

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE IMPACT OF EFFICIENT USE AND ORGANIZATION OF TIME IN
TERMS OF PRODUCTIVITY.**

MASTER'S THESIS

Maimouna SOW

**Department of Business
Business Administration Program**

JUNE, 2022

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES



**THE IMPACT OF EFFICIENT USE AND ORGANIZATION OF TIME IN
TERMS OF PRODUCTIVITY.**

MASTER'S THESIS

Maimouna SOW
(Y1812.130182)

Department of Business
Business Administration Program

Thesis Advisor: Asst.Prof.Dr. Vedat Ulusoy

JUNE, 2022

APPROVAL PAGE

DECLARATION

I declare that the research paper “the impact of efficient use and organization of time in terms of organizational productivity which is handed in by me for my master’s degree thesis was completed without any help in conformity with the processes of not violating scientific traditions and ethics, from the introduction to the conclusions and recommendations. And that the previous studies I made use of have been acknowledged in the references chapter of this paper.

Maimouna SOW

FOREWORD

My thanks to “Allah” for strengthening and guiding me throughout my research process. My sincere gratitude to my supervisor Asst. Prof. Dr. Vedat Ulusoy and to all my instructors who imparted me with the knowledge and tool to be able to complete this dissertation paper. Also, I wish to thank my classmates and friends for the positive feedback they gave me and for helping me complete my survey questionnaires.

Finally, my thanks go to my family especially my parent for the financial and emotional support they gave me, not forgetting Fred Luthans and Robert L. Woolfolk for granting me authorization to utilize their research questions in the data collection process of my dissertation.

June, 2022

Maimouna SOW

THE IMPACT OF EFFICIENT USE AND ORGANIZATION OF TIME IN TERMS OF PRODUCTIVITY.

ABSTRACT

Time Management in the 21st century business industry, it is recognized as one of the most valuable resources in the administrative processes that companies carry out to achieve their goals. In today's highly competitive business industry, the sustainable success of organizations depends largely on efficient time management. Therefore, the purpose of this study is to determine the relationship between the following organizational time management factors; time management practice, time management training, organizational performance and the quality of the manager. In this study, four independent variables and demographic factors that are considered to be important contributions to organizational productivity were used. In this study, the theoretical basis is formed by Parkin's Law, Hofstede's cultural dimensions and motivation theory.

In the process of data collection, the participants filled out the online questionnaire which was distributed to 109 participants and by using SPSS software the following analyses were conducted: factor analysis, Pearson correlation, linear regression, logistic regression, Cronbach's alpha, ANOVA, t-Tests, descriptive analysis, reliability and validity tests were used. When the results of the research were evaluated, it was found that there was a significant relationship between gender, which is a demographic variable, and time management variables. In addition, it was found that time management and productivity have a positively significant relationship with organizational performance, which is an independent variable. When evaluating the results of research; organizations should use time management effectively to achieve high productivity. Along with the practical applications of the research, recommendations for future research were also discussed in the study.

Keywords: Organizational Efficiency, Time Management, Qualified Managers

YETENEKLİ YÖNETİCİLER TARAFINDAN VERİMLİLİK AÇISINDAN ZAMANIN VERİMLİ KULLANIMI VE ORGANİZASYONU ETKİSİ.

ÖZET

Zaman Yönetimi, 21. Yüzyıl iş endüstrisinde, şirketlerin hedeflerine ulaşmak için yürüttükleri idari süreçlerde en değerli kaynaklardan biri olarak kabul edilmektedir. Günümüzün son derece rekabetçi iş endüstrisinde, kuruluşların sürdürülebilir başarısı büyük ölçüde verimli zaman yönetimine bağlıdır. Bu nedenle bu çalışmanın amacı, aşağıdaki örgütsel zaman yönetimi faktörünün; zaman yönetimi uygulaması, zaman yönetimi eğitimi, organizasyonel performans ve yöneticinin niteliği ile olan ilişkisi belirlemektir. Bu çalışmada, örgütsel üretkenliğe önemli katkıları olduğu düşünülen dört bağımsız değişken ve demografi faktörleri kullanılmıştır. Bu çalışmada, teorik dayanağını, Parkins Yasası, Hofstede'nin kültürel boyutları ve motivasyon teorisi oluşturmaktadır.

Veri toplama süreci, 109 katılımcıya dağıtılan ve bu katılımcılar tarafından doldurulan çevrimiçi anket kullanılarak gerçekleştirilmiştir ve aşağıdaki analizler kullanılarak SPSS yazılımı ile analiz edilmiştir: Faktör analizi, Pearson korelasyonu, doğrusal regresyon, lojistik Cronbach's alpha, ANOVA, t-testleri, betimsel analiz, güvenilirlik ve geçerlilik testleri kullanılmıştır. Araştırma sonuçları değerlendirildiğinde demografik değişken olan cinsiyet ile zaman yönetimi değişkeni arasında pozitif olarak anlamlı bir ilişki olduğunu tespit edilmiştir. Ayrıca bağımsız değişkenler olan verimlilik ve zaman etkili kullanımının organizasyon verimliliği üzerinde pozitif ve anlamlı bir ilişkiye sahip olduğu tespit edilmiştir. Araştırma sonuç değerlendirildiğinde; organizasyonlar yüksek üretkenlik elde etmelerinde zaman yönetimi etkili kullanılmalıdır. Araştırmanın pratikteki uygulamaları ile birlikte gelecekteki araştırmalar için öneriler de çalışmada tartışılmıştır.

Anahtar Kelimeler: Organizasyonel Verimlilik, Zaman Yönetimi, Nitelikli Yöneticiler

TABLE OF CONTENT

DECLARATION	iii
FOREWORD	iv
ABSTRACT	v
ÖZET	vi
TABLE OF CONTENT	viii
ABBREVIATIONS	xi
LIST OF TABLES	xii
LIST OF FIGURES	xiii
I. INTRODUCTION	1
A. Background	5
B. Research Problem.....	7
C. Objective of the study	8
D. Essence of the study:.....	8
E. Theoretical Frame:	9
F. Questions and hypotheses:	9
G. Research scope and limitations:	10
H. Organization of the study:.....	11
II. LITERATURE REVIEW	12
A. Documentation	12
B. The Notion of time and management.....	12
C. Institutional time management.....	15
D. The impact of information technology on time management.	17
E. The influence of time management on organizational culture and behaviours in NGO's	18
F. Hofstede's cultural dimensions in organizational time management.	22
G. Hampden-Turner's and Trompenaars cultural elements in organizational time management.	25
H. Hall's space and time	28

I.	The Importance of time management	32
J.	The principles of effective time management in organizations	34
K.	The theory of motivation in efficient organizational time management.....	36
L.	The concept of employee productivity and factors affecting employee productivity within organizations.	38
M.	Importance of employee productivity in organizational time management...	39
N.	Factors affecting employee productivity in organizations.	40
O.	Summary.	42
III.	RESEARCH METHODOLOGY	44
A.	Research Design and method	44
1.	Research scope and limitations	45
B.	Research population and sample size.....	46
C.	Statistical tools and scale used in data analysis	48
D.	Defining the variables	51
E.	Reliability, validity, and materials of the research.....	56
F.	Data collection, processing, and analysis.....	57
G.	Assumptions.....	59
H.	Limitations	59
I.	Ethical Musing	60
IV.	FINDINGS AND RESULTS	63
A.	Demographic findings.....	63
B.	Descriptive analysis	65
C.	Validity analysis.....	65
D.	Factor analysis.....	67
1.	Factor analysis of practice of efficient time management.	67
2.	Factor analysis of TM in high performance.....	68
3.	Exploratory factor analysis (EFA)	68
E.	Reliability analysis	69
F.	Correlation analysis.....	71
G.	Parametric or non-parametric test	72
H.	Linear regression analysis	73
I.	Hypothesis testing	74
J.	Assessment of findings and hypothesis findingsol	74

V. RECOMMENDATION AND CONCLUSION	76
A. Conclusion	76
B. Recommendations for Businesses Managers and Future Researchers	78
VI. REFERENCES.....	80
APPENDIX	86
RESUME.....	91

ABBREVIATIONS

ANOVA	: Analysis of variance
BM	: Behavioral avoidance in time management
ERM	: Enterprise risk management
OC	: Organizational culture
OP	: Organizational productivity
OPF	: Organizational performance
OTM	: Organizational time management
R	: Correlation
TMT	: Time management training
TP	: Time management practice marker

LIST OF TABLES

Table 1: Stages of the research.....	11
Table 2: Demographic report	64
Table 3: Descriptive statistics	65
Table 4 Validity analysis.....	66
Table 5 Factor analysis of TM in high performance.....	67
Table 6 Factor analysis for the practice of efficient time management.	67
Table 7 Factor analysis of TM in high performance.....	68
Table 8 Exploratory factor analysis	68
Table 9 Reliability analysis table	69
Table 10 Correlation analysis.....	71
Table 11 Parametric test.....	72
Table 12 Non-parametric test.....	72
Table 13 Regression analysis of organizational Time Management (H1).....	73
Table 14 Regression analysis of organizational productivity. (H2).....	73
Table 15 Hypotheses testing findings	74

LIST OF FIGURES

Figure 1: Hofstede’s cultural dimensions	24
Figure 2: Hofstede’s cultural dimension by world average scores	25
Figure 3: Trompenaars and Hampden Turner organizational cultural dimensions ...	28
Figure 4: Dimensions associated with organizational space management	30
Figure 5: Cultural time components in organizational time management	32
Figure 6: Effective time management principles	35
Figure 7, Motivational components in organizational management.....	38
Figure 8 Hypotheses:	45
Figure 9: Gender survey responses	47
Figure 10: The practice of efficient time management in organizations	52
Figure 11: Time management as the only determinant in high organizational performance.....	53
Figure 12: Organization’s implementation of efficient time management plans.....	54
Figure 13: Organization’s provision of time management training	54
Figure 14: Troublesome behavioral avoidance in efficient time management.....	55
Figure 15 The efficiency of time management in achieving organizational goals	56

I. INTRODUCTION

Brigitte et al. (2007). Within organizations, time is considered a key if not one of the most valuable resources towards achieving set goals in terms of productivity by managers who excel at optimizing this resource. The intention of this study is to scrutinize how management efficiently use time in optimizing overall productivity in organizations to achieve organizational goals and objectives. Essential time management theories were mostly developed in the early parts of the 19th century, whereby the concept of time management was associated with managerial techniques such as strategic planning, application procedures, analysis, interpretation, and evaluation. The uses of innovative technological systems and techniques have greatly enhanced the management of efficient use of time in achieving end goals and objectives.

Most companies in the 21st century tend to use a convenient time management strategy which has an integrated technological component, that provides a broad yet detailed scope of the performance of human and material resources relative to time. These managerial systems enable managers to optimize productivity so as to achieve set goals in time, there by fulfilling the overall organizational goals. When we look at a comparative effect of efficient time management within organizations in terms of national income, it is observed that organizations with a high production or output in developed countries tend use advanced technological resources to efficiently manage resources especially time, to optimize production. Alian (2022) These observations show that there is a positive correlation uniting the use of advanced technology and effective time governance in organization for production optimization. Meanwhile, developing countries tend to fall short in national income as a result inadequate optimization of time within organizations. Thanks to their technologies, these countries can produce higher quality at lower costs, they can market its products more easily both in the domestic market and in the foreign market, this way they increase their national income and become wealthy consequently leading to high living standards. Thanks to their

technologies, these countries can produce higher quality at lower costs, they can market its products more easily both in the domestic market and in the foreign market, this way they increase their national income and become wealthy consequently leading to high living standards. (Alian, 2022).

Productivity as defined by Arslan Deniz (2009) 'is the proportion of input to output'. So, for organizations to attain maximum productivity, organizations need to optimize their resources including time to achieve significant quantity and a high-quality output, with the purpose of making profit or attaining the organizations end goal. Additionally, organizations need to demonstrate an innate ability to understand their available resources, be they: machinery, human resources, material resources, natural resources, financial resources, and even potential resources which of course are limited but relative in supply for production. Unlike other resources time is limited and cannot be replaced because time lost can never be regained. Which places managers within an organization at an impasse with regards to attaining company goals within a given time frame. This leads to the stipulation that managers who diligently prioritize efficient time use, tend to optimize the production process with available resources which then results in high output over a short period of time. Thus, reducing the effective cost of production to achieve the companies' goals (Arslan Deniz 2009).

The intention of this study to examine the impact of efficient time management within organizations in terms of productivity. This will entail diagnosing time management techniques used by organizations and analysing them in terms of organizational productivity to effectively determine if there is quantifiable evidence that efficient time management in organizations results in increased overall productivity. This study will enable organizational managers to get a perspective of the impact of time management amongst organizational executives in terms on productivity, to re-evaluate their time management techniques and be informed on a positive comparative basis how well other organizations do in terms of overall time management relative to productivity (Deniz, 2009).

In terms of literature, there have been a few books written on the impact or related to time management and significance to individuals and corporations. Such books as 'Ways to make every second count' by R.E. Bly (2013), 'Time management' by (J. Smith & J. Atkinson, 2010), 'Time is life' by (A. Leikein, 2010)

and 'Success and time' by (A. Mckenzie, 2013) clearly culminate the fundamental aspect of time being and invaluable resource which needs to be optimize within a business environment to maximize productivity in a cost effect manner (Smith & Atkinson, 2010).

Furthermore, A. Mckenzie (2013), time being and invaluable resource in socio-political and economic environments, its efficient management is crucial by leaders to maintain and overall, sustainably stable status in terms of its utilizations Pertti & Zafarullah (2017). Unlike other resources, time is non-renewable and cannot be regained when lost. This places a significant responsibility on developing countries and leaders to efficiently manage their available resources in a timely fashion to keep up with the global economic standards or race.

In addition, this thesis is divided into five chapters. The first chapter is the introduction and it consist of the following subsections: introduction, definition of terms, study framework, problem statement, purpose of the study, significance, research questions, chimeric model, hypothesis, limitations, and limitations. Chapter two contains the literature review and framework of the study. Chapter three deals with the methodology of the study, methods and design, sampling, collection of data, scale and survey instruments, data analysis (validity and reliability). The fourth chapter covers data analysis using the SPSS (2020) software for correlation and regression test, hypothesis testing and analysis of variance, and findings. Chapter five unveils the conclusions and recommendations.

Time is an indispensable resource of life in general and this study will attempt to show that the hierarchy within organizations, that is managers or executives require a vivid understand and skill of time management to effectively plan and strategically organize company resources to achieve the overall goals of the organization (Brigitte et al. 2007).The main hypothesis examined will be whether it is the internal organization of the enterprise or company used by its executives in time management, to determine its influence on productivity which positive or negative. Key Words: Time management, time, productivity, efficiency, good organization, planning, evaluation. Therefore, this study attempts to examine the concepts of management and leadership with the concepts of time and time management to determine their impacts when combined on organizational productivity. Within this scope, this research integrates some techniques used in time

management with their given or allocated resources to optimize productivity, thereby achieving overall organizational goals.

Definition of terms:

a. *Time*: As defined by Yasser (2008) is the existence and actions which are continuous and limitless progress that occur deceptively permanently from past to the present and then future. Moreover, time is an element of measurement use in quantifying and classifying activities.

b. *Time management*: Is defined as the capability to plan and organize how company employees spend or exploit their daily working hours in terms of task allocation towards accomplishing company goals (Serafys, M 2008).

c. *Productivity*: As defined by Kumar & Sursh (2008), refers to attaining a peak percentage of yields with a given value of input (creations, tasks, services, inventions, labor and more) with the purpose of reaching organizational goals. Employee productivity within organizations refers to the valuation of staff accomplishments of allocated tasks or responsibilities over a given periods of time to attain the overall organizational goal. Employee performance in terms of productivity usually depends on staff abilities, skills, and experiences in relation to the specific industry.

d. *Efficiency*: As defined by (investopedia.com) is the ability for an organization to optimally exploit their allocated resources with little or no waste, efforts, and energy to reach the company's overall goal. Essentially, something is considered efficient if the results are achieved by exploiting allocated resources with no waste while optimizing all processes.

e. *Good organization*: Is defined as the ability of organizational leadership to implement a detailly given organizational purpose with the understanding that purpose is more valuable than the process in achieving company goals. Meaning that executives focus is not just geared towards how employees follow procedures to the dot but on their effectiveness in accomplishing their tasks, (Sauremann, 2016).

f. *Planning*: Is defined as the process in which management pinpoints organizational goals and objectives to shape their futuristic vision of the organization by instituting a concatenation of processes towards achieving these goals and objectives, (Kumar & Sush, 2008).

g. Evaluation: Is defined as the methodical preceding for gaining well-grounded information related to organizational performance those components that affect organizational overall performance, (Sharif & Sultan, 2010).

A. Background

This research is an extension of previous studies done on the influence of efficient time management in organizational productivity and includes some significant techniques used by company executives which are applicable time to achieve organizational goals. In this part of the study, previous research related to the subject being examined will be referenced and connected to the main problem being examined. Fifteen ways to better manage your time, a study conducted by (Poilloc,2001) in his study of the association between time management and productivity with the aim of informing organizational employees on some techniques they could use in efficiently managing their time in terms of given tasks or responsibilities to optimize production. Poilloc (2001) proposed techniques in his study such as setting one goal per day, prioritizing task based on importance and feasibility and developing daily plans of actions.

Zimmerman (2001) studied the relationship between student achievement and devoted learning time using the variables; actual time, engaged time and academic achievement. His study showed a positively significant relationship between devoted time and student achievement levels. Zimmerman also concluded in his research that external factors such as student motivation, potential of the school and classroom management significantly influenced overall student achievement, which was an interesting view into the management of time by school management, teachers, and students in effectively achieving student educational goals.

In addition, a study carried out by Arnold (2004) with the goal of examining improvement in productivity through active time management, postulating that active time management has progressively improved in a significant way for organizations and employees in achieving organizational goals nowadays especially in organizations that have replaced most of their human resources for technological and logistically more efficient processes with the aim of optimizing productivity depending on the industry. On the other hand, he proposed that organization leadership can expand their skill set in terms of efficient time management by

scrutinizing their frames of mind towards time, educating themselves on time wasting behaviors along with implementing excellent time management techniques to improve their overall performances within their organizations on a business standpoint.

Time management and goal setting as an apparatus for planning was studied by Fitsimmons (2008). Fitsimmons study was carried out with the purpose of improving leadership performance standards relative to time by determining leadership qualities or techniques of efficient time management. His study determines how to institute goals in the planning stages, including business goals and employee goals. Consequently, this study found that setting professional goals can be used efficiently as a time planning tool in successfully achieve goals and objectives, and planning management units.

Furthermore Shaaban & McNamara (2009), carried out a study on how to enhance the efficiency of unstable production lines by not adhering to routine service delivery times. Their study covered the advantages that could be obtained as a consequence of disrupting operation time intentionally in non automated production lines. Shaaban and McNamara found that as pertains to steady state simulations, and in lines with alternate lengths, perturbation, and imbalance patterns, production data was analyzed using different statistical techniques in the various innovative conclusions they arrived at. The best configurations are minimally conventional, and less monotonous to order, leading to lower downtime and lower average stock levels from that balanced line.

As for time management and productivity, two researchers Taheri & Haghghi (2011) examined the relationship between productivity and time management from employee point of view. These researchers also included two surveys in their studies with the first being the amount and dimensions of time management skills, and the second survey on productivity showed a outstanding relationship between time governance and managers performance as it pertains to productivity.

Another study carried out by Ghazzawi (2012), examined the influence of performance by time management as an asset with the aim of consolidating the classification concept of time management as tool in organizational performance. Ghazzawi focused on its use in the civil status department and that of passports and

the employee's performance levels relative to time. The result showed that the overall level of time governance and performance of civil status and passport offices was high.

A correlation study was carried out about relationship between job satisfaction and inspiration with time management amongst academicians' members in universities faculties in Sindh province of Pakistan (Almomani, Miqdadi, Mashrqa & Elmousel 2014). This research made use of indistinguishable approaches of forty lecturers with their associated career backgrounds. Therefore, interviews lay emphasis on the lecturers' skills, habits, characteristics related time management, job satisfaction, and motivation. Also, the study displayed new knowledge by revealing the values of historical analysis, utilizing qualitative study techniques as a means of disseminating scientifically corroborated information. Lecturers and university managements willingness to participate in their study served as a reliable resource to evaluate how lecturers' experiences improved their time management skills to achieve job satisfaction and motivation within the educational industry, resulting in make their personal and professional lives more productive, (Zafarullah & Pertti, 2016).

B. Research Problem

The problem being examined in this research is the impact of efficient time management within organizations in terms of productivity.

Allaq, B (2009). Over time, most organizations have demonstrated that a fundamental understanding of time management results in yielding a high output which is most often in line with the companies end goals. Considering that employee efficiency in production is one of the key factors in driving sustainable organizational productivity, managers need to ameliorate their time management skills to optimize the exploitation of allocated resources in order to remain highly competitive in their various industries or even on a global scale.

Orpen, C (1994) Previous studies in related areas lay emphasis on how to improve employee productivity and motivation in association with time management and task prioritization which is a critical component in achieving organizational goals. There this study will focus on examining the impact of techniques

organizations can use in time management towards optimizing productivity in line with their organizational goal especially post COVID-19, where depending on the respective industries adaptive use of time management skills had to be put in place to maintain optimal productivity given the circumstances.

C. Objective of the study

The purpose of this study is to examine the impact of time management within an organizational in terms of productivity. Meaning that it will focus on the techniques and strategic time management used or have been used efficiently to maximize productivity at a set or less cost. Fort the purpose of this study to attain its objectives and goal:

- *The significance of time management amongst leaders will be determined and examined.

- *The relationship between organizational managers and their staff productivity in terms of time management will be examined.

- * To examine efficient time management techniques used by leadership within organizations.

- * To determine the significance of primary time management variables and their relationship with organizational productivity when correlated.

- *Describe the influence of time management techniques by managers on employee's job satisfaction within organizations in terms of staff productivity and how companies can view employee productivity as a sustainable investment.

D. Essence of the study:

The significance of this study is encapsulated in the understanding of time as a non-renewable resource, when lost cannot be regained and the importance of leadership in organizations using time management techniques efficiently in optimizing productivity or output in line with their companies' goal. Moreover, this study is significant because it attempts to quantify leaderships efficient time management skills and techniques in their respective organizations and how these impact productivity towards attaining the companies' goals, which can proof to be

very resourceful for start up companies or SME's and even companies that are welcoming of new managerial strategies they can use to optimize output. The consequence of this on organizations will likely increase the overall profit, employee satisfaction, sustainable and optimized productivity, general economic growth, and development alongside positive competition.

This study is also significantly importance because it attempts to establish the influence culture has on organizational leadership time management concepts and how these managerial concepts impact productivity.

E. Theoretical Frame:

In this study, two main laws were quoted and used as a foundation in examining the impact of efficient time management by leadership within organizations in terms of productivity. Parkinson's Law, which states that 'work expands to fill the time obtainable for its completion' generated by Cyril Northcote Parkinson who was an author and a British naval historian. This law is back by some evidence in the real World like the case of Microsoft in Japan retrenching to four working days and limiting their meetings to 30 minutes which uplifted productivity by 40%.

Additionally, the theory of productivity used as a foundation fort his research is the one related to humans' relation management proposed by Elton Mayo (1920) and states that, 'A happy worker is a productive worker'. This theory was proven evident when (Tari and Schruers, 2009) examined the role of emotional enervation and job gratification on job performance. They used figures from 66 Dutch care home organisations and found that high levels of emotional enervation were associated to low performance amid the personnel.re linked to low performance amongst the employees.

F. Questions and hypotheses:

The main research problem and the significance of the findings in this research stated above, answers for the questions below will be provided by the outcome obtained in this research. So, the following questions will be answered based on the results of this study. Additionally, and based on previous theory, this

study assumes that efficient time management by leadership positively impacts or influence various aspects if not most of organizational productivity and will be tested by the hypotheses listed below:

Questions:

*To what extent if any is there a significant relationship between efficient time management by leadership and organizational performance?

*What developmental changes if any does efficient time management bring to an organization?

*To what extent if any does time productivity influence performance within an organization?

*To what extent if does demographics affect time management in an organization?

G. Research scope and limitations:

The research will investigate the alliance between time management by organizations in Turkey, with most of the sample size being from Istanbul. Therefore, because the survey is in the English language, most partakers were Turkish citizens who had at least the minimum basic competence in English. On top of that, the partakers in this research were mostly residents of the Istanbul, so the consequences of this study are specific to a sample population of Istanbul and not the whole adult population of the country and the world at large. Finally, due to the limitation of time for the researcher to complete the study before defending, the sample size was not large enough to make concrete conclusions of the research topic, hence may influence the results drawn from this study.

H. Organization of the study:

Table 1: Stages of the research

Stage	Name	Definition
1	Observation	The impact of efficient time management in organizational productivity will be observed under natural conditions.
2	Preliminary data gathering	Collecting data from secondary sources, that is past research which was carried out in this field
3	Problem definition	Defining the area of concern, improvements to be made, and understanding the purpose of the study
4	Theoretical framework	Limiting available data to focus on the specific points of view/ hypothesis and variables
5	Hypothesis generation	Generating some reasonable guesses for the study
6	Scientific research design	How the data collected will be used and analyzed
7	Data collection, analysis, and interpretation	Using software to understand data collected and interpreting the results
8	Deductive hypothetical	Developing hypothesis based on existing theories
9	Report writing	Writing a thesis with guidance from my advisor following institute guidelines
10	Report presentation	Presenting my study and findings before the jury Panel
11	Management decision making	Getting results for my study and approval for Graduation

II. LITERATURE REVIEW

A. Documentation

The literature for this study was obtained from several databases which provided academic information related to the effects of efficient use of time management by leadership within organizations towards achieving the company's overall goal. Some of the databases used include, ProQuest, the database of IAU, government websites, academic articles and papers from the economic and administrative databases, Canadian library and archives, British library Ethos and reference research which is directly affiliated to this study. This chapter examines theoretical content related to the research topic chosen, the efficient use of time in organizations. Previous research carried out to provide evidence of efficient time management skills being an invaluable asset for organizational managers will be discussed as well in this chapter.

In addition, outstanding strategic time management skills used by leadership will be examined in this chapter along side the meaningful reason used in choosing efficient time management as a distinguishing tool in achieving overall organizational goals.

B. The Notion of time and management

Pertt (2013),the concept of time and the need for people to adapt to it is as old as mankind and prior. One of the earliest or fundamental concepts related to time comes from the rising and setting of the sun and how these affect living things in general. Meaning that there is a time to plant crops and there is a time to reap or harvest the crops, which further correlates with the cyclical changes of seasons which have been very familiar to mankind for generations. Comprehensive studies of time based on events and business activities have been categorized in the present, past and the future (Pertt, 2013). Time management is very essential in any organization and for mankind in general because of its essence, scarcity and non-renewability.

Therefore, organizations need to have a system put in place to effectively manage time to achieve their goals and objectives.

Ahmed (2012) carried out a study of time as a correlation to space. His study considered time as an aggregate of space which is a constant, his observations depicted that can be seen as an aggregate by which things undergo development, by which they experience growth and by which they experience changes. Nevertheless, his study focused on observing human resources within organizations and the consideration of time as a vital intangible component in organizational resource management to achieve company goals. Finally, he concluded in his research that managers within organizations cannot achieve their overall goals without considering time as a crucial component, as well as the employees in organizations making effective use of time in completing their various tasks. His synchronized conclusion showed that a failure in effective time management and use by managers and employees within an organization generally leads to failure in achieving the overall company goals.

Kaygusuz, Akgemci and Yilmaz (2016) wrote an article on the impact of HRIS use on organizational efficiency and employee performance for industrial banks in the cities of Istanbul and Ankara. Companies need to consistently observe their internal and external economic fluctuations to keep a high performing production business environment in the current ever changing competitive global business world. They observed in their study that the most important component to efficient management is that of human resources which was analyzed as a key strategical component in attaining organizational goals. This fundamental component in their study was classified as a key source in developing an efficient system within a coherent and highly skilled chain of management where organizations optimize the production process by recruiting high performing employees who in turn enhance the production cycle to achieve the overall company goals. study al Kaygusuz, Akgemci and Yilmaz (2016) so lay emphasis on the aspect of time information management systems which was categorized as a key tool in expanding in production and sales for international companies and startups. Their study was carried out with a sample size which included 160 executives, intermediate management, and employees from the industrial and banking sectors. They carried out their analysis using the test of reliability, correlation and regression which showed a positive correlation between

organizational performance, human resources, and efficient time information management systems.

Almaz & Khaled (2015) in their study stated that from prehistoric times. The notion of time has been fundamentally of great importance towards the development of nations and therefore used astronomy and mathematical sciences to measure time, and these was done in ancient Egypt, Rome, Babylonia, and the Chaldeans. The mathematical and astronomical time measurement techniques were used in calculating daily life routines like for transportation, trading, farming and others, therefore making the concept of time management and its applications vital in the classification of civilizations in terms of production and development. This study showed that maximum production in the shortest time possible, taking cost efficiency into account could be achieved by implementing efficient time management techniques. The literature in their study also referenced Japan becoming significantly important in terms of productivity as a global giant industrially, technologically, technically and distributed their products all over the world including g markets like that of the USA.

Abbawi (2006) Established that the concept of time management is dependent upon the activity being carried out, time management and the organizational goals. He also proposed that time management is connected to various process such as planning, programing, communication, delegation of tasks and coordination of these tasks, resource management and that organizational managers need to develop these skills to optimize production and effective allocation and use of resources. He concluded that time management is the most vital skill to the efficiency of productivity by management within an organization. Classens 2(005) Carried out a study with the purpose of emphasizing the importance of time management by educators, company executives and specialist in different fields instead of focusing on startups and entrepreneurs. He suggested that in previous studies on the concept of time management was not considered a trenchant factor because it was generally analyzed as a naturally occurring phenomena, but his study was geared at showing that even seemingly naturally occurring variables can significantly change organizational productivity when time is efficiently well managed by company managers.

Fitsimmons (2008) suggested that the management of time should not have

subdivisions and should be managed and coordinated without separate divisions, in his opinion therefore time management should be totally inclusive and managed as a uniform entity. Although time management has been applied uniformly in administrative sectors, the other sectors have not been highly used in terms of uniform time management within entire department or sections of organizations. In this same light he also concluded that time management within organizations most especially by organizations in the administrative department or sections of organizations require the skills to plan and organize time to identify components, factors or circumstances that will result in time loss and then assign tasks, plan resources in a manner as to reduce time loss, which eventually results in an increase in the overall productivity of the company. Because time and management are closely linked, Fitsimmons (2008) proposed that efficient time management skills by company executives will most likely result to increase in organizational productivity and decrease in effect cost of production, which in general aligns with the companies' goals thus adhering to his hypothesis that effective time management skills are an asset towards a decrease in cost of production and increase in resource utility and productivity. Fitsimmons concluded that time management within a company and time management skills for organizational executives are invaluable components to the successful running of a company.

Sultan (2015) in his research suggested that time management needs to be considered as an invaluable asset towards organizational success because the mismanagement of time can result to bankruptcy, laziness, low quality production and overall decrease in company production. His research also suggested methods of counteracting the phenomenon of time mismanagement be company executives which was the continuous evaluation, analysis, planning and programming of human resources daily on an hourly basis to achieve organizational desired goals.

C. Institutional time management.

The concept of time management in higher educational establishments such as universities, colleges and advanced training centers can be examined as a bear time circuit source. As such university administrative bodies need to prioritize time allocation and time management as a rare and non-renewable resource towards achieving sustainable results especially in competitive and quality educational

markets by following the five key categories of planning, organizing, programming, implementing, and evaluating diligently. (Misra, R & Mcken, M 2000)

Mustafa (2002) postulated time management educational establishments as the use of time to achieve the expected educational goals expected of the university over a particular period as time management covers a large part of the educational establishment's plan of action. University courses face the aspect of time limitation from the start of the course to the end of it depending on the planning and organization put in place by governing educational body. In addition, Mustafa determined that for educational institutions to measure their success and failures in terms of productivity, faculties and educational department heads need to prioritize time management and accountability in terms of the effective application of time in a decentralized manner. His postulation in this case was dependent upon the concept that time is a rare and limited resource that cannot be stored, bought, replaced, stopped, and sold, and that time is at the for front of every action because nothing can get accomplished without time allocation and in most large-scale cases effective time management.

Claessens (2004) Researched time management as a parameter that examines resources and their effective management. This will require the teaching staff and school administration to use effective task assignments programs with adequate time monitoring systems to effectively quantify productivity at the same time limit micro-management strategies but at the same time maintaining a disciplined, organized, and effective working environment. Claessens also mentioned a previous study carried out by Skinner and Green which stipulated that although higher management in organizations need to observe somewhat strike time management strategies, they also need to pay particular attention to staff autonomy especially when it comes down to micromanagement as a sustainable strategy in retaining qualified and highly skilled staff or employees. He included that Skinner and Green proposed a much more subtle approach in monitoring staff and providing training options to improve out consistently without creating a high-pressure working environment where communication between management and staff is limited instead of free flowing.

Alain (2010) Deducted from his study that effective time management by company executives an even by department heads can be considered a great determinant in task delegation based on specialities, to enhance long term sustainable

productivity and to reduce the chances of battles of competence or unhealthy competition. Alain added that effective time management is easily observed in organizations by employees and executives showing extensive understanding and a sense of confident responsibility regarding the general companies successful running. Thus, enabling timely coordination, participation and overall inclusion techniques, employee inter-communications, an to heighten the sense of organizational involvement. Time management encourages the company's flexibility to endure changes, developments, and employee aspirations by enabling a large platform for individual use of initiative and personal creativity which is important in the workflow systems. Therefore, time management is essentially very necessary in exploiting human resources and the resources available in maximizing production towards achieving company goals. Alain concluded that good management adapts prioritization systems to investing in time management because it is a special resource that must be used wisely and logically (Alain 2010)

D. The impact of information technology on time management.

In recent years information technological development in organizational communication has significantly impacted managerial strategies used in sustainably achieving company goals. McNamara (2010) suggested that small businesses have experienced a high intake of technological devices such as computers and other electronic communications devices to facilitate the general business processes and to effectively information small business management of the performance of their available resources towards an achieving organizational goal. He also pushed for the argument that with the access to the internet and social media outlets like Facebook, LinkedIn, Twitter, and emails have prompted the increase in organizational business marketing strategies and small business exposure, more still improving employees and executives work life balance in terms of task allocation, task complete and time management which can be argued as a sustainable organizational time management strategy (Candell, 2005). Postulated that another significant contribution of technology to organizational time management is electronic communication which can be managed much easier than paper-based mails by making use of what he named the 'Four D's' which are delete, delegate, get it done and defer it. Also, emailing within businesses are now being managed in batches at regular time

intervals during working days as an example of effective time management strategy within organizations.

E. The influence of time management on organizational culture and behaviours in NGO's

Time governance etiquette in NGOs is the most susceptible asset in the company White (2018) argued that within NGOs particularly, time governance is scrutinized as one of the paramount responsibilities that is necessary for these companies to provide genuine services to the company's market base. He also discussed that employees within corporation generally tend to experience stress sur to loss in time rather than in finance. In this argument, White postulated the theory of the diabolical triangle as it relates to the adverse effects stress has on the human anatomy caused by pressure from time, where in companies' outcome or performance of a specific task is measured in three parameters; the objective to be attained, the quality of tasks carried out to attain the goal and finally the time taken to complete the targeted task. Moreover, the diabolical triangle to be made applicable in everyday life situations such as the completion of basic household chores, but the contextual difference comes in where the organizations that make use of the triangle develop a workplace culture where their employees are force faster, better and with low compensation because these modern business's sole goal is profit making. Unlike the non-profit making organizations which do not apply the triangle in a similar way by making these three-component s of the triangle so critical, thus making their overall tasks easier to manage with respect to time and dedication towards attaining the non-profit goals or cause. Hence, it turns out easier for the efficient executives of these charitable institutions to accomplish the charitable goals of the organizations without focusing extensively on the monetary limitations. Not withstanding, time management cannot be considered as an out of context parameter when discussing management within NGOs because time management in these organizations are much more critical that achieving company goals as they have social responsibility towards the cause they stand for and need to meet the ends with a sense of urgency. Thus, the workplace pressure on employees is also significant as well as on the managers (White, 2018).

On the other hand, Ramadan and Borgonovi (2015) proposed a scenario

where due to a shortage of instantaneous business goals, non-profit organizational personnel tend not to display a high level of dedication to their jobs as compared to profit meaning organizations, thus it is vital that non-profit organizational managers be efficient at creating a dedicated working culture with employees who have a sense of responsibility and passion towards the organization's goals or cause. Which implies that contrary to the assumption of a shift in dedication based on the overall nature of the industry, non-profits tend to portray a high if not equally as high level of dedicated workplace culture with a sense of responsibility towards the society where emphasis on time management strategy and philosophy are of maximal importance for their personal and professional circle.

Nonis et al. (2005) carried out a study in which he proposed three main components that contribute to the efficiency of time management behaviour in NGOs which include.

- The overall psychological happiness of employee
- The employee's personality traits,
- Micro and macro environments and
- The possession of efficient social welfare skills which are very vital towards attaining job satisfaction in the organization.

Nonis found that time deprivation is a top reason that accounts for employee's lack of satisfaction on the job. Which is clearly demonstrated in 21st century organizational management where employees are constantly being monitored for performance in output or productivity towards attaining company goals and for planning and decision making by organizational executives. Hence, personnel is persistently occupied with the movement of data that is required to be combined and accommodated for the purpose of data management synchronously with time management.

Drucker (2012) argued about the importance of overall NGOs goals as opposed to the urgency of accomplishing these goals. A unique separation is that corporate personnel are constantly faced with urgency because their various tasks are significantly related to organizational progress. Where as, NGOs employees are not pressured by urgency but by the importance of their jobs and implications on society.

Nevertheless, this notion can be a pedigree of effective ammunition for time management in NGOs staff, because the importance of the employees in a profit-making organization is because of the guideline or job description put in place by the companies' executives and human resources team. On the other hand, employees in non-profit organizations are not being given to the dot targets by higher ups, although they have a general goal to accomplish within a given time frame, but the level of micromanagement and pressure on these employees is generally less where duties that seem more meaningful or most instrumental to society are prioritized. He concluded that NGO labour although generally are not pressured by urgency but instead by a sense of importance and duty to society or the organizational cause, they generally are required to show good interpersonal skills punctuality which is related to time management, extraversion, and self discipline.

Cleveland et al. (2016) carried out a study with the purpose of demonstrating the influence of national cultures as a significant factor towards affecting behaviours in time management within organizations. Along his trend of argument, he stipulated that positive personality traits within the human resources component of the company contributes significantly to the efficiency of time management skills, deduced from the notion that a person generally tends to behave according to societal values and norms. Furthermore, they elaborated on the aspect of better understanding time management behaviours by examining organizational human resources social interactions with relevance to national socio-culture imperative through various theoretical dimensions which are Hofstede's elements of culture, Trompenaars' cultural elements and Hall's cultural elements. Each cultural dimension possesses its own twist to explaining national culture and how they affect organizational time management behaviour.

Time management tendencies depend immensely on the internal culture and the ethical standards in an organization. Bolton (2014) argued that apprehending the effects and requisitions of cultural parameters is an important step in enabling managers to comprehend the significance of time supervising behaviours. He proposed that the main components of national culture are essential in understanding the way that culture impacts time management enactment in organizations.

National culture has been considered a difficult term to define because of the inert diversity of the subject, but a few definitions deduced from previous literature

that have significant correlation with the theme of this research have been referenced to set a foundation of how national culture affects efficient time management within organizations by leadership. Tylor (1871) put forward one of the earliest definitions of culture as “that compound whole which includes knowledge, belief, art, precepts, law, patronage, and any other competences and routines acquired by man as an appendage of society”. Kroeber & Kluckhohn (1952) defined culture as “sequence, explicit and implicit, of and for behaviour derived and transmitted by symbols, representing the significant achievement of human groups, including their embodiment in antiquity; the critical core of the cultural embodiment of heritage (i.e., historically procured and selected) ideas and especially their attached values; culture systems may, on the other hand, be considered as products of action, on the other, as conditioning elements of future action”. These two definitions shed light on a few critical aspects of how national culture influences organizational time management such as how culture is transmitted, the values, symbols, traditions that constitute the national culture.

Hamblin (1978) defined culture as “a set of trust, objects and events gained by individuals as members of society”. In addition, Matsumoto (2009) defined culture as “an eccentric meaning and information system, shared by a group and handed on across generations, that permits the group to meet basic needs of survival, by coordinating social behaviour to attain a practicable existence, to convey successful social behaviours, to follow happiness and well-being, and to derive interpretation from life”. UNUNESC (2001) elucidated culture “as the set of differentiating spirituals, material, intellectual and emotional features of society or a social group, and that circumscribes, in addition to art and literature, way of life, manner of living together, practicality systems, heritage and beliefs”. All these definitions of culture essentially show that people and their behaviours are the backbone in establishing a vivid understanding of how national culture impacts organizational time management. Culture had also been argued by past researchers (Richards, 1996); (Spencer, 2008) as pertaining to the way people discern, think, and evaluate the world, others, and themselves. This view of culture puts the individual within their abutting. Thus, culture is seen as a learned process where the cognitive potential of a population comes from the exchange with others within a specific community.

F. Hofstede's cultural dimensions in organizational time management.

- *Hofstede's dimension of culture*

Hofstede Geert has been considered one of the most important contributors to the understanding about culture, with his well know Works greatly revolving around research in 40 countries on IBM corporations' employees where he considered that capitalizing on company will direct the conclusions of his study more concretely towards national cultural differences by using four dimensions namely: power distance, individualism, uncertainty circumvention and masculinity. Also, a fifth element was added when Hofstede worked with (Michael Bond, 1991) on a Chinese survey about cultural values. The fifth dimension was focused on confusion dynamism in long term orientation. Hofstede's dimensions on culture can therefore be using in analysing the significance of national culture on time management within organizations and it can also be deduced that his five cultural dimensions can be used in future studies on intercultural communication and cultural diversity within small businesses and larger corporations as a component of organizational behaviours.

- *Power distance index (PDI)*

This dimension was proposed by Hofstede (1993) as the one where the population of society that is considered or categorized as less powerful tends to acknowledge that power is unequally distributed in society. The focus on power distance index as proposed by Hofstede is how society behaves towards inequality, meaning that in societies where the is a huge power distance, the population accepts hierarchical order without any oppositions. Whereas in societies where there is a low power distance index, the population strives to balance the distribution of power and make demands for justifications in cases of unequal distribution of power.

- *Individualism against collectivism (IDV)*

The understanding of this dimension as it relates to society is portrayed is how the population defines their individual character traits in terms of "we" or "I". A demonstration of this dimension in society is where people in a conservative community expect their relatives or social group members to take care of them in exchange of absolute loyalty.

- *Masculinity versus femininity (MAS)*

In organizations and society in general, there is a continuous competition between genders under the general principles in which these two categories stem in terms of value and skill. In the case of femininity, values are anticipated for modesty, emotions and caring, quality of life and corporation, whereas on the masculine side priority is being given to material rewards, heroism, and achievements. These two categories are used as parameters for analysis in studies to either make a competitive or comparative analysis of a particular subject where the focus is on gender and skills that are generally presumed to be associated to each category.

- *Uncertainty avoidance (UAI)*

This measurement is concerned with the magnitude to which the human resources components of organizations portray behaviour towards uncertainty, which is how employees in an organization handle the unknown or immediate changes and adapt to these changes while maintaining a stable work environment such as the case of certain companies' adjustment protocols during the outbreak of the COVID-19 pandemic. For organizations that show a solid UAI and keep a stiff control on workplace behaviours and policies tend to be much reluctant in adapting to unplanned circumstances, whereas organizations with weak UAI tend to adapt more easily to unplanned circumstances because of the flexibility in company policies and organizational behaviour where practice tends to matter much more than philosophy.

- *Long term in contrast to short term orientation (LTO)*

In the context of organizational management, LTO can be understood as the search of a company for virtue by applying the concepts of normative thinking where small businesses or start-ups with short term orientation have a strong drive towards establishing themselves by hunting or pushing for quick results while showing a minimal propensity to save. While well-established organizations rely on the belief that sustainability in business lies principally on time management and context, where they display the ability to adapt almost immediately to changing circumstances, a strong propensity towards saving and investing, and patience in achieving organizational goals.

Hofstede's cultural dimensions as they relate to efficient time management by leadership within organization to maximize productivity is seen in the illustration in Figure 2 below. Then the measures of each individual dimension based on

Worldwide averages is also illustrated in figure 3 below. Furthermore, because Hofstede focused his research on 40 countries, the reliability of these five dimensions is very substantial and could be significantly applied to comprehend the effect of organizational culture on time governance etiquette. To begin with is the power distance index of time distribution. For this dimension the merit designated to time is correlated mainly for the financially dominant and the most responsible employees of the organization. Organizational inequalities and positions of responsibility account for this dimension within organization in relation to time management and productivity.

In addition, Hofstede's proportions of individualism contrary to collectivism are more understood in terms of time management when individualism can be discerned as the private choices of employees in the company to stay in a loosely merged time zone. The employees try to minimize time stress from occurring by themselves. Contrarily, collectivism is the category in which organizational executives expect employees to be productive within a given time frame. In this case management expects unquestionable loyalty from the employees. Then as for masculinity and gender is usually expected to perform tasks under significant liability to the organization and femininity is generally destitute from the time rush. As for short vs long term orientation, the managers emphasize on the accomplishments of long-term goals based on the individual skills of the executives in well established organization, which is not the case in start-ups or some small businesses.

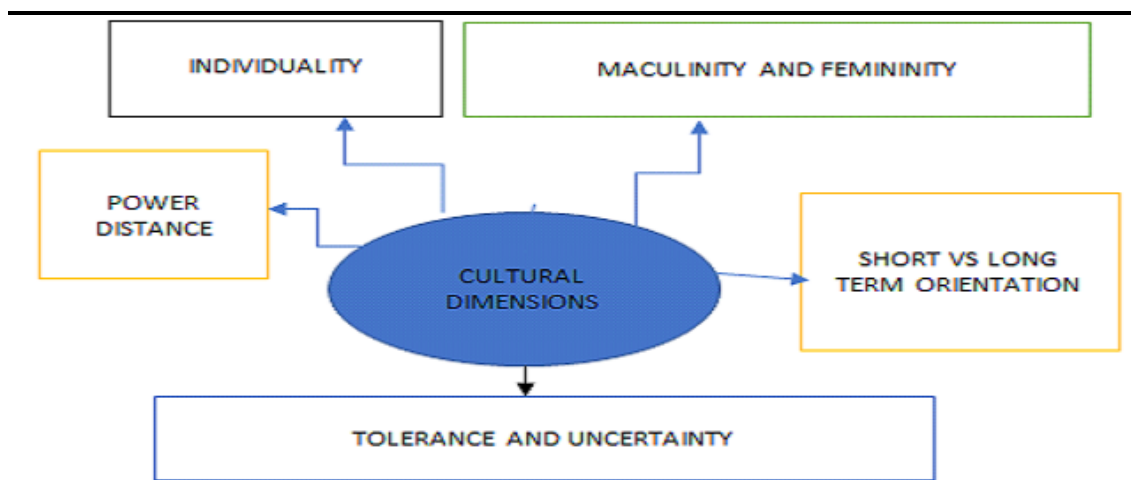


Figure 1: Hofstede's cultural dimensions

Source: Rahim (2017)

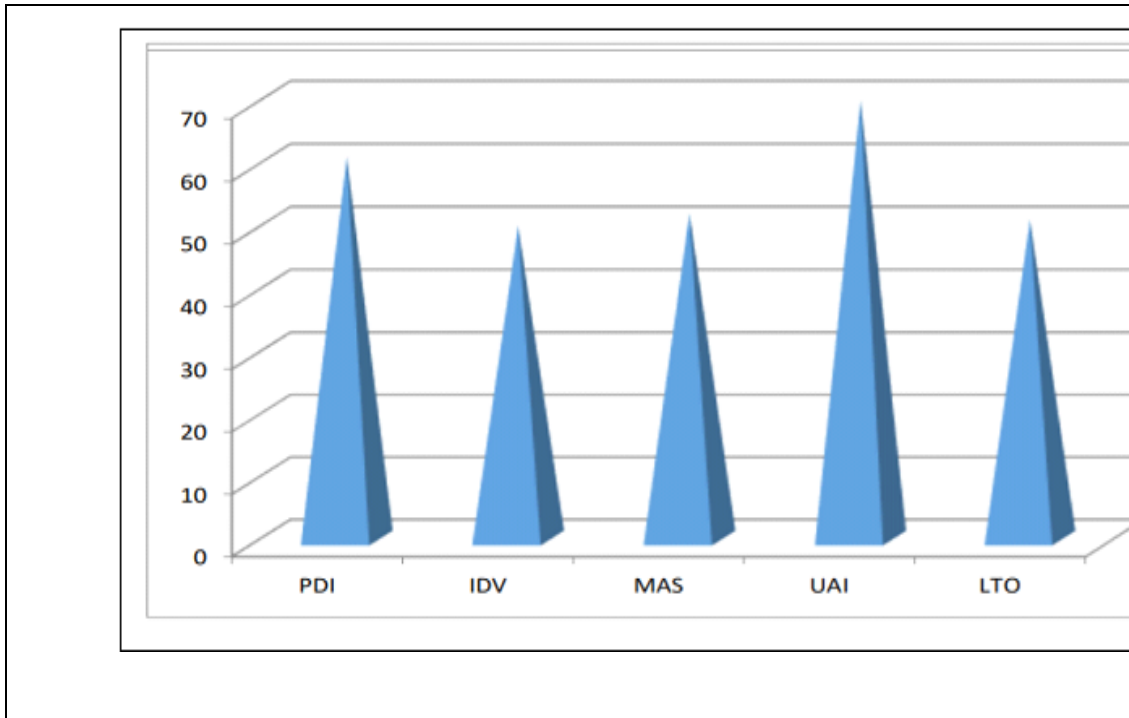


Figure 2: Hofstede's cultural dimension by world average scores

Source: Stephen J. Taylor (2003)

G. Hampden-Turner's and Trompenaars cultural elements in organizational time management.

Hampden-Turner & Trompenaars (2009) expanded on a model that showed disparities between national cultures and their study is known to have illuminated the scholar community on how populations of diverse cultures interact amongst themselves using seven elements (universalism versus particularism, individualism versus collectivism, neutral versus emotional, specific versus diffuse, achievement versus ascription, sequential versus synchronic timing and external versus internal control), which can be interpreted in terms of efficient time management and productivity within organizations as explained below.

- *Collectivism vs individualism*

Trompenaars & Hampden-Turner (1997) Developed these two concepts which can be interpreted in organizational management as the importance of efficient managers to concentrate on individual employees and observe their contributions to the production chain over a given time periods according to their wishes, or should leadership lay more emphasis on community production output all times of the

production process following the quote “Do people perceive themselves primarily individualistically or predominantly as part of a group?”

- *Universalism vs particularism*

In universalist organizations, the approach taken is stemmed from the quote: “What is considered right can be explained and is always applicable” in the company (Trompenaars & Hampden-Turner, 1997) whereas organizations with particularistic cultures focus more extensively to relationship obligation and special individual skill sets, such as turning away from assuming what is good and right to pushing for obligations towards friendships such as loyalty and abstract societal codes are prioritized

- *Emotional vs neutral*

Organizations in most countries tend to exhibit a more human approach towards achieving goals and overall company culture where workplace culture is flooded with a vast array of emotions from employees banging their fist to their tables, leaving meeting or conference room in anger, and laughing out loud at the Office. On the other hand, in western European countries and most of North America the workplace relationships are more frigid and the focus is on achieving organizational goals with the mentality that employees are required to be similar to their machines so as to operate them more efficiently following the question by (Hampden Turner & Trompenaars, 1997); “Should the character of our relationships be unbiased and detached, or is showing emotion bearable?”

- *Specific vs diffuse*

The focus in the specific dimension as it relates to organizational management culture is how far from the human resources component of the company get involved. In some organizations, employees are given the responsibility of examining the subject of concern individually, then all ideas are put together for cumulative decision making or entered as a separate single component. In this case, the relationships between employees are well defined and their roles specifically established on hard facts, standard and contracts. Whereas diffuse geared organizational cultures begin with the entire employee population input and a general view of the group is considered for decision making, here all the inputs are relevant and the relationships between employees are more valuable than personal

circumstances.

- *Achievement vs ascription*

The dimension of achievement culture in organizations is based on the notion that employees must prove themselves to earn their status in a company. Such cultures in organizations are when by employees getting their status based on their accomplishment without anything being handed over to them. Whereas, in organizations that apply ascription culture employees get their status by nature of birth, age, wealth and gender, in these organizations status is not earned based on accomplishment but on personal circumstances.

- *Sequential time versus synchronic time*

The sequential dimension examines how employees are apt to carrying out their tasks within the organization, do they perform one task at a time or are they apt at multitasking. Organizations develop their own cultural responses towards time relative to importance and these components are structures in the present, past and future. In such organizations where sequential cultures relative to time are being applied, people tend to perform a single task at a time. Meanwhile, in synchronic organizations, employees tend to multi-task at a time.

- *External vs Internal control*

Organizations where the external dimension is being applied tend to direct their employees and policies towards an organic perspective or workplace culture where human resources are viewed as one of nature's forces are required to live in harmony with nature. On the other hand, organizational management directed towards internal control dimension, the general workplace view is geared towards the understanding that with the right skill set nature in all its complexities can be controlled and dominated if the right effort is being applied. In terms of sustainability, the big question here is, should human resources of organization be structured on the mindset that people control the environment or should work with it.

Figure 4 below is an illustration of the cultural dimensions proposed by (Trompenaars & Hampden Turner, 1997) and how they are related to efficient time management in organizations to maximize productivity.

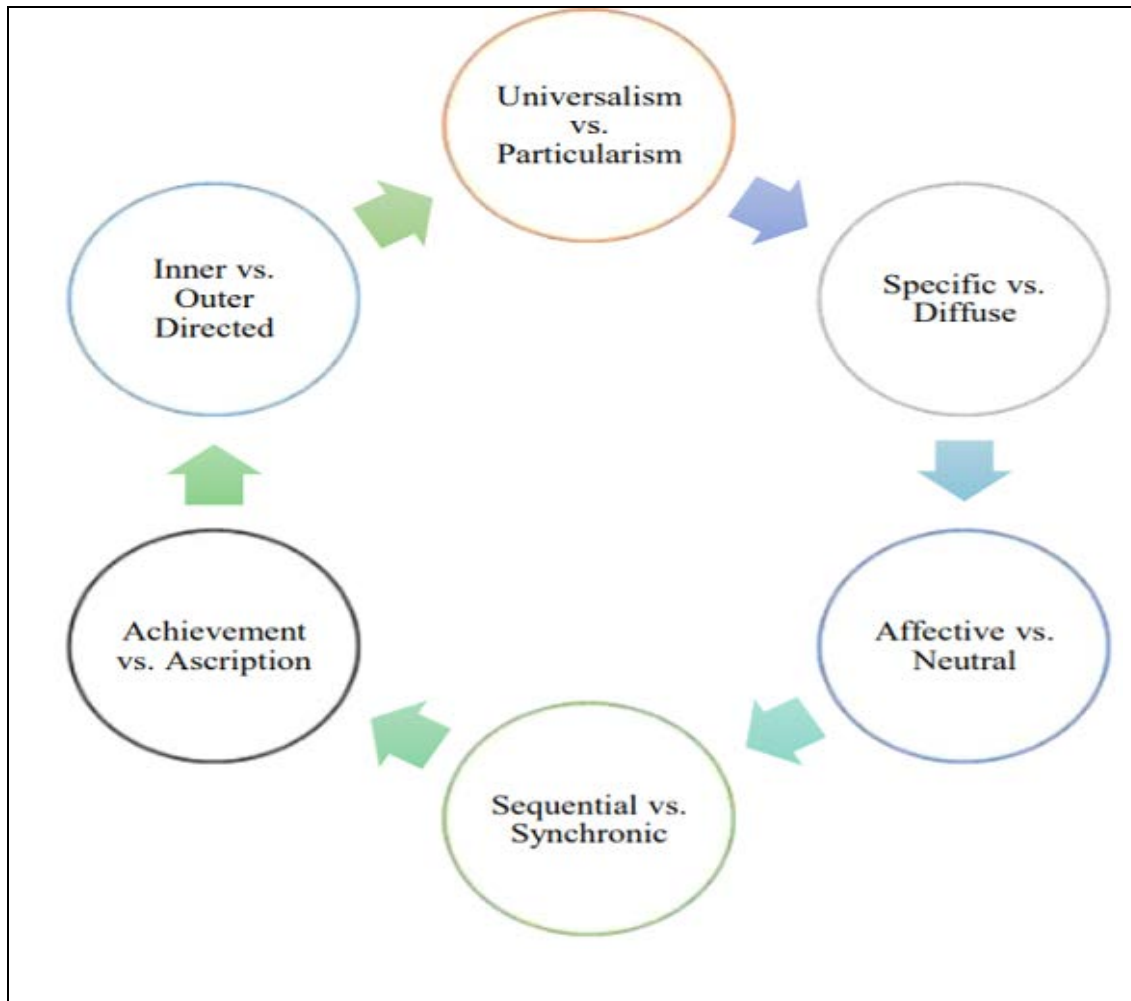


Figure 3: Trompenaars and Hampden Turner organizational cultural dimensions

Source: Park (2015)

H. Hall's space and time

Hall (2012) developed a concept which is applicable to organizational time management, where employee's relationship to space was examined. From his study, the concerns about employee's need for space can be deduced where these concerns could stem from personal space, parking spots, office area and even space at their homes.

- *Space*

Jolly et al. (2016) proposed that the requirement for space is a concept that is synchronously applicable to human resources generally necessities and the need for space varies based on different circumstances in life. Therefore, personal working space can be deemed priority within a company and when this personal space is

being violated, it can be considered a threat or disciplinary actions may proceed. Personal space within organizations is a mobile form of territorialism, as such employee's need to create distances between themselves and their fellow colleagues by expressing the personal need for bigger homes, bigger car, bigger offices and more. In the case of organizations in North America, they tend to make greater use of space as compared to the Japanese who are more minimalistic when it comes to space due to a limitation in special factor. Therefore, space can be understood as the territorial factor in organizations where employee's express concerns about greater or lesser space between themselves and their peers. The need for space factor can be a valuable parameter in determining the efficiency of time management by leadership within an organization in terms of productivity.

High territoriality is the concept where employees in an organization display concerns over territorial ownership by mapping out areas within the organizations to claim ownership and create boundaries between themselves and their colleagues. This can be anything like a piece of paper overlapping from a co-worker's desk on to another's. Of course, wars have been fought over boundaries and this can become a point of great concern for managers within organizations when they themselves show a high need for ownership or when other employees do so, could be anything from material objects to basically having the "Mine" mind set which can pose an internal security problem for the organization because highly national people are prone to be people of low context. In some organizations (NGOs), some employees are associated with the aspiration that a position of responsibility has been set out for them and no other employee can take that position and this factor can be a valuable determinant for time management by organizations in terms of productivity (Jolly et al., 2016).

On the other hand, employees with low territoriality potential in organizations tend to show minimal importance to the need for space and boundaries in the workplace and have a high propensity to sharing their office space with other employees. They tend to show less concern over materialistic ownership and generally have a high sense of context. Generally, employees who are minimally connected with the owning space like in the case of non-profits where the employees generally attribute less importance to territorial ownership again

Contrasting in terms of efficient management can be associated with low and

high territoriality using the example of aboriginal (Native) Australians who can demonstrate their ownership and belonging to the land based on them thriving there for hundreds of years, meanwhile the western world has portrayed more barbarity towards claims of ownership on these lands. The illustration below is to show the four dimensions of space and how they relate to organizational management.

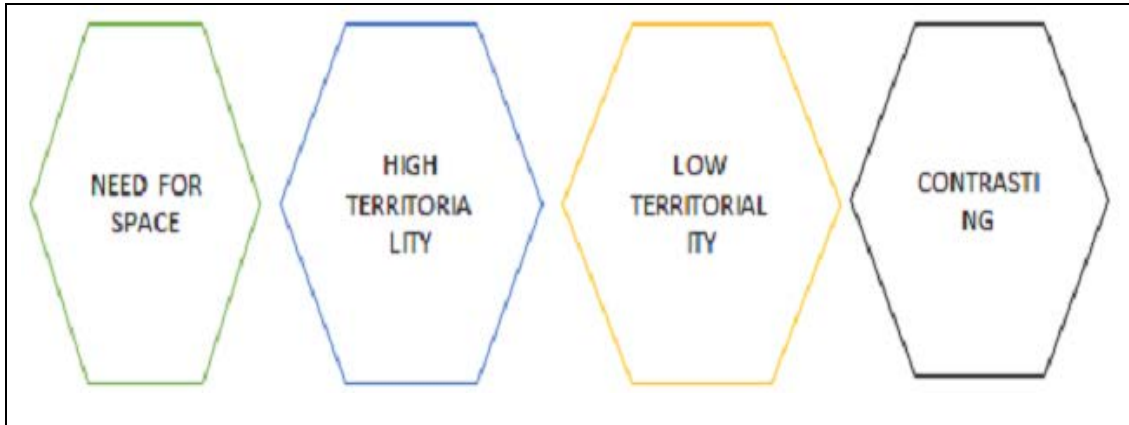


Figure 4: Dimensions associated with organizational space management

Source: Jolly et al. (2016)

Time as a cultural factor

❖ **Monochronic time**

Hall, (2012) carried out a study on time management as a strong cultural factor within business environments making references from the concepts of polychronic and monochronic time influences. Hall's interpretation of monochronic time within the organization's context was the process of carrying out one activity or task at a time driven by parameters such as value, scheduling, and planning. His interpretation was culturally inclined in the sense that he postulated that organizations in low context geographical regions like North America and Western Europe viewed time as money and quoted that 'use time or time will use you, time is countries'. As of time management, leadership can improve managerial duties in terms of scheduling and planning and employees who tend to be responsibly and serious will perform well at a workplace which follows a monochronic time system. This system of operation is most commonly applicable in NGOs where employees tend to carry out a single task at a time in all seriousness, whereas organizational systems mostly require their employees to multitask consistently in the workplace.

❖ **Polychronic time**

On the other hand, polychronic time is the act of carrying out multiple tasks at a time following the notion time is multi-dimensional and flexible. Organizations that develop and apply the polychronic time culture system tend to value the relationships between their human resources over getting task done. Note here that things do get done but generally within the employee's own time frame and these kinds of organizational culture towards time can be geographically mapped to parts of middle eastern, Asian, African, and South American countries where cultures tend to be of high context. As for applicability, corporate employees tend to accomplish more tasks within their own given time frames whereas NGO employees tend to complete a single task at a time with all seriousness and essentially a strong regard towards society or their local communities (Jolly et al., 2016).

❖ **Contrasting time**

The concept of contrasting time can be understood within organizations as two employees working in the same organization who show polychronic and monochronic time cultures tend to display different approaches towards organizational task especially in corporation with a very diverse human resource component. Like a Middle Eastern employee and a North American employee working in the same company, the Middle Eastern employee may be more likely to show up late for a conference or board meeting because of the time culture value of considering it less serious or less important whereas the North American employee will likely tend to arrive on time to the board meeting or conference because of the contrasting time cultural value (Abeysekera & Dawson, 2015).

Figure five below show the three different components of time as a cultural factor in organizational time management.



Figure 5: Cultural time components in organizational time management

Source: Abeysekera & Dawson (2015)

i. The Importance of time management

Claessens (2004) define time management as the notion that deals with overseeing time resources, organizing responsibilities and delegating them in terms of timing is fundamental to the efficient running of an organization to reduce under production and loss of financial resources. What makes time such a precious resource in organizations is the fact that unlike other resources time is different in terms of storage, being replaced, put to a halt, being sold, and bought, basically making time a vessel for any organizational exertions.

Productivity in organization is very important and efficient organizational managers prioritize optimizing the strength in the relationship between employee productivity and time discipline. When the organizational culture towards time is unanimously effective, the overall productivity rate of the company is high, and the burden placed on organizational executives in terms of micromanagement and discipline is significantly decreased and geared more towards a decentralized system where employees are given more responsibilities towards tasks, and tend to feel less pressure with regards to time for completing task hence reducing the overall burden of time management in the organization. For instance, (Ahmad et al., 2012) carried out a correlation study between event management productivity and time management and their findings were that human resources time management factor

in planning event affected the production in completing event organization tasks, show a strong correlation between task performance amongst organizational employees and time management.

Channar et al. (2014) analyzed the effects of time management in private and public organizations to find a correlation between overall employees' performance and job satisfaction within these organizations. In their study, they conducted individual t-tests during his analysis with a sample size of 260, and a closed ended questionnaire and their results showed that good time management principles raised employee motivation levels and satisfaction. The results from this study also showed a gender derivative where women were more time conscious than men in these organizations, and that private sector employees tend to be much more time conscious and effective because of the nature of their workplace sector or time pressure associated with private sector organizations. The studies above amongst multiple others highlights the findings towards the concept that there is a strong correlation between efficiently managing time in organizations and performance or productivity, therefore efficient organizational managers should give special attention to the efficient use of time:

- To determine productivity levels to prevent constrains in achieving organizational goals,
- To deepen their sense of understanding and awareness with regards towards consolidating the swift and successful running of the company.
- To enable organizational managers to develop sustainable and flexible strategies for time management that can withstand unpredictable changes which will keep the company running at a profitable rate despite changes in circumstances.
- In increasing organizational staff's sense of motivation and responsibility by decentralizing tasks of responsibility, interaction, coordination, and participation.
- Enable the human resource component of the organization to use creativity and initiative in a collectively unanimous time cultured workplace environment.

J. The principles of effective time management in organizations

Ghebre (2012) proposed some very significant and effective organizational time management principle which can be applicable in NGOs, large corporations and in start-ups which are;

- a. Prioritization, where organizational managers and employees make decisions on which tasks or assignments need to be finished first by organizing their tasks based on importance towards achieving the overall organizational goal.
- b. Completing unpleasant projects, in this principle the objective is first to complete those tasks which organizational managers and staff consider the least enjoyable early on such that as more time is spent at the workplace more enjoyable tasks can be accompanied with motivation and responsibility.
- c. Observing deadlines, in this principle, organizational staff need to keep track of the amount of task required to be completed before a given deadline and this can be accomplished by following well organized calendars, to do list, agendas and schedules.
- d. Delegation, this principle involves developing and organization culture where employees are given responsibilities over coordinating certain projects or task to reduce the burden on managers. These could be done by nominating group, department, or section leaders and by decentralization of task which could be motivational for the staff.
- e. Saying 'NO', the last principle is that or organizational staff being overburdened with tasks and responsibility to the point that it affects overall productivity and sometimes their health. Therefore, it is important that within an organization, staff learn to reject excessive workloads especially when their fellow colleagues try to pass the buck.

Along with the above-mentioned time management principles is the need for skills by efficient time manager within organizations like, planning, organizing, responsibility, communication, and decision-making skills. Time management therefore is very important in terms of influencing the understanding of the human resource component of the organizations culture by following and monitoring multiple factors in the company such as managers informing their subordinates about

managing time at the workplace, while company staff are expected to complete a specific task within the required time frame set by the organizations management. So, the six principles in NGOs related to effective time management added to the ones mentioned above are awareness of time spent on a specific task, preplanning of tasks that can be completed in each time frame, prioritization, single tasking, boundaries to reduce time wasted and depicted in the illustrations below (Ghebre, 2012).

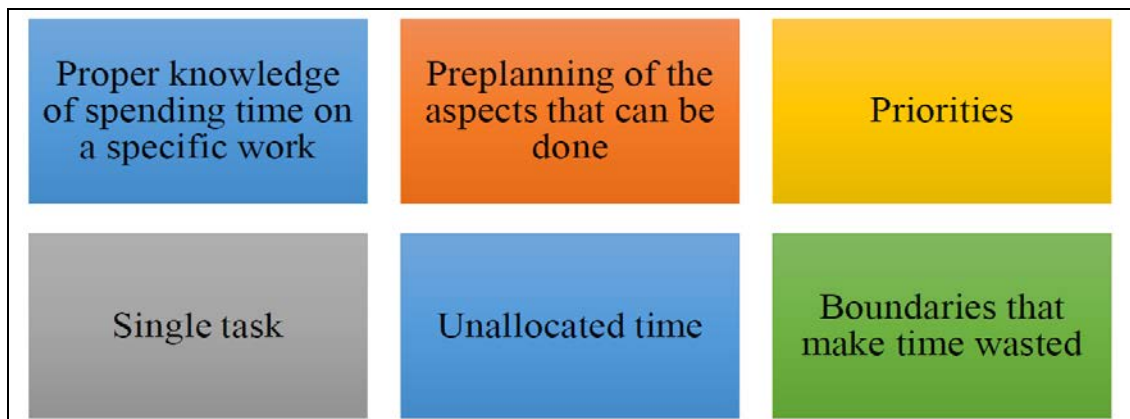


Figure 6: Effective time management principles

Source: Liesch & Knight (2016)

❖ Effective time management and organizational performance

Witon (2011) carried out a study that showed a significantly strong correlation between organizational time management behaviour and productivity and this was based on his observation of previous research carried out that showed evidence of positive correlation between time management as a human resources management practice and organizational performance. In this light, organizations that adopt a high-performance culture tend to manifest the principles of effective time management such as prioritization of tasks, preplanning of time to be spent on a project, an extended knowledge of time project management, use of the allocated boundaries to reduce time wasted, performance monitoring and controlling strategies towards achieving organizational goals efficiently.

Obasan (2011) carried out a study to show that there is a positively significant correlation relationship between organizational performance and efficient management of teams where he used a sample size of 220 participants and after analysis of the data collected, the results showed a strong positive correlation

between these two variables plus time planning, time attitudes, and time wasters. Hence demonstrating a positive correlation between time management and organizational performance in terms of productivity.

K. The theory of motivation in efficient organizational time management.

Some motivational theories and concepts will be used in this study because motivation has been determined to be a significant contributor towards time management and organizational employee performance. According to the nature of this study, Maslow's theory on motivation in companies will be inferred focusing on the five components which were, safety, belonging, physiological, self esteem and self actualization.

- Physiological motivation is associated with understanding of the basic human instinct of surviving in the world we live, which is the human ability to acquire necessities of life such as food, shelter, water, air. These can be strong driving components to push human being to utilize time more efficiently and in the case of organizational performance, employees tend to complete their tasks at their jobs which is a source of income towards purchasing some of the necessities mentioned above.

- Need for safety is the motivation component of Maslow's theory that examines various aspects of human protection from harmful circumstances in life. In the case of organizational management, employees tend to maintain a good performance at their jobs because multiple private and public companies provide safety aspects of jobs stability, job security, benefits such as health insurance, retirement or pension plans, immunity and safety depending on the job, like diplomatic immunity and security details for some government or private officials. All these aspects can be great motivators for employees to perform well at their organizations and of course this comes with effective time management.

- Belongingness motivation is the concept that employees within an organization tend to show the need to associate with each other based on the significant amount of time spent with each other at work, time spent in collaborating with each other in teams. Some categories of the sense of belonging are friendship, sense of intimacy, acceptance, and trust. (Egido, 2014) argued that sharing love with

others is an important part of motivation in organizational because an environment which breeds sharing, love and all the components of belongingness is generally a highly performing one with a sense of corporative time management.

- The need for esteem in motivation in the context of organizational management can be categorized into the need of respect and self-esteem. For the category of respect, the focus in terms of organizational management will be on employees building their reputations within the company by being respected and sustaining their perception of prestige. Meanwhile, the category of self-esteem within an organization can be shown by employees in discipline, independence, and dignity. These two categories are significant influencers according to Maslow's theory of motivation and can be big contributors towards the increase in organizational performance in the organization.

- The need for self-actualization as a component of motivation in organizational management is the ability of employees to get their tasks done and this aspect is usually greatly associated with time factor. In terms of efficient managers maximizing the potential of employees in the productivity process, they may focus on realising employee potentials, self-growth and searching for employees with maximal experience in particular domains. In summary, it can be said that self-actualisation needs are a unique component of workplace culture that will positively influence organizational performance and achieving long term goals.

Motivation being considered a major influencing factor in organizational performance can be used in practical applications of studies conducted in examining organizational time management, organizational performance, and human resources aspects of the organization. Bernstein (2011) carried out a study to show that organizational employees generally tend to be drawn towards positive workplace incentives and rather drawn away from negative organizational incentives. In addition, previous research done by (Ryan and Deci, 2000) analyzed the benefits of intrinsic and extrinsic values on organizational performance. Such intrinsic values like self-esteem, success, happiness, self-actualization can all be great motivational components that influence employee performance in a positive way and can also be a beneficial for the employees in their personal lives. These intrinsic values have been shown to improve overall organizational workplace culture which triggers down to other strategic parameters of high organizational performance like; time

management, skill development and training, technological development and advancement, leadership skills which can be a significant motivator when the leaders inspire their fellow colleagues, and other external environmental factors.

On the other hand, in extrinsic motivational component of organizational management, the primary organizational workplace culture is reward driven where employees get motivations from incentives like money, praise, fame which are used by managers in such organizations to keep their employees' interest and motivation levels very high which in turn positively significantly influences organizational performance. Therefore, all these motivational factors, be they intrinsic or extrinsic can be capitalized on by efficient managers to improve organizational performance management.

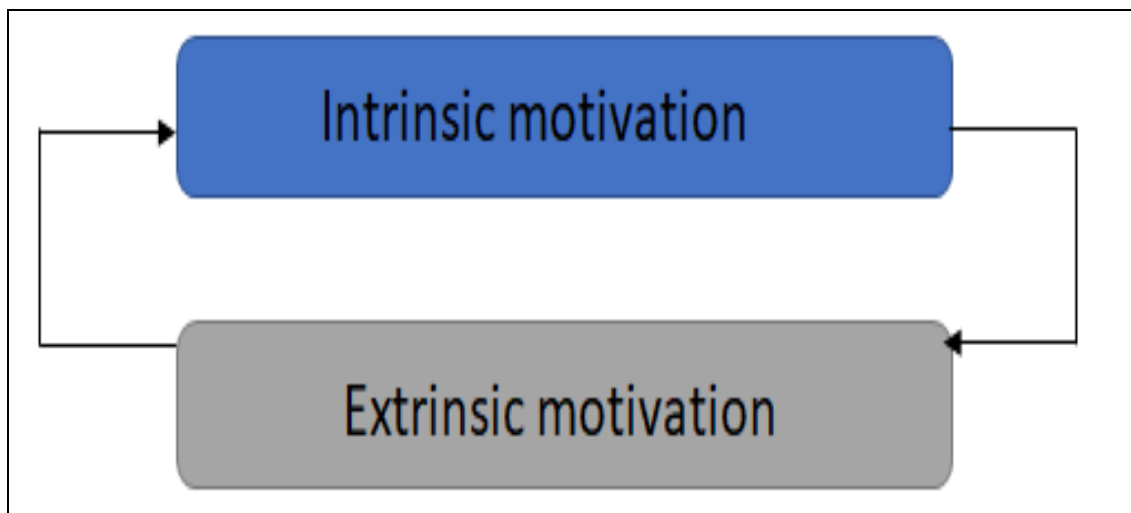


Figure 7, Motivational components in organizational management

Source: Brewster et al. (2016)

L. The concept of employee productivity and factors affecting employee productivity within organizations.

Organizational employee performance in terms of productivity may be understood as the proportion of input versus output which is generally deduced from managerial metrics like the value added by the employee to the organization. In terms of organizational managers estimating employee output, it can be done when taking into consideration aspects such as, employee input, employee sales of organizational unit produced, total number of hours completed on the job by the employee, the amount of company financial resources that goes towards salaries, and

the likes generated by the employee amongst peers. Previous research has shown that absenteeism in terms of organizational performance can negatively affect the overall company's production because it reduces individual employee productivity which triggers down to the other bodies and thus leads to a decrease in organizational productivity. So, the physical absence of employees at their jobs can be a negatively influence organizational performance based on the concept known as 'present low' and this concept depends on factors such as academic skills, applied qualifications, experience, abilities, ethics, training, making health related efforts and more.

Sauermann (2016) suggested that more and more organizations have been paying significant attention to productivity by applying various economic and administrative strategies proposed by scholars based on research in their sectors or industries because of the importance of the need to monitor productivity in organizations for the companies economic, social, and cultural sustainable development. Moreover, the concept of organizational productivity and efficiency in managers is of high interest to researchers, economist, policymakers and because it is a fundamental strategy for organizations to monitor employee's performance, organizational growth rate and helps organizational managers to effectively monitor these parameters to reduce the losses incurred and maximize profit. All these progressive strategies combined will improve organizational competition while making maximum use of their available resources. A lot of organizations make use of employee's performance measuring matrixes to enable their managers to make good decisions, design effective policies, improve productivity, design great employment contracts, which will be in the company's long-term interest in terms of consistency and sustainability.

M. Importance of employee productivity in organizational time management.

Employee productivity in organizational management is derived from its impacts on economic development and increases in standards of living; this is done by the company when it provides better training to its employees, by the organization adjusting the payment balance according to economic fluctuations to deal with inflation and financial turbulences on a national or global scale. As the need to increase productivity has become one of the most significant if not the most significant goal for profit making organizations, the need for researchers to research

factors that affect employee productivity in organizations is in high demand. The results of this research are also important in examining the degree of use of available human resources to achieve financial and social development within the organization. This is because the increase in productivity decreases the cost of production which gives organizations a competitive advantage in national and global markets. Although previous research by the UNIDO showed that there hasn't been a significant increase in human resource productivity within organizations in the industrial sectors over a long period of time which can cause an economic imbalance in economic markets but can be significantly relevant on much smaller companies and start up companies.

Sauermann (2016) carried out a study to show the economic impact of financial adjustments made in terms of inflations and pressure on payment difficulties faced by organizations when this financial crisis occurs, be they on a global scale or on a national scale in terms of economic growth. Therefore, the significance of productivity in terms of global competitiveness has been a long run problem which started in the late 19th century and since then the more economically developed countries have tried to capture a greater portion of capital flow to raise the quality of their human labour force standards. To make a work environment of outside competition and help sustainable innovation within the organization, thereby increasing productivity and give organizational management, economists and researchers a purpose on researching productivity as a competitive advantage in organizations which will enable countries, cooperation's, companies and NGOs to access global markets, to talk about the advantages of organizational cultural space and the components of efficiency in delivering services to consumers be they soft or hard services will be a long term rewarding investment to the organization in terms of sustainability over time. This aspect will push for consumer loyalty and long-term business with the organizations, hence giving these organizations significant competitive advantages in their respective industries.

N. Factors affecting employee productivity in organizations.

Hill (2000) in his research tried to determine the elements that influence employee productivity in organizational time management by efficient organizational managers. His study took into consideration several internal and external

organizational factors of different natures and diverse complexities as he considered that each organizational employee has different characteristics which can affect the organization and organizational culture in different ways. When all these human resource factors are combined and added together, the bigger picture of the main factors affecting employee productivity in organizational management can be deciphered depending on the industry. He also described these factors in his study as being unstable and tend to vary based on socio-political changes as well as local and global economic fluctuations. His results showed that for organizations to achieve their end goals in terms of overall productivity, organizational process need to be carried out smoothly and in time, as well as with employees being in sync with the general organizational culture, that is doing things the right way and following a strategically defined organizational management plan. Hence organizational managers have the responsibility not only of implementing leadership concepts but also of understanding the human resource body of the organizations and developing an organizational time culture that will be sustainably profitable to the company in terms of productivity (Hill, 2000).

In this regard, Nicholas & Lane (1999) suggested that it can be argued that employee productivity, usually measured by output per employee or gross output per employee, and per hour, leads to growth in employee productivity. Thus, this growth is equal to the average production of an employee, and then it must be emphasized that a decisive advantage is that output can be quantified in physical terms. For example, in terms of units of production to price, employee productivity can be measured with the most common indicator of overall national productivity being comparing the levels of individual countries or regions with those of the USA's economy. The factors that influence employee productivity in organizations can be categorized in two groups: Human resource factors and technical factors.

Human resource factors

- Acquired skills from training
- The physical structure of the employee body
- The level of experience gained on the job and education
- Individual abilities and skills

- Employee desires and aspirations
- The nature of industry and the job itself
- Social networking

Technical factors

- The organizations' ability to market and supply products to consumers
- Workplace environment, conditions, and design
- Methods of productions
- Quantitative and qualitative use of available raw materials
- The use of technological development in the production process

O. Summary.

The aim of chapter two in this study was to review previous literature on organizational time management and its influence on organizational productivity. Also, some key aspects related to efficient time management in organizations were referred in this chapter to give context to the purpose of carrying out this research and the impact it may have on organizational management. In addition, some time management theories were review as they relate to this study, because it has been known within the scientific community that time and the way it is managed is short of a universal definition although some solid concepts of time management and their applications have been mentioned in this chapter of the study as they relate to efficient time management in organizations to improve organizational productivity.

Furthermore, Hall (2000) some factors that influence organizational time management were discussed in this chapter and were grouped into individual skills factors, work life balance, organizational management factors, external and internal organizational environmental factors, cultural factors, and technological development factors. Then because cultural factors were pinpointed as the most significantly influential factors based on previous literature review in organizational time management, Hofstede's, Trompenaars, Hampden-Turner and (Hall,2000) conceptualizations of organizational culture in terms of time management by efficient managers were examined as well in this chapter by analyzing the

relationship between organizational performance and practices of effective time management. Furthermore, the concept of organizational motivations within the human resource component of organizations as they relation to organizational culture in time management turned out to be significant influencers in organizational productivity levels and performance. Although, previous research showed that the cultural dimensions sited in the literature review are much more applicable and effective in organizational time management in NGOs, Hall's cultural dimension seems to be the most reasonable for application in this research because his dimensions tend to lay more emphasis on the individual culture of organizational employees than on the general effectiveness of organizational time management.

Moreover, Poole, M (1997) previous studies carried out on organizational time management tend to display certain inconsistencies in analysis and these observations are because most studies carried out in organizational time management have been conducted in North American and European countries, which have countries which mostly show low situational monochronic time cultures. This study focusses on the Turkish organizational time management culture which is assumed to have a highly polychronic time culture based on previous literature revies, geographical location and general organizational culture. Also, as this study will probably significantly contribute the literature on organizational time management in polychronic cultural organizations with focus not only on profit making companies but also include NGOs the results will be more statistically significant as a combined study of both organizational cultures as they are influenced by time management.

Therefore, this study will make contributions to already existing studies on how efficient organizational time management could positively significantly influence organizational performance and overall organizational productivity. This will further trigger down to increasing advancements of knowledge in understanding the factors that strategically influence effective time management cultures in organizations to achieve the overall company goals, improve motivation, maximize productivity, increase performance and competitiveness in the various organizational industries.

III. RESEARCH METHODOLOGY

The main purpose of this chapter is to examine the different factors or parameters that will be considered for this study to attain its goal, which is to examine efficient time management towards increasing organizational productivity in a reliable scientific manner. Therefore, for this study to achieve its goal, several factors that influence the efficiency of organizational management will be considered and analysed to provide a better understanding of how these variables affect managing time behaviours in organizations. A descriptive approach will be used in this study to enhance the accuracy of the analysis of data collected quantitatively with the dependent and independent variables in SPSS (2020). In addition, with the outbreak of the COVID-19 pandemic many organizations had to adapt to the 'home office' work system where employees worked from home and still need to maintain the high level of productivity depending on the industry or sector in which the organization operates. Some made a smooth transition while others too massive hits in terms of the efficiency of organization time management towards productivity.

A. Research Design and method

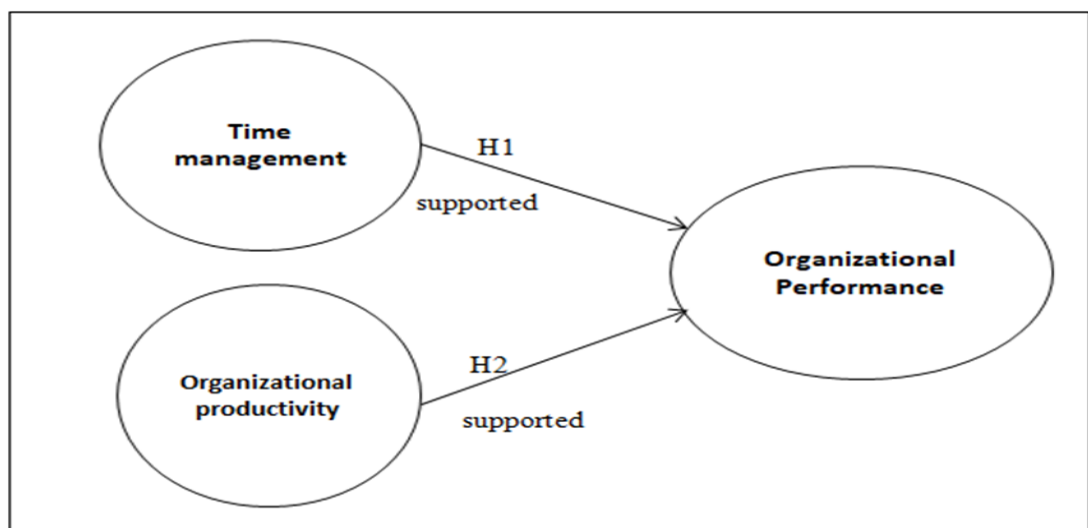


Figure 8 Hypotheses:

H1 Organizational time management has positive effect on organizational performance

H2 Productivity has positive effect on organizational performance

H3 Demographic factor has an impact on organizational productivity.

1. Research scope and limitations

Considering that the focus of this research paper is to examine the influence of effective organizational time management by leadership to optimize employee productivity by a randomly selected sample population in the Istanbul province of Turkey. Therefore, for the research goal to be achieved, a quantitative analysis method will be used to evaluate the data collected from surveys distribution to participants through a google form link using the statistical software (SPSS, 2020). This method was chosen because it provides a numerical picture of the variables when analyzed amongst each other and all together to determine the impact of the relationship between these variables and how efficient time management affects employee productivity on organizations. Although the quantitative method was recommended to the research, it proves to be the best method in analyzing the variables determined from the research survey given the time required for the thesis to be completed and the restrictions implemented by the government to control the spread of the COVID-19 virus by maintaining social distancing, so a combined quantitative and qualitative analysis would not have been feasible given the circumstances.

Furthermore, Miles & Huberman (1994) combining a quantitative research method with a five-point Likert scale survey questionnaire for participants to complete by selecting their appropriate choices on the questions related to demographic aspects, time management and organizational productivity gives the research more choices in terms of statistical measurement test to be conducted to analyze the data in detail to determine the correlation and regression results between the variables being examined. The study's design and method (Uma & Roger, 2016) are both appropriate in achieving the research goal because they gave the participants

from whom data was collected in the survey relevant choices to provide accurate information for the researcher to effectively apply statistical tests with the data obtained from the survey to diligently understand the relationship between organizational time management and employee productivity.

B. Research population and sample size

A high percentage of the participants in the survey used in collecting data for this research were students from different universities in Istanbul such as Gilisim, Arel, Bahcesehir and Aydin Universities. Some social media groups were also used in collecting data (Facebook and WhatsApp groups) and these subgroups were conveniently chosen as the source of data collection because they consisted of participants who are in sectors where time management and productivity are highly prioritized and because the sample sizes were readily available even with the difficulties encountered due to the pandemic situation. (Turkish statistical institute, 2021) showed that the population of Istanbul was approximately 15.52 million people, consisting of 71% men and 29% women and only adults with basic English language proficiency were chosen because of the nature of the survey.

Therefore, the sampling technique used in data mining was the convenience sampling method and this method was deemed suitable because the sector was that which highly prioritized time management along with productivity, in addition, because the survey was written in English most of the participants were deemed to require basic English proficiency to answer the question. Although two of the surveys were removed from the data collection pack because the answers provided by the participants were deemed erroneous as the multiple-choice questions were selected sequentially, that is all first options were chosen. Even though two of the survey questionnaires were rejected, the overall turn out rate of surveys filled was low considering that the number of participants whose answers were considered for analysis was 109, therefore a sample size of 109 will be used in analyzing the data obtained. In terms of the gender fluctuation of the participants, the chart below illustrates the variation in gender from the total population between men and women who completed the research survey.

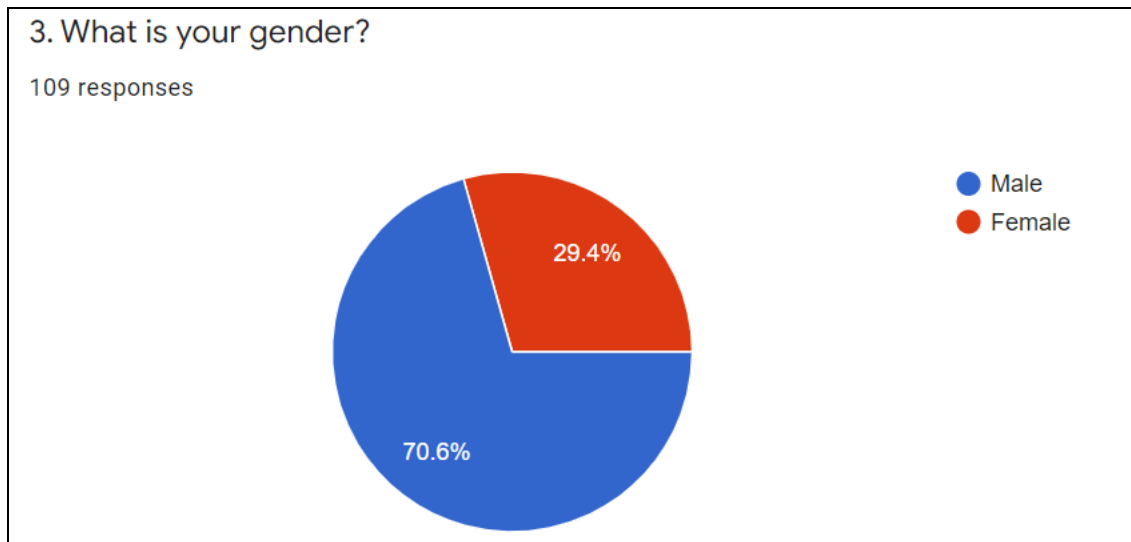


Figure 9: Gender survey responses

As seen in the chart above, most of the participants in the survey were men composing 71% of the total 109 participants, meanwhile the number women who participated in filling out the survey was significantly lower at a percentage of 29%, less than half the number of men in the 109-sample size.

Furthermore, although two of the questionnaires were rejected because of inconsistency or unreliability in completion, the overall turn out of fully completed questionnaires was 92.15% where 109 out of the 111 participants in the survey effectively completed the questions by providing complete reliable answers. More so, the sample size was not satisfactory to the researcher because the acceptance of the survey questions too longer than anticipated from the ethics committee and given the time frame planned to complete the thesis, the researcher was only able to obtain 102 answers from participants to continue with the analysis to meet the deadline postulated by her school. Finally, it is worth noting that based on the research topic a convenience sampling method was used to collect data from participants above the age of 18, that is mostly adults.

The research questions below and their corresponding hypothesis were generated from the stated problem of this study, determining the efficiency of time management in organizations towards organizational performance and will be taken into consideration when determining the techniques for data analysis and statistically testing for the relationship between variables. The questions and hypothesis are as

follows:

Questions:

*To what extent if any is there a significant relationship between efficient time management and organizational performance?

*What developmental changes if any does efficient time management bring to an organization?

*To what extent if any does time productivity influence performance within an organization?

*To what extent if any does demographics affect time management in an organization?

Therefore, in this chapter of the thesis, the method that was used in mining data from participants is detailly discussed as well as some very important aspects of the research like demographics, methods of data analysis, the research limitations, and assumptions, defining the variables, statistical testing techniques, population and sampling, and the table format for presenting relevant results from SPSS.

C. Statistical tools and scale used in data analysis

Material in this study refers to the method and instruments used in collecting data for analysis. In the study an online survey was used to collect data from conveniently selected participants who were required to be over 18 years of age and have a basic command of the English language because the survey was in English. The survey was also divided into two parts, first was data collected for demographics and the second part consisted of questions that were geared at collecting organizational time management data and its efficient use by organizational managers in organizational productivity and performance.

Moreover, Likert (1932) developed a highly used and recognised technique in quantifying behavioral patterns with a variable. This technique will be used in this study to measure the attitudes of individuals on the extent to which they agree or disagree with a question or statement in the research questionnaire. In this case a

five-point Likert scale was used with the successful responses: strongly disagree, disagree, neutral, agree, strongly agree and numbers were assigned to represent each of the extremities: 1=strongly disagree, 2=disagree, 3= neutral, 4= agree, 5= strongly agree. The five-point Likert scale will be used in this study because it was determined to be the best for collecting data related to time management from participants.

To run the symptomatic highlights or the explanatory perspective, the analyst collects meaningful information by employing her survey. Be that as it may, the researcher developed a survey that was based on previous literature review in similar fields as the one being investigated in this study. The developed survey was tailored to collecting essential information towards achieving the research goal. The overview was used for degree variable components in collecting essential sample data and this was used by the analyst in collecting data in two parts: The first part was tailored to collect demographic data from the participants such as age, gender, education, work experience, and the participants knowledge of time management in general. The second part was tailored in collecting data on effective organizational time management and organizational performance which formed the bases of data collected as most of the questions are reflective of the research independent variables.

Scale

As prior mention, the overview of the survey-scale was based on the literature review of previous studies related to organizational time management. The independent variable is efficient time management with data collected from question number 6 of the online survey in primary data collection. Be that as it may, dependent variables used in this research efficiently represented in the research questionnaire in questions: 8, 9, 10 and 11. None of the variable representing the dependent part of the research variable were measured using the Likert Scale, instead measurement were done for all the dependent variables by proposing questions to participants to answer them by choosing true or false.

Mean

Nicholas (2006) showed that when an analyst gets the essential data set, one of the foremost helpful ways to retain the information is by finding the mean or average of the data set, be that as it may, the mean is defined as the measure of the degree of center or middle of a data set. Therefore, there are three common ways of naming the information data center of the data set; they are the mode, the moderator, and the mean, where all the numbers are added and divided by the number of counts as seen below.

$$\bar{x} = \frac{x_1 + x_2 + \dots + x_n}{n} = 1 / \sum_{i=1}^n n_i$$

Standard deviation

Nicholas (2006) defined the standard deviation of a data set as being the mean of the means of a given data set, meanwhile if we have a set of data where there is a variance, the observed scores will go astray from the mean as the data amount varies. This can be best described with the illustration below.

$$\text{Mean} = \frac{\text{Sum of Observations}}{\text{Number of Observations}} = \frac{34.805}{10} = 3.4805 = \mu.$$

$$\text{Variance} = \frac{\text{Sum of Squared Deviations}}{\text{Number of Observations}} = \frac{2.3948}{10} = 0.2395 = \sigma^2.$$

$$\text{Standard Deviation} = \sqrt{\text{Variance}} = \sqrt{0.2395} = 0.4894 = \sigma.$$

Regression

The regression examination is the expansion of the variable bivariate relationship, the results of a regression examination could be a scientific handle that encapsulates the prediction of subordinate factors from one or more free factors. Therefore, the regression analysis of data is utilized when the independent variables relate to the dependent variables on a dependent variable. In this study, the researcher will apply the regression technique when she discovers a relationship between

organizational time management and organizational performance or productivity. The variables in the data transfer stage can be coded and the dependent variable is important to measure the data on a consistent scale. If the dependent variable is not stable, then at that point the discriminant function examination is suitable. Within the same respect, SPSS will be used in conducting statistical analysis to understand the analyzed questionnaire answers obtained from the participants and will be represented numerically as follows.

N = sample size consisting of 100 participants from the Istanbul province

OTM =Organizational time management considered the independent variable

OP = organizational productivity considered the dependent variable

Correlation

Tyrell (2009) defined correlation as the strength of the linear relationship between two or more variables, portraying how these variables fluctuate when combined naturally. The correlation coefficient (r) measures the strength of the linear relationship being analyzed. Therefore, the value obtained for the correlation coefficient (r) has a measuring value between -1 and 1. And so if the resultant value of the correlation coefficient (r) is closer to -1 or 1, then the variables being analyzed show a significant linear relationship. On the other hand, a correlation coefficient (r) results closer to 0 implies that the relationship is exponentially weak, which is interpreted as that the variables are not interconnected, or the relationship is nonlinear.

D. Defining the variables

- ***Organizational time management (OTM) as the independent variable***

Five markers will be used to indicate organizational time management as the independent variables, they will be organizational practice of effective time management, determinant of time management in performance, the application of time management, time management training and employee behavior. Moreover, in the quantitative analysis application of these marker, they will be measured using the

Likert scale and yes or no response from questions 6,7,8,10 and 11. The practice of effective time management, question 6 will be measured using the Likert scale with response ranging from ‘strongly agree, agree, undecided, disagree, strongly disagree’, meanwhile questions 7, 8, 10 and 11 will tailored ‘yes or no’ questions.

1. Time management practice marker -TP (First independent variable)

Effective time management practice will be used as the first independent variable in this study as it was deemed from literature review that this variable could be a strong influencing factor towards organizational productivity especially when the concept is foundational to the organization's culture. In this study the first independent variable will be measured from participants' responses on a Likert scale with optional responses given as ‘strongly agree, agree, undecided, disagree, strongly disagree’ where participants were only allowed to choose one response from the scale based on their experience with their organization's practice or application of effective time management. The statistical representation of the responses obtained from the participants can be seen in the pie chart below and the questions representing this variable in the survey was question (Q) 6 of which most participants 52.3% agree with the survey question.

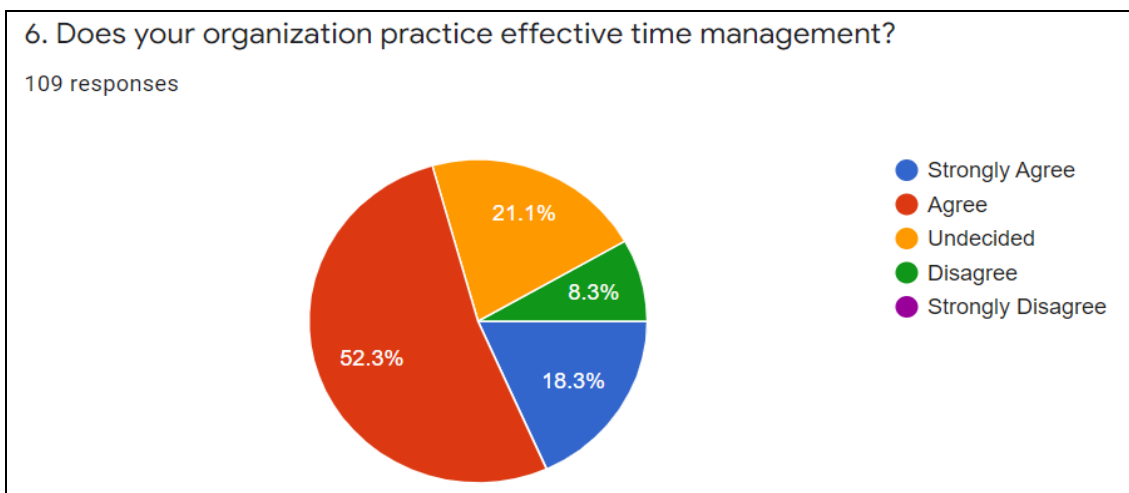


Figure 10: The practice of efficient time management in organizations

2. Time management performance- TPF (Second independent variable)

The second independent variable, determining if time management is the only determinant of high organizational performance was asked to the participants in the

survey question number (Q) 7, to get data on the value attached by the participants organizations towards time management. This variable unlike the previous one gave participant two options to choose from 'Yes or No' and they had the choice to choose only to form either one of the options. Most of the respondents 52.3% deemed that time management were not the only determinant to high organizational performance as seen in the pie chart below.

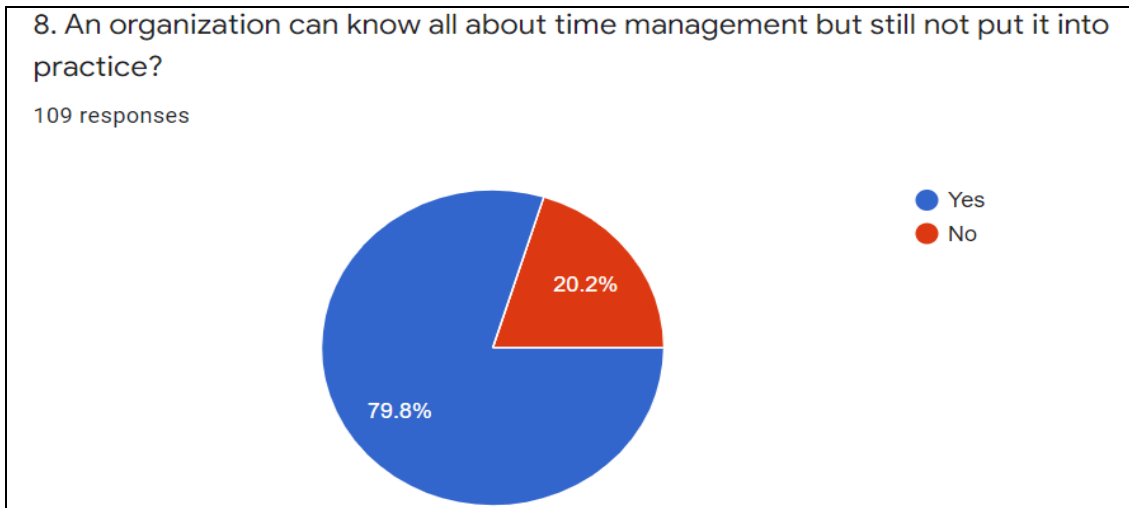


Figure 11: Time management as the only determinant in high organizational performance

3. Implementation of time management-ITM (third independent variable)

The third independent variable was aimed at finding out if organizations which are aware and possess a feasible time management plan implement this plan towards maximizing organizational productivity. The measure of this variable was reflected in the survey question number (Q) 8 which asked the participants in this research if their organizations implemented their plan on efficient time management. An overwhelming 79.8% of the 'Yes or No' responses from 109 participants yes to the question meaning that organizations can know and have a plan about efficient time management but do not implement it as shown in the pie chart below.

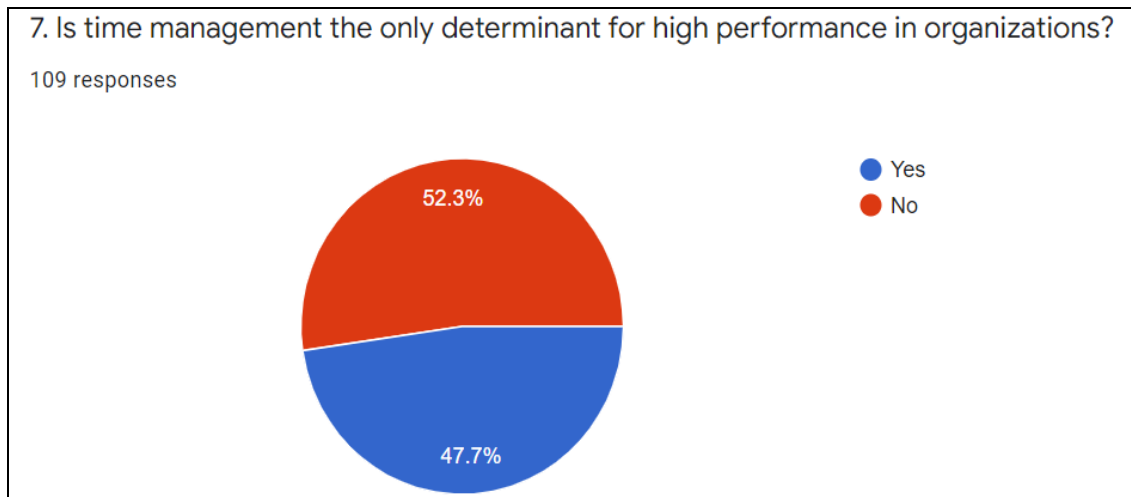


Figure 12: Organization’s implementation of efficient time management plans

4. Time management training-TMT (Fourth independent variable)

The fourth independent variable was aimed at determining if organizations train their employees in efficient time management to improve on the job performance or productivity. For this study, the survey question number (Q) 10 was used to obtain ‘Yes or No’ responses again where the participants could only choose either of the responses. Most of the participants in this research 55% responded positively as to weather their companies provided training on time management as seen in the pie chart below.

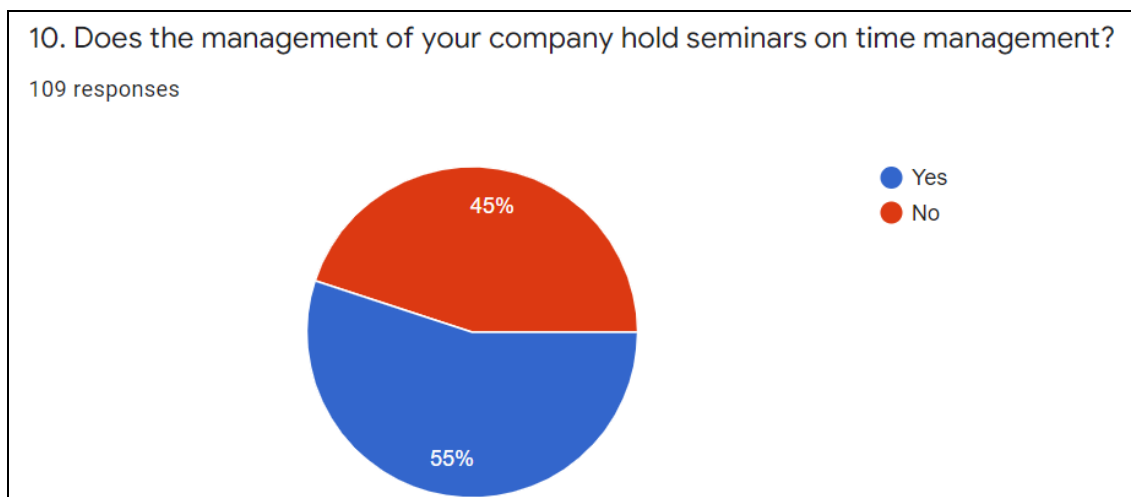


Figure 13: Organization’s provision of time management training

5. Behavioral avoidance in time management-BM (Fifth independent variable)

Th final independent variable was used in this study to collect data from

participants based on avoiding problematic people being a boost to efficient organizational time management. The survey question used in obtaining this information was question number (Q) 11. Like the previous variable, respondents were requiring choosing from ‘Yes or No’ options and most of the participants 74.3% responded yes to the question. Which could mean that avoiding troublesome people at the workplace will lead to efficient time management outcomes as shown in the pie chart below.

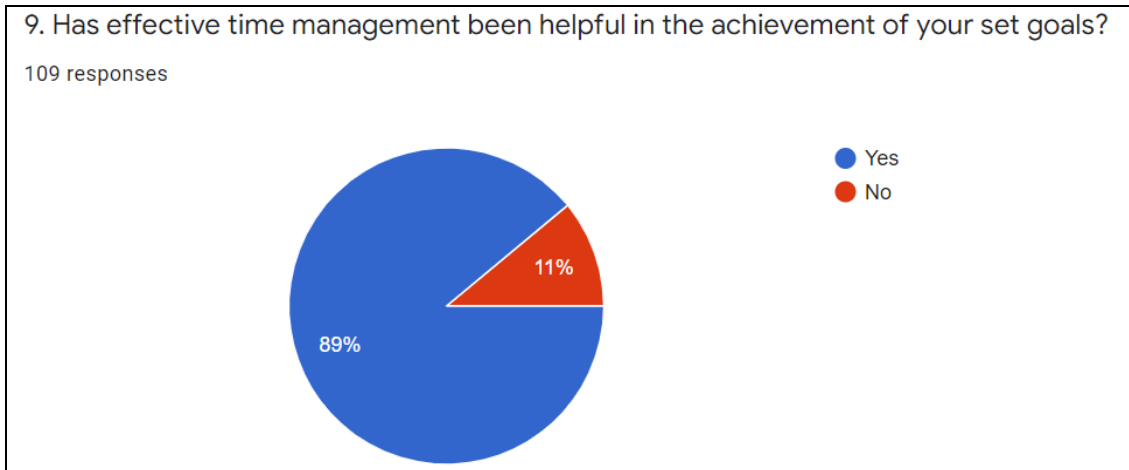


Figure 14: Troublesome behavioral avoidance in efficient time management

- ***Organizational performance (OP) as the dependent variable***

The dependent variable organization performance was used in this quantitative research to examine its relationship with the other five independent variables to establish significant relationship to staple efficient organizational time management skills as a solid factor in organizational performance. For this study, survey question number (Q) 9 was used in collecting data from 109 participants who responded either ‘Yes or No’ to the question of effective time management being a significant contributor to organizations achieving their goals. Overall, 89% of the responses in the questionnaire were positively favoring that efficient time management helped organizations achieve their goals as represented in the pie chart below.

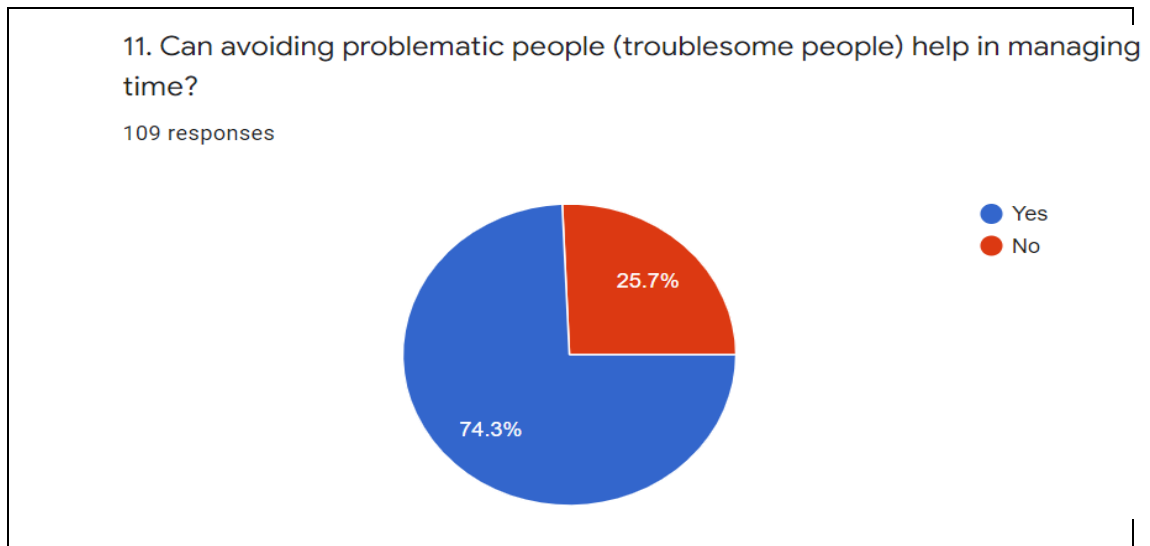


Figure 15 The efficiency of time management in achieving organizational goals

E. Reliability, validity, and materials of the research

In the scientific research community, two of the most vital concepts taken into consideration by researchers is that of reliability and validity of their study, and before proceeding to carrying out a research study they need to have a solid foundational background of both concepts to render their study credible and sustainable. Bryan (2001) defined reliability as the concept in research that deals with the notion of whether a study can be repeated, that is reliability focuses on the continuity of the type of research being carried out. As such the general criteria of determining the reliability of a study is by checking out if the results remain consistent if or after being conducted by a different researcher.

On the other hand, the concept of validity is concerned with whether the results found after the analysis of data in research are what they should be. That is validity is mainly concerned with the integrity of the results found at the end of the study and if carried out by another researcher the same results will be obtained. (Bryman, 2001) explained validity in quantitative studies as the concept of whether a variable chosen for measuring a study really measures the parts of the research that they were meant to measure. Consequently, the variables chosen in this study both independent and dependent variables were considered or chosen after a lengthy review of previous studies carried out from similar research, their literature review

and the methodologies used in carrying out the studies. In this study the Cronbach Alpha will be used to test the reliability where an α value of .70 and above is considered reliable for analysis for understanding the concept of time management and its impact on organizational performance. This test of reliability is essential to accentuate the approach adopted by the researcher in a quantitative method of study to examine the relationship between organizational time management behavior and their impact on the company's performance towards achieving the common goal.

F. Data collection, processing, and analysis

The method of data collection is important to mention because the researcher gives details about the way relevant information for analysis was collected before being analyzed for interpretation and conclusions. For this research paper, a questionnaire was developed then submitted to the researcher's advisor, who sign his approval and then it was sent to the ethics committee of Istanbul Aydin University for exert review before the link was shared to participants through a google form URL link to obtain data on participants experiences on organizational time management.

As per the institute of social sciences policy, questionnaires must be sent to the ethical committee for approval before the students can start collecting data. Participants in this study were randomly chosen from friends and acquaintances, classmates, social media groups, students, colleagues, and extended groups, and a link to the survey was sent directly or indirectly to each participant. Moreover, the questionnaire on google forms was automatically set only to send a completion notification to participants after they had completed all the questions in the survey. This made sure that all the participants fully completed the questionnaire, all 95 of them, if any question was not completed the participants submission request was redirected to the incomplete part.

Vogt (2007) proposed in his student that research questionnaires should be reviewed after completion by the researcher so monitor consistencies in pattered answers provided, to turn them down to reduce errors in results and to maintain a

high level of validity and reliability. For this study, out of the 102 questionnaires completed, only 2 showed patterned answers from the participants and these were removed from the sample size, thus making the overall number of responses used in the study 95. For the data analysis part which will be conducted in chapter 4, because a quantitative method was chosen, quantitative measuring tools and test will be used to determine the effects of effective time management or organizational performance by testing the hypothesis and research questions for this study. After transferring the data to SPSS, each of the dependent variables will be examined with the independent variable by using the correlation, regression and test for validity and reliability techniques. First the dependent variables will be exact individually with the independent variable and the all the dependent variables will be combined and then examined with the dependent variable. The quantitative analysis techniques used will be simple and linear regression, Pearson's correlation coefficient (r), ANOVA and other statistical tests.

The results will be present in chapters four and five in a table format to show the relationships between the dependent variables and the independent variable. This table will show the strength of the relationship between each dependent variable and the independent variable of organizational performance, then the correct relationship between all dependent variables combined with the independent variable using Pearson's correlation coefficient (r), Pearson's correlation (p), liner and simple regression statistical tests and other tests of validity and reliability. SPSS software will be used to analyze the independent variables individually with the dependent variable and results presented as in the table above. The first part of chapter four will show the results of demographic data analysis and its significance to this study, then the rest of the analysis will be conducted as individual independent against dependent variable analysis test or correlation and regression and finally the combined analysis of all five independent variables as one against the dependent variable with responses obtained from survey questions 6,7,8,9,10 and 11.

Furthermore, an ANOVA analysis was carried using the demographic data of age and gender alongside the five independent variables of time management, to understand the covariance between the means of the independent variables and to

answer research questions number 9 of the survey.

G. Assumptions

Q) Based on the circumstances it was assumed that the participants in the research gave honest and truthful responses to the survey questions based on their past and present experiences in terms of time management in their organizations.

R) Secondly, the time when the survey questions were distributed for completion may have influenced the responses obtained because of the multiple chances incurred due to the COVID-19 pandemic restrictions, and this makes the researcher assume that these responses would have looked different if the pandemic did not affect the participants' responses towards time management in organizations.

S) Third was the assumption made by the researcher that the participants gave responses to the research questionnaire without taking into consideration the changes that they experienced due to the outbreak of the COVID-19 pandemic with regards to organizational time management.

T) Finally, the researcher assumed 100 participants provided accurate information on their experiences in organizational time management because only 2 survey forms were rejected due to patterned responses observed and the other 100 seemed to have been completed accurately.

H. Limitations

- The participants were randomly selected from groups of adults over the age of 18 for this study from a sample size of 109 as part of the population of Istanbul. And because of the social distancing restrictions, all the surveys considered for analysis were completed by participants online through a URL sent to them. This preventive measure considerably contributed to affecting the sample size negatively, but the standard deviation (s) will be determined by degree of freedom issued by the sample.

- In addition, because the questionnaire was distributed in the English language, all the participants need to possess basic understanding of the language to accurately complete the survey and because English is not mastered by many, this may have contributed to the low turn out on participation in the survey.

- As a policy requirement established by the institute of social sciences of Istanbul Aydin University, participants in questionnaire completion personal information must be respected and withheld, so as per the aspect of establishing whether the study is reliable and valid, the completion of the survey by participants was based on the trusted factor that these participants filled the survey honestly and accurately.

- Lastly, it was inferred that participating candidate in filling the survey who showed a lack of importance towards effective organizational management will tend to show a negative correlation relationship with organizational productivity and participants who demonstrate a high propensity for the efficient management of life in their daily activities and professional life were more likely to be highly productive individuals.

The researcher's ability to control the effects of some of the limitations mentioned above were moderated to ease the efficiency at which primary data was collected, first by using simple and straight to the point questions for participants who understand basic English to comfortably complete the survey. Secondly, because google forms was used as a platform for distributing the questionnaire, all participants automatically had to complete all the questions before submitting otherwise the survey will keep them logged in. Third, no complaints were received from the participants regarding errors in the questionnaire or inability to understand so the questionnaire was 100% completed by participants and given approval from the ethics committee after expert review for use in this study, which further enhanced the reliability and validity of the study.

I. Ethical Musing

The importance of taking ethics into consideration when getting access to

scientific information provided by participants and organizations remains paramount for researchers to maintain a high level of confidentiality when carrying out a study, at the same sustaining a highly reliable and valid system of carrying out meaningful research. In this light, the researcher made sure to take cultural differences into consideration especially knowing that some of the questions in the survey were directly linked to the participants private life. Also, the researcher made sure to submit her proposed survey questionnaire to Istanbul Aydin university ethics committee who in turn went ahead to approve the validity and reliability of the survey as it relates to the purpose of this research which is examining the effects of effective time management in organizations by leadership.

In addition, at the start of the survey a memo of importance to the participants was added informing the participants that their answers will be used for research purposes only and that their right to privacy will be respected and if they had any questions related to the questionnaire or the research, they were free to contact the researcher for detailed explanation. They were also requested to fully complete the survey and to provide accurate answers to the questions in the survey. Also, to reduce exposure of the participants answers, only the researcher, her advisor and the ethics committee were given access to the questionnaire. All these procedures were fully respect in alignment with the guidelines provided by the university and ethics committee. Moreover, to the researcher made sure to keep the research questions morally acceptable without jeopardizing the relevance of the questionnaire in terms of reliability and validity. All these measures were taken following the guidelines provided for research ethics in the field of social sciences (NESH, 2019) quoting sections: B) Respect of individual from articles 5) Human dignity and 6) Privacy.

The purpose of this study was to examine the effects of efficient organizational time management by leadership towards productivity in the Istanbul province of Turkey. When carrying out this study the elements that influence time management in organizational management were taken into consideration like organizational culture, time behaviors and the practice of effective time management. The understanding of the concept of time and the elements that affect time management practices are great determining factors in this study towards

establishing a correlation to organizational performance and how efficient manager apply different time management strategies to maximize productivity.

Chapter three of this study was focused on explaining the research methodology to develop a clear and suitable framework for the analysis stage to achieve the goal of the research. This study was carried out by applying the quantitative research method because this method was found suitable to achieve the goal of this study. As mentioned previously this study will also try to examine time management practices by efficient organizational managers and resultant jobs in terms of organizational performance. A multi-case strategy will be applied because it was deemed necessary based on previous literature reviews and because it was deemed relevant to this study's goals. Primary data was mined using google forms through a clear and well-structured questionnaire which was easy to understand and short enough to obtain the required information for data analysis.

Moreover, the quantitative analysis method used in this study will be carried out using the SPSS statistical software (SPSS = Statistical Package for the Social Sciences). First the data collected from the google forms survey will be transferred to an excel sheet where it will be coded to facilitate numerical interpretation by SPSS. Then the coded data from the excel sheet will be imported to SPSS, where correlation, regression, statistical tests for validity and reliability will be carried out, and more. Ethical musings were also discussed in this chapter along with all the material and variables used, with the assumptions, limitations, hypothesis, and the research questions.

IV. FINDINGS AND RESULTS

The impact of efficient time management by leadership on organizational performance will be analyzed in this chapter based on the data collected from 109 participants. The first part of this chapter will describe the demographic data collected from the survey and how it contributes towards understanding the research goal and answering the research questions and will show a general preview of the parameters that are generally associated with demographic in this case, age, gender, marital status, and educational level. This first part will be discussed and represented on a table and in a pie chart. Meanwhile the other parts of this chapter cover a statistical analysis carried out on SPSS with the data provided and will examine descriptive statistics, ANOVA, t-tests, reliability tests, factor analysis, correlation analysis, regression analysis and will be presented in a tables, charts, and graphs.

The goal is finding sufficient significant correlation between the dependent variable (organizational productivity) and independent variables (time management practice marker, time management performance, implementation of time management, time management training, behavioral avoidance in time management) to answer the 4 research questions and their deduced hypothesis. When checking for gender, all 5 independent variables will be correlated with the dependent variables to check for the covariance in their means. Finally, ANOVA will be used in finding the means between the independent variables and to measure the reliability and validity of the test being carried out; Cronbach's Alpha will be used.

A. Demographic findings

After the researcher ensured that all 109 questionnaires were diligently completed the results of the descriptive statistics were be recorded as seen below indicating a 100% response rate. In terms of the descriptive data results, a vast majority of the participants were male forming 70.6% of the sample size with N= 77, meanwhile the female participants consisted of 29.4% of the sample size with N= 32.

Table 2: Demographic report

Variables	Classification	Participants	%
Gender	Male	79	70.6
	Female	30	29.4
Age	18-30	79	72.5
	31-42	26	23.9
	43-54	4	3.7
Education	H/S Graduate	10	9.2
	Bachelor	45	41.3
	Master	49	45.0
	PhD	5	4.6
Work experience	1-6	80	73.4%
	6-11	19	17.4%
	11-15	8	7.3%
	>15	2	1.8%
Heard about time management	Yes	95	87.2
	No	14	12.8

As for the age distribution of the participants in this study, most of them 72.5% with N= 79 fell within the range of 18-30 years, followed by 23.9% with N=26 within the age range of 31-42 years and the smallest percentage of participants in this study fell within the age range of 43-54 years with N= 4 making 3.7%. Moreover, for what concerns education, most of the participants were graduates N= 49, 45.0% with a master's degree, followed by N=45, 41.3% of the participants having obtained a bachelor's degree, then N= 10, 9.2% of the participants were high school graduates and finally, N=5 and 4.6% of the candidates who participated in this study were PhD students or had obtained a doctorate degree.

In addition, data was collected from all 109 participants with regard to how long they worked for their organization and the results of the analysis showed that N=80, 73.4% worked for their company between 1-6 years which was the majority, followed by N=19, 17.4% who worked between 6-11 years, then N= 8, 7.3% worked between 11-15 years and finally N=2, 1.8% comprised the least distribution of participants who worked for more than 15 years in their organizations. As for the last demographic criteria, the participants were asked if they had heard about time management previously and the results of their responses showed that N=95, 87.2% heard about time management, whereas N=14, 12.8% responded 'No' to hearing

about time management.

B. Descriptive analysis

A descriptive analysis was conducted to examine the general trends of the 109 participants in this study concerning their organizational time management skills using four-time management independent variables and organizational productivity. The descriptive table below shows the results of variance for the four independent variables of time management and organizational productivity.

Table 3: Descriptive statistics

Construct/Item	Mean	SD	Skewness	Kurtosis
DEMOGRAPHICS				
Q1 What is your age range?	1.31	.539	1.523	1.439
Q2 What is your level of education?	2.45	.726	-.190	-.293
Q3 What is your gender?	1.29	.458	.919	-1.177
EXPERIENCE				
Q4 How many years have you worked in your organization?	1.38	.704	1.910	3.076
Q5 Have you heard about time management before?	1.13	.336	2.252	3.129
TIME MANAGEMENT				
Q6 Does your organization practice effective time management?	2.19	.833	.504	-.111
Q7 Is time management the only determinant for high performance in organizations?	1.52	.502	-.093	-2.029
Q8 An organization can know all about time management but still not put it into practice?	1.20	.403	1.507	.274
Q9 Has effective time management been helpful in the achievement of your set goals?	1.11	.314	2.526	4.464
Q10 Does the management of your company hold seminars on time management?	1.45	.500	.206	-1.995
Q11 Can avoiding problematic people (troublesome people) help in managing your time?	1.26	.439	1.128	-.740

C. Validity analysis

A validity analysis was conducted to ensure that the paradigms being

evaluated were evaluated accurately from the data obtained for this study. To determine the validity of the data set, a new variable will be created based on the total of horizontal responses from the sample size N=109 and named 'Total'. Then Pearson's correlation will be used to analyse the variables and the new variable. From the analysis it was determined that the data was valid due to the fact that the correlation coefficient (r) between all considered variables and 'Total' were > critical value and the significant value < .05.

Table 4 Validity analysis

Correlations		Total
Q1Age	Pearson Correlation	.488**
	Sig. (2-tailed)	0.000
	N	109
Q2Education	Pearson Correlation	.422**
	Sig. (2-tailed)	0.000
	N	109
Q3Gender	Pearson Correlation	.033**
	Sig. (2-tailed)	0.735
	N	109
Q4worked in your organization	Pearson Correlation	.384**
	Sig. (2-tailed)	0.000
	N	109
Q5heard about TM	Pearson Correlation	.234**
	Sig. (2-tailed)	0.014
	N	109
Q6organization practice effective TM	Pearson Correlation	.664**
	Sig. (2-tailed)	0.000
	N	109
Q7Is TM the only determinant for high performance in organizations	Pearson Correlation	.492**
	Sig. (2-tailed)	0.000
	N	109
Q8Companyk2ws TM but still 2t put it into practice	Pearson Correlation	.181**
	Sig. (2-tailed)	0.060
	N	109
Q9effective TM achievement of your set goals	Pearson Correlation	.258**
	Sig. (2-tailed)	0.007
	N	109
Q10management hold seminars on TM	Pearson Correlation	.430**
	Sig. (2-tailed)	0.000
	N	109
Q11 avoiding problematic people help in TM	Pearson Correlation	.330**
	Sig. (2-tailed)	0.000
	N	109
Total	Pearson Correlation	1
	Sig. (2-tailed)	0.000
	N	109

D. Factor analysis

First, a factor analysis of all the variables used in this research combined was carried out to determine if the data require factor analysis. For this to be suitable the KMO value had to be $> .50$ and Bartlett's test of sphericity significance < 0.01 which in this case were met as seen in the KMO and Bartlett's test results below, where $KMO = .572$ and Bartlett's test of sphericity significance = $.000$. This means that the variables are suitable for factor analysis.

Table 5 Factor analysis of TM in high performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.572
Bartlett's Test of Sphericity	Approx. Chi-Square	83.533
	df	15
	Sig.	.000

1. Factor analysis of practice of efficient time management.

KMO and Bartlett's test was utilized to reduce the number of variables into smaller quantities of factors. Results showed the significance level to be < 0.01 and it was reliable, because the p value < 0.05 . The eigenvalue was 1.201, thus the factor of practice of efficient time management explains 60.053 % of variance in the items. Also, the items do not show cross loadings.

Table 6 Factor analysis for the practice of efficient time management.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
Bartlett's Test of Sphericity	Approx. Chi-Square	4.395
	df	1
	Sig.	0
Component Matrix ^a		Component
		1
Q6organization practice effective TM		.775
Q9effective TM achievement of your set goals		.775
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		

2. Factor analysis of TM in high performance

The results showed that the extracted factor accounts for 50.808 % variance of the variables with significance of 0,00, thus implying that it was fairly reliable, because the p value < 0,05. The eigenvalue was at 1.026 and the items do not show any cross loadings. According to the table individual factor loads are not problematic.

Table 7 Factor analysis of TM in high performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
Bartlett's Test of Sphericity	Approx. Chi-Square	.028
	df	1
	Sig.	0
Component Matrix ^a		
		Component 1
Q9effective TM achievement of your set goals		.713
Q7Is TM the only determinant for high performance in organizations		.713
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		

3. Exploratory factor analysis (EFA)

Table 8 Exploratory factor analysis

Variable/Item	Factor Loadings	Corrected Item-Total Correlation	Reliability (Cronbach's Alpha)	Variance Explained
Time Management			.669	%18.254
Q5	.790	.754		
Q10	.790	.783		
Q11	.726	.703		
Productivity			.545	%16.007
Q6	.732	.752		
Q9	.642	.650		
Organization Performance			.307	%13.342
Q8	.829	.687		
Q7	.626	.594		
Total Variance Explained				%66.168
The KMO measure of sampling adequacy= .551				
The Barlett's test of sphericity (significance level)= .000 Approx. χ^2 (151.139) = 22,842.997				
Rotation Method: Varimax with Kaiser Normalization Rotation converged in 5 iterations.				

Notes: Q: Question

E. Reliability analysis

In the study, the reliability analyses of the scales used to measure the perceptions of “attitude”, “self-efficacy” and “frequency of use” were carried out. Reliability analysis is an analysis that determines the internal consistency of the scale (Hair et al., 2009). When the literature is examined, it can be said that Cronbach's (1951) Alpha coefficient is the most common method used to measure reliability. Cronbach's α he stated that scales with an alpha coefficient of 70 and higher can be considered reliable, and the reliability of the measurement tool increases as the Alpha reliability coefficient approaches 1 (Cronbach, 1951).

If $0,00 \leq \alpha < 0,40$ = reliable.

If $0,40 \leq \alpha < 0,60$ = low reliability.

If $0,60 \leq \alpha < 0,80$ = relatively reliable.

If $0,80 \leq \alpha < 1,00$ = high reliability.

Table 9 Reliability analysis table

Variables	Cronbach`s alpha	Number of items
Time Management	$\alpha=0,721$	3
Productivity	$\alpha=0,702$	2
Organizational Performance	$\alpha=0,720$	5
TOTAL	$\alpha=0.723$	

Although reliability related explanations were presented in exploratory factor analysis section, after the confirmatory factor analysis some extra reliability analyses were performed because of the eliminated items. As mentioned earlier, reliability is defined as “a measure of the degree to which a set of indicators of a latent construct is internally consistent based on how highly interrelated the indicators are with each other” (Hair et al., 2010). Essentially, reliability measures the internal consistency of the observed variables, which are represented by the same construct. Therefore, the variables in the same construct must measure the same thing to desirable reliability levels (Hair et al., 2010). In literature, the commonly used method to measure reliability is Cronbach’s Alpha coefficient. Cronbach (1951) state that the actable

internal consistency level of the measures is $\alpha = .70$ and above. However, according to Hair et al. (2010) although the $\alpha = .70$ or higher level of the reliability is suggestible, the range of reliability between .60 and .70 is also acceptable when the other constructs' reliability levels are in desirable levels. Supporting this notion, (Nunnally & Bernstein 1994) state that although the acceptable level of reliability is $\alpha = .70$, the range between $\alpha = .65$ and $\alpha = .70$ is also satisfactory. On the other hand, Hair and colleagues (2010) suggest that in CFA the standardized factor loadings should be used and this values should be at least $\alpha = .5$ or ideally $\alpha = .7$ or higher. According to this rule CDW-I4 (.418) and DIR1 (.423) were excluded from the scale. As seen in Table 5.6, all construct's Cronbach's Alpha coefficients are above the cut-off value $\alpha = .70$. The relationship between the variables used in this study will be examined by using Pearson's correlation analysis and linear regression analysis will be conducted to determine the effects of efficient time management on organizational productivity. The data obtained from the survey has been classified into demographic groups used in this quantitative research study.

Cronbach's Alpha analysis resulted in a $\alpha = 0.723$ coefficient for the overall reliability of the data collected. The range of the reliability levels of the variables fluctuate 70% and 72%. The results of the reliability analysis were considered on a 95 % reliability rate and the significant results were examined appraising $p < 0.05$. Cronbach's Alpha Coefficient is used to estimate the general reliability of the studies variables for and the inter-relationship between the sub variables. Lavrakas (2006) used the following guide in determining Cronbach's Alpha for reliability as seen below: 0.70

F. Correlation analysis

Table 10 Correlation analysis

		Age	Education	Gender	Exp.	T.M	M.P	O.P
Age	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	109						
Education	Pearson Correlation	,301**	1					
	Sig. (2-tailed)	,001						
	N	109	109					
Gender	Pearson Correlation	-,187	-,150	1				
	Sig. (2-tailed)	,052	,119					
	N	109	109	109				
Experience	Pearson Correlation	,420**	,191*	-,145	1			
	Sig. (2-tailed)	,000	,046	,133				
	N	109	109	109	109			
Organizationper	Pearson Correlation	,039	,032	,028	-,060	1		
	Sig. (2-tailed)	,684	,741	,775	,533			
	N	109	109	109	109	109		
Productivity	Pearson Correlation	,085	,002	-,143	-,047	,431**	1	
	Sig. (2-tailed)	,378	,982	,138	,625	,000		
	N	109	109	109	109	109	109	
TimeMan	Pearson Correlation	-,094	-,046	,058	-,086	,236*	,421**	1
	Sig. (2-tailed)	,330	,632	,550	,374	,013	,000	
	N	109	109	109	109	109	109	109

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Pearson's correlation analysis was used to determine the strength of the relationship between the dependent and independent variables in this research, results are seen in the table above.

G. Parametric or non-parametric test

Table 11 Parametric test

		ANOVA					
		Sum of Squares	df	Mean Square	F	Sig.	
Q6organization practice effective TM	Between Groups	3.030	1	3.030	4.507	.036	
	Within Groups	71.924	107	.672			
	Total	74.954	108				
Q7Is TM the only determinant for high performance in organizations	Between Groups	.007	1	.007	.028	.868	
	Within Groups	27.186	107	.254			
	Total	27.193	108				
Q8Companyk2ws TM but still 2t put it into practice	Between Groups	.622	1	.622	3.932	.050	
	Within Groups	16.937	107	.158			
	Total	17.560	108				
Q10management hold seminars on TM	Between Groups	.034	1	.034	.136	.713	
	Within Groups	26.938	107	.252			
	Total	26.972	108				
Q11 avoiding problematic people help in TM	Between Groups	.079	1	.079	.407	.525	
	Within Groups	20.729	107	.194			
	Total	20.807	108				
Q1Age	Between Groups	.052	1	.052	.177	.675	
	Within Groups	31.343	107	.293			
	Total	31.394	108				
Q2Education	Between Groups	.034	1	.034	.065	.800	
	Within Groups	56.938	107	.532			
	Total	56.972	108				
Q3Gender	Between Groups	.596	1	.596	2.898	.092	
	Within Groups	22.009	107	.206			
	Total	22.606	108				

Table 12 Non-parametric test

Test Statistics ^{a,b}								
	Q1Age	Q2Education	Q3Gender	Q6organization practice effective TM	Q7Is TM the only determinant for high performance in organizations	Q8Companyk 2ws TM but still 2t put it into practice	Q10management hold seminars on TM	Q11 avoiding problematic people help in TM
Kruskal-Wallis H	.078	.034	2.848	4.525	.028	3.828	.137	.409
df	1	1	1	1	1	1	1	1
Asymp. Sig.	.780	.853	.092	.033	.867	.050	.711	.522

a. Kruskal Wallis Test

b. Grouping Variable: Q9effective TM achievement of your set goals

H. Linear regression analysis

Table 13 Regression analysis of organizational Time Management (H1)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,028	,136		7,555	,000
	TimeMan	,262	,104	,236	2,512	,013

a. Dependent Variable: Organizasyonper

This first linear regression analysis was carried out to investigate how organizational productivity impacts time management as the dependent variable. This analysis was considered valid because $p = 0.000$ is < 0.05 . Also as per the dependent variable organizational productivity, was able to account for time management. It can therefore be concluded that organizational productivity influences time management.

Table 14 Regression analysis of organizational productivity. (H2)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,918	,093		9,828	,000
	Productvity	,269	,054	,431	4,941	,000

a. Dependent Variable: Organizasyonper

This second linear regression analysis was carried out to investigate how organizational productivity impacts time management as the dependent variable. This analysis was considered valid because $p = 0.000$ is < 0.05 . Also as per the dependent variable organizational productivity, was able to account for time management. It can therefore be concluded that organizational productivity influences the four chosen time management variables.

I. Hypothesis testing

This table represents the hypotheses put earlier and their confirmation status.

Table 15 Hypotheses testing findings

Hypothesis	Statement	P VAL.	Result
H1	Organizational time management has positive effect on organizational performance	0.000	Supported
H2	Productivity has positive effect on organizational performance	.000	Supported
H3a	Age significantly influence organizational productivity.	.334	Unsupported
H3b	Education significantly influences organizational productivity.	.735	Unsupported
H3c	Gender significantly influences organizational productivity.	.000	Supported

J. Assessment of findings and hypothesis findingsol

This section of chapter four provides answers to the four research questions stated at the beginning of the paper and attempt to compare them with similar studies done previously. Therefore, in this research six correlation and regression analysis were carried out simultaneously to establish a relationship between each of the independent variables and the dependent variable and between the independent variables when combined. The first analysis was conducted between the dependent variable organizational performance (OP) and the independent variable time management practice marker (TP). The findings from Pearson's correlation analysis and linear regression showed a significant positive correlation and did not nullify the null hypothesis, so the correlation was not statistically significant. Next was a correlation between organizational performance (OP) and time management training (TMT), which revealed no significant correlation and did not turn down the null hypothesis. Then the correlation analysis was conducted between organizational performance (OP) and organizational productivity (OPR), revealing results of no significant correlation between the variables, and not turning down the null hypothesis. Next, was the correlation and regression analysis between the dependent variable organizational performance (OP) and organizational culture (OC), which

revealed and insignificant relationship between the variables and did not turn down the null hypothesis.

Furthermore, the fifth analysis was conducted to verify if there was a relationship between all four independent time management variables and the dependent variable organizational performance (OP), the findings did not reject the null hypothesis and showed significance controlling for gender while running the analysis. The diagram below show the summary of analytical testing carried out on SPSS to determine which were supported and which were not supported and how the independent variables of organizational time management and the demographic variables associate with organizational productivity as seen in the model below which is essentially and interpretation of this research paper.

V. RECOMMENDATION AND CONCLUSION

This research set out to examine the relationship between the four independent variables organizational of time management (TM), demographic variables (DV), organizational productivity (OPR) and the dependent variable organizational performance (OP), with the aim of using the results to enhance the concept of efficient time management qualities towards achieving high level organizational productivity in Turkey. Additionally, this study incorporated variables that were deemed necessary towards achieving the goal of high-level organizational productivity while efficiently managing these variables of time management to reduce financial loss and performance and to remain competitive in the industry and against the competition.

A. Conclusion

The purpose of this study was to analyze the influence of efficient organizational time management on organizational performance with the goal of establishing that some independent variables chosen in this study significantly impacted organizational producti and could be applicable for companies' management in achieving their goals. The results showed that not all the independent variables significantly influenced organizational productivity when analyzed with the dependent variable organizational performance (OP). The conclusion will be presented based on answering the research questions posed and the results obtained after analysis as follows:

Research question one sort to establish a relationship between the dependent variable organizational performance (OP) and the independent variable organization time management (TM), and this research question was based on the assumption that highly leadership in time management within an organizational will significantly influence organizational performance. When both the dependent variable and the independent variable were analyzed, the

outcome was a positive correlation relationship between the organizational performance and organizational time management (TM). The relationship between both variables is considered significant enough for applications in organizational productivity and organizational management, as hypothesis H1 was supported.

Research question two sort to establishing a significant relationship between the dependent variable organizational performance (OP) and the independent variable organizational productivity (OPR) and this research question assumed employees who are trained on time management tend to be much more productive than those who are not. The findings of the correlation analysis between organizational productivity and time management training was a positive result. This means that relationship between both variables may not be considered significant enough for applications in organizational productivity and organizational management, as hypothesis H2 was supported.

Research question three aimed at determining a positively significant Pearson's correlation relationship between the dependent variable organizational performance (OP) and the independent demographic variable age, and this research question was based on the assumption that good time management skills by younger employees generally stem in high level organizational performance. The findings of the correlation analysis between organizational performance and age were a positively negligible relationship. This means that relationship between both variables may not be considered significant enough for applications in organizational productivity and organizational management, as the hypothesis H3a was unsupported.

Research question four sort to establish a significant Pearson's correlation relationship between the dependent variable organizational performance (OP) and the independent demographic variable education and this research question was based on the assumption that highly educated employees in time management skills within an organization is very strong, then the organizational performance relative to time will be high. The results of the correlation between organizational productivity and organizational culture were a positively negligible one with $P=.062$. This means that relationship between both variables

may not be considered significant enough for applications in organizational performance and organizational management, as the hypothesis H3b was unsupported.

Research question five sort to establish a strong Pearson's correlation relationship between the correlation relationship between age as independent variables and organizational performance (OP) revealed a positively relationship. This means that relationship between age as independent variable and the dependent variable may be considered significant enough for applications in organizational performance and organizational management, as the hypothesis H3c was supported.

Research question six sort to find a covariance between all four independent variables combined and the dependent variable organizational productivity with gender being the moderating variable and the results were as follows. When controlling for gender, the covariance between the four independent variables and the dependent variable organizational performance (OP) is displayed in the table below, showing gender = (1, 107) = 2.031, $p = .162$, $r = .017$. When controlling for time management practice marker (TP) the analysis showed $t(107) = 2.365$, $p = .201$, $r = .069$ which is negligibly significant, when controlling for time management training the analysis showed $t(107) = .126$, $p = .036$, $r = .713$, insignificant, when controlling for organizational performance (OPF) the analysis showed $t(107) = .090$, $p = .115$, $r = .235$, insignificant. Then when controlled for organizational culture, the analysis revealed $t(107) = .232$, with a significance of $.232$, $p = -.062$, $r = .525$, which is negatively insignificant. The results of the analysis can be seen in the table below.

The final analysis carried out was to test for internal consistency between the four independent variables by using a Cronbach's test which resulting in Cronbach's Alpha of .72 greater than .7.

B. Recommendations for Businesses Managers and Future Researchers

As seen in the conclusion on the findings of the research presented in the first part of chapter five, it is recommended that future researchers who carried out

correlations analysis between time management variables and organizational performance use larger sample sizes. Also, future researchers in this field may consider using different moderating variables when analyzing for covariance between the independent variables combined and the dependent variable to monitor for variations in consistency.

Mindful of the fact that the data collection process was carried out in Istanbul, Turkey with participants who had basic knowledge of English, this research therefore is not reflective for the entire Turkish population and future researcher who carry out similar studies in the future with the survey questions in Turkish might obtained more substantiating results. Furthermore, it is recommended that future research be conducted in other countries as a comparative study to see how time management fluctuates on a global scale and how the cultural dynamic of time management influences organizational productivity.

In addition, marketers and organizations may consider using the independent variables used in this study to improve organizational culture towards time, organizational performance towards time, organizational training in time management, organizational time management practices to improve their overall productivity in a sustainable and efficient manner. Overall organizational time management is a vital aspect towards organizational success and the suggested variables can be crucial in making significant changes in terms of time management efficiency to maximize performance.

Finally, for health and safety reasons, paper surveys and follow up questions with the participants was highly limited due to the COVID 19 pandemic. Hopefully, more in-depth future studies can give a vivid understanding of the influences of these independent variables with the dependent variable organizational productivity.

VI. REFERENCES

BOOKS

- ABBAWI, Z. M. (2006). Time Management in Management. First Edition, Published by Assets of Knowledge,
- ALLAQ, B. (2009). The Basics of Time Management. First Edition, Published by Yazouri Publishing House, Jordan.
- INKOV, M. (2011). Cultural differences in a globalizing world. Emerald Group Publishing.
- MORSE, J. AND NIEHAUS, L. (2009). Principles and procedures of mixed methods design. Walnut Creek, CA: Left Coast Press.
- MULLINS, J. (2002). Organisational behaviour and time management, 6th Edition, London: Prentice-Hall.
- NOWOTNY, H. (2018). The modern and postmodern time experience. 4th edition, New Jersey: John Wiley & Sons.
- PHILLIPS, S. Phillips, B. S. (1971). Social research: Strategy and tactics: Macmillan.
- RAHIM, M. A. (2017). Managing conflict in organizations. Routledge.
- WRIGHT, A. (2004). Reward Management in Context. CIPD Publishing.
- YASSER, A. F. (2008). Time Management and Confronting Work Stress, 1st Edition, Hamed Publishing House, Jordan.

ARTICLES

- ALMOMANI, A., MIQDADI F. Z., MASHARQA, M. S. and
- ELMOUSEL, N. (2014). 'Time Management relationship with the Academic Performance of Students from the Petroleum Institute in Abu Dhabi, the UAE'. In ASEE 2014 Zone I Conference.

- BHATTACHARYAB, M, NARAYAN, P. (2015). Output and Labour Productivity in Organized Manufacturing: A Panel Cointegration Analysis for India. *International Journal of Production Economics*, 170, 171-177. Brigitte, J. CLAESSENS, W. E, CHRISTEL. G. R,
- ROBERT, A. R. (2007). Time Management and Performance. *Journal of Personnel Review*, 36(2), 255-
- MPOFU, E. AND CLEGHORN, A. (1996). 'African culture Time management practices: Correlates with college grading system. *Canadian Journal of Behavioural Science*, 28, pp. 102–112.
- MITTEAL, R. AND BIENSTOCK, J. E. (2019). 'Transformational leadership and polytonicity as antecedents of the boundaries at work'. *Management Research Review*, 42(4), pp. 460-468.
- MORGAN, D.L. (2007). 'Paradigms lost and pragmatism regained: Methodological implications of combining qualitative and quantitative methods. *Journal of mixed methods research*, 1(1), pp. 48-76.
- NICHOLLS, C. E. LANE, H. W. AND BRECHU, M. B. (1999). 'Taking self-managed teams to Mexico'. *Academy of Management Perspectives*, 13(3), pp. 15-25.
- NISHAAT, B. M. Z. (2017). 'Achieving work family balance among professional working women in the Mauritius Islands: A qualitative study'. *International Journal of Social Sciences*, 3(2).
- NJAGI, L. K. AND MALEL, J. (2012). 'Time management and job performance in selected parastatals in Kenya'. *Australian Journal of Business and Management Research*, 2(5), p. 19.
- NONIS, S.A AND SAGAR, J.K. (2003). Coping strategy profiles used by salespeople: their relationships with personal characteristics and work outcomes. *Journal of Personal Selling and Sales Management*, 23, pp. 130-150.

- NONIS, S.A, TENG, J.K., FORD, C.W. (2005). 'A cross cultural examination of time management practices and job consequences. *International journal of intercultural Relations*, 29, pp. 405-428.
- NONIS, S.A, FENNER, G.H, AND SAGAR, J.K. (2011). 'Revisiting the relationship between time management and job performance'. *World Journal of Management*, 3(2), pp. 153-171.
- NOOR, N.H.MM IDRIS, M.A. (2016). 'Fostering Knowledge Sharing through Care Culture: A Comparison Study of Membership-Oriented and Service-Oriented NGOs in Malaysia.' *International Journal of Social Science and Humanity*, 6(7), pp. 489-490.
- O'HARE, P. AND WHITE, L. (2018). 'Beyond flood risk management: the potential for and limits to alleviating flood disadvantage.' *Regional Environmental Change*, 18(2), pp. 385-396.
- ONKEN, M. (1999). 'Temporal elements of organizational culture and impact on firm performance'. *Journal of Managerial Psychology*, 14(3/4), pp. 231-244.
- ORPEN, C. (1994). 'The effect of time-management training on employee attitudes and behaviour: a field experiment'. *The Journal of Psychology*, 128, pp 393-396.
- OSABIYA, B, J. (2015). 'The effect of employee's motivation on organizational performance'. *Journal of Public Administration and Policy Research*, 7(4), pp. 62-75.
- OSAWA, C. O. (2017). 'Time management: an imperative factor to effective service delivery in the Nigeria public service'. *International Journal of Development and Management Review*, 12(1), pp. 152-167.
- PANNEERSELVAM, R. (2014). *Research methodology*. Ed. 7th, Florida: CRC Press
- PANSIRI, J. AND TEMTIME, Z. T. (2010). 'Linking Firm and Manager's characteristics to Perceived critical success factors for innovative

entrepreneurial support', *Journal of Small Business and Enterprise Development*, 17(1).

RANDALL, S. (1979). 'Managing stress means managing time'. *Personnel Journal*, 58(12).

SHAABAN, S, MCNAMARA, T. (2009). Improving The Efficiency of Unpacked Production Lines by Unbalancing Service Time Mean. *International Journal of Operational Research*, 4(3), 346-361.

SHARIF, A, SULTAN, O. (2010). Managing Time: A Study Among Arab open University Tutors in Kuwait Branch. *College Teaching Methods and Styles Journal*, 6(1), 13-20.

STEVEN, H. (2008). *Principal Component Analysis*; University of Georgia, Albers. TAHERI, S, HAGHIGHI, A. (2011). The Relationship Between Time Management and Productivity of Telecom Executives of Shiraz. *Journal of Applied Environmental and Biological Sciences*, 5(8), 23-45.

ZAFARULLAH, S, PERTTI, V. (2016). Effect of Time Management on the Job Satisfaction and Motivation of Teacher Educators: A Narrative Analysis. *International Journal of Higher Education*, 6(2), 213-224.

INTERNET SOURCES

CRONBACH,(1951)*Psychometrika*,16(3),
297334.[http://psych.colorado.edu/~Carey/Courses/PSYC5112/gs/alpha Cronbach. Pdf](http://psych.colorado.edu/~Carey/Courses/PSYC5112/gs/alpha%20Cronbach.Pdf)

GOFORTH, C. (2015). Using and Interpreting Cronbach's Alpha. Retrieved April 1,

2017, <http://data.library.virginia.edu/using-and-interpreting-cronbachs-alpha/>

PWC (2018). Foreign investment: GCC raises ownership limits to catalyse

Diversification:<https://www.pwc.com/m1/en/publications/middle-easteconomywatch/foreign-investment-june-2018.html>. Accessed: 01/04/2019

DISSERTATIONS

AHMED, N. (2012). The Relationship Between Time Management and Job Performance in Event Management. ScienceDirect, Procedia – Social and Behavioral Sciences, 65, 937-941.

ALAVI, H. R., ABDI, F., MAZUCHI, M., BIGHAMI, M. K., HEIDARIH, A. (2013). An Investigation on Effective Factors Influencing Employee Performance: A Case Study. Management Science Letters, 3(6), 1789-1794.

ALIAN, R. M. (2002). Time Management: Theory and Practice. Amman, Dar Jarir Publishing and Distribution. The Jordan.

ALLEN, D. (2001). Getting Things Done: The Art of Stress-Free Productivity. New York: Viking.

ARNOLD, E. (2004). Improving Productivity Through More Effective Time Management. The Health Care Manager, 23(1), 65-70.

ATAULLAH, A, LEE, H, SAHOTA, A. S. (2014). Employee Productivity, Employment Growth, and Cross

Market Firms. Human Resource Management, 53(6), 987-1004.

Bankert, B., COBERLEY, C., POPE, J. E., WELLS, A. (2015). Regional Economic activity and absenteeism: A New Approach to Estimating the Indirect Costs of Employee Productivity Loss. Population health management, 18(1), 47- 53.

JORDAN ADARBEHJ. M. Y. (2006). Time Management for Principals of UNRWA's Basic Schools in the West Bank. (Unpublished Master Thesis). Birzeit University.

MISRA, R. AND MCKEAN, M. (2000). 'Academic stress in university students and its relation to their anxiety, time management, and leisure satisfaction'. American journal of Health studies, 16(1), pp. 41-50

OTHMAN, B, MUSTAFA, H. A., ABDULLAH, K. M., SADQ, Z. M. (2020). The Role of E-Governance in the Higher Education Sector to Enhance the Quality of Education and Human Resource

Development in the Kurdistan Region. *International Journal of Advanced Science and Technology*, 29(8), 1488- 1498.

PARK, J.Y. (2015). 'Cross-cultural language learning and web design complexity'. *Interactive Learning Environments*, 23(1), pp.19-36.

POOLE, M. (1997). 'Organising employment for high performance, theories, evidence and Policy'. *Organisational studies*, 18(5), pp. 745 – 764.

POILLOC, T. (2001). *Fifteen Ways to Manage Your Time Better*. *Automotive Manufacturing and Production*, 5, 8-14.

RINGLE, C. M, SARSTEDT, M, DETMAR, W. S. (2012). Editor's Comments: A Critical Look at the Use of PLS-SEM. *MIS Quarterly*, 36(1), 3-14.

ROE, R. (2007). A Review of Time Management Literature. *The Journal of Personnel Review*, 36(2), 225-276.

SARAYRAH, K. A. (2010). *Administrative Operations and Time Management*. 1st Edition, Glais Publishing House, Egypt.

SAUERMAN, J. (2016). Performance measures and worker productivity. *IZA World of Labor*, 260, 1-11.

SERAFYS, M. (2008). *Time Management*. Published by Horus International Publishing, Alexandria, Egypt.

APPENDIX

Appendix A Questionnaire Coding

Appendix B Research questionnaire

Appendix D Ethical Approval Form

Appendix A Questionnaire Coding

What is your age range?

18 – 30 = 1

31 – 42 = 2

43 – 54 = 3

55 – 65 = 4

What is your level of education?

H/S Graduate = 1

Bachelor = 2

Master = 3

PhD = 4

What is your gender?

Male = 1

Female = 2

How many years have you worked in your organization?

1 – 6 = 1

5 – 6 = 2

11 – 15 = 3

more than 15 = 4

Have you heard about time management before?

Yes = 1

No = 2

Does your organization practice effective time management?

Strongly Agree = 1

Agree = 2

Undecided = 3

Disagree = 4

Strongly Disagree = 5

Is time management the only determinant for high performance in organizations?

Yes = 1, No = 2

An organization can know all about time management but still not put it into practice.?

Yes = 1, No = 2

Has effective time management been helpful in the achievement of your set goals?

Yes = 1

No = 2

Does the management of your company hold seminars on time management?

Yes = 1

No = 2

Can avoiding problematic people (troublesome people) help in managing your time?

Yes = 1

No = 2

Appendix B Research questionnaire

-
- 1 What is your age range?
18 – 30 , 31 – 42 , 43 – 54 , 55 – 65
 - 2 What is your level of education?
H/S Graduate , Bachelor , Master PhD
 - 3 What is your gender?
Male , Female
 - 4 How many years have you worked in your organization?
1 – 6 , 5 – 6 , 11 – 15 , more than 15
 - 5 Have you heard about time management before?
Yes No
 - 6 Does your organization practice effective time management?
Strongly Agree Agree Undecided Disagree
Strongly Disagree
 - 7 Is time management the only determinant for high performance in organizations?
Yes No
 - 8 An organization can know all about time management but still not put it into practice.?
Yes No
 - 9 Has effective time management been helpful in the achievement of your set goals?
Yes No
 - 10 Does the management of your company hold seminars on time management?
Yes No
 - 11 Can avoiding problematic people (troublesome people) help in managing your time?
Yes No
-

Rule of thumb of interpretation of Pearson's correlation coefficient

Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	negligible correlation

Malawi Medical Journal, (2012)

Appendix C Likert scale category for SPSS.

Third Section: Does your organization practice effective time management?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	15.0	15.0	15.0
Agree	43	53.8	53.8	68.8
Undecided	12	15.0	15.0	83.8
Disagree	7	8.8	8.8	92.5
Strongly Disagree	6	7.5	7.5	100.0
Total	80	100.0	100.0	

Appendix D Ethical Approval Form



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı :E-88083623-020-14215
Konu : Etik Onayı Hk.

11.06.2021

Sayın Mamouna SOW

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 09.06.2021 tarihli ve 2021/07 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

Belge Doğrulama Kodu : BSC3MVCYTZ Pin Kodu : 33913 Belge Takip Adresi : <https://www.turkiye.gov.tr/istanbul-aydin-universitesi-ebys/>
Adres : Beyyol Mah. İnönü Cad. No:38 Sefaköy , 34295 Küçükçekmece / İSTANBUL Bilgi için : Tuğba SÜNNETÇİ
Telefon : 444 1 428 Unvanı : Yazı İşleri Uzmanı
Web : <http://www.aydin.edu.tr/> Kep Adresi : iau.yazisleri@iau.ist03.kep.tr Tel No : 31002



RESUME

Name Surname: MAIMOUNA SOW

Education:

ISTANBUL AYDIN UNIVERSITY, Istanbul, Turkey,

- 2019-2021: MASTER BUSINESS ADMINISTRATION
- 2017-2019: INTENSIVE TRAINING IN ENGLISH LANGUAGE

HETEC, Bamako, Mali

- 2016-2017: PROFESSIONAL LICENSE IN MARKETING AND SALES (L.P.M.V)
- 2014-2016: BREVET OF THE SUPERIOR TECHNICIAN (B.T.S) WITH A HIGH TECHNOLOGICAL AND COMMERCIAL STUDIES
LYCÉE LA LANTERNE, Bamako, Mali

- 2013-2014: MALIAN BACCALAUREATE IN ECONOMICS SCIENCE (TSECO) SESSION OF JUNE 2014.

Work Experience:

June 2016 – October 2016

PRACTICAL INTERNSHIP AT THE BANK BNDA AT THE AUTONOMOUS OFFICE OF FALADIÉ

November 2021– April 2022

Manager at ELIT LOGISTIQUE: In charge of meeting companies, negotiating prices for the company's customers, supervising the products of other companies to finally make them available to customers, supervising invoices.

April 2022–

Manager At Askuni: A university placement company.

* Responsible for orienting new students, applying their registration with universities

* In charge of finding new partners, discussing and negotiating the stakes of the partnership and concretizing the contract between our two agencies

* Manage the company's social media marketing, advertise more to attract more prospects

Languages:

- French: Native language

- English: Advanced

Skills:

Dynamic - Curious - Organized - Motivated – Listening