration Sidama region in six selected public service sectors. But, clear material is not available adequately at the time bases. Therefore, to increase the performance of government workers time management, the concerned bodies should concern the following points. These are improving the time management of (planning, organizing, leading and accountability handling system) by increasing capacity and giving training for employees and enforcing the higher politicians in order to implement federal civil servant proclamation number1064/2017 and regional proclamation 175/2011 and also the Tula Sub City Administration Sidama region in six selected public service sectors should increase the availability of clear time material provided at the timely bases.

V. Recommendations

- The implementation of the finding should be accepted on the provided time.
- Due to the presence of the time Tula Sub City Administration shortage priority should be given for those which are most important for the Tula Sub City Administration Sidama region in six selected public services sectors to undertake its duty.
- The amount of the time utilized is so small in amount and it is not much the demand, so there may not be that much improvement.
- The utilization and administration of the time should be based on justice among all sectors in the Tula Sub City Administration Sidama region in six selected public services.
- There should be clarity and accountability throughout the utilization of the time and make the employee of the Tula Sub City Administration Sidama region in six selected public services aware of the information.

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