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# The Impact of Time Management Behaviors on Employee Performance in Humanitarian Service Organization: A Study of Selected NPOs in Ghana

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## ABSTRACT

The purpose of this work is to analyze the effect of time management behaviors on work performance of humanitarian services of non-for-profit organizations (NPOs) in Ghana. Using a survey of NPOs in Ghana, different multivariate analytical techniques were employed to analyze the data. By this, we tested three symmetrical hypotheses of employees' time behaviors leading to outcomes of employee performance in NPOs. Results indicated that short range time management behavior has a strong impact on employee work performance in NPOs. Results also indicated that long range time management behavior has a positive impact on employee work performance in NPOs. Similarly, our findings demonstrated that employee time management attitude is strongly linked to their performance in NPOs. This study concludes that time management behaviors or practices should be of great concern to organizational analysis in terms of time management and employee productivity which may go a long way to create competitive advantage for organizations.

## KEYWORDS

Employee performance; nonprofit humanitarian organizations; time management attitude; short range time planning; long range time planning

## Introduction.

Organizational management is perhaps the most difficult challenge especially when it comes to managing time behaviors at work in high power distance and collectivist environments. The reason is that globally, most executives feel that time is in short supply, however; in high power distant and collectivist environments, time management is ingrained in the culture of the people (Abugre, 2017), and thus complicates managerial processes in organizations. Consequently, Humanitarian organizations also known as Nonprofit organizations (NPO) face many operational and time management challenges (Herman, 2016) in their distant operational fields. These challenges include pressures or demands in recent decades to be “more efficient and businesslike” (Suarez, 2010, p. 696), necessitating substantial strategic and operational changes in their time management concept, and instituting innovative means to their core function (Salamon, Anheier, List, Toepler, & Sokolewski, 2004). As humanitarian organizations contribute through

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innovative solutions in various policy fields, including combatting poverty in distant subsidiaries, supporting human rights, protecting environments and assisting minority education, they have become increasingly reliant on profitable market activities (McKay, Moro, Teasdale, & Clifford, 2015), and performance measurement practices (Arvidson & Lyon, 2014) which very much rely on effective management of time. Profit notion of organizations means management must adopt both quality and innovative management styles that demand short- and long-term planning solutions to strategic and operational challenges (Bourke & Roper, 2019; Suarez, 2010).

In this work, we employ three dimensions of time management behaviors or practices: short range time management behavior/planning, long range time management behavior/planning, and time management attitudes of employees. According to the Chartered Institute of Personnel Development (CIPD, 2003), these time management practices or behaviors have a positive impact on individual employee outcomes such as employee satisfaction, engagement, motivation and performance.

Time management behavior can be described as a concept that embraces the rules, standards, practices, and customs of human behavior and interaction with respect to temporality (Anderson & Venkatesan, 1994). Time management behavior is a shared design that underpins the way people live and conduct themselves (Abugre, 2017). It describes the attitudes or behaviors that characterizes employee actions and inactions in responding to time-related tasks (Britton & Tesser, 1991). Consequently, time-related tasks may define a continuum of short, medium and long ranges of planning intervals. Short range planning of time management is recognized as the daily activities/behaviors that an employee puts in place to achieve set goals (Hisrich & Peters, 2002). On the other hand, long range planning of time management comprises of activities/behaviors that are taken into consideration to manage future time appropriately (Britton & Tesser, 1991).

To be able to guarantee success, NPOs must develop and implement effective systems of managing the time lines of projects and measuring their performance (Mitchell & Berlan, 2016) in their educational, health, natural disasters and humanitarian emergency projects that they deliver on locations. On this basis, it is important to note that time management and time behaviors are crucial in the performance of humanitarian social services of NPOs. This is because both time management and goal-setting behaviors are designed to help people manage their time better, both at on-the-job and off-the-job operations (Richardson & Rothstein, 2008). Hence, the significance of time management behaviors to productivity and performance of organizations (Abugre, 2017). Nonetheless, empirical research in the area of time management is relatively scarce especially in developing economies (Abugre, 2017) even though, these economies appear to have been plagued with the abuse of time and its management. Hence, this research work is undertaken to offer a better appreciation of time management and work output of employees in NPOs operating in developing economies. Besides, Harvey and Kamoche (2004) have challenged African researchers on the missing dimension of examining how the concept of time impacts business relations between MNCs and African organizations.

Consequently, this work makes the following contribution to organizational work and to theory and practice of time-based concept and management in the management literature. First, it helps fill the gap in workplace time management and time concept literature of social service organizations which to the best of our knowledge is rather absent in sub-Saharan Africa. By this, our work contributes to the prevailing

understanding of the behavior of time concept of employees in humanitarian organizations. Second, we explore the contingent outcomes of the notion of time-scales of workers which are expected to exert great influence on managerial work outcomes and HRM planning in managerial organizations. By this, the findings of our work will provide a basis for skills interventions in time management of employees and their awareness on punctuality and task prioritization in organizations. Third, by investigating the impact of time management on employee performance in a sub-Saharan African context, our hope is that this discourse will inspire scholars in both public and social service organizational HRM to delve deeper into the uncharted fields of strategic time concept and time-scales in both NPOs and commercial organizations. Thus, this work would significantly stimulate which areas more research is needed to extend the present knowledge of time management thereby contributing to the global theory on time management. This therefore contributes to the gap in time management literature proposed by Claessens, Van Eerde, Rutte, and Roe (2007) who argued that there is the need to focus future research of time management on employees and specific target groups in order to ensure sufficient variation in contextual factors.

### **Theoretical perspective: the goal setting theory**

The theoretical rationale that underpins this work is the Goal setting Theory (Locke & Latham, 1990, 2002). This Theory assumes that setting performance goals or targets can result in higher levels of employee performance by directing one's attention to important behaviors or outcomes; increasing one's effort on specific tasks and assignments, improving one's persistent behaviors toward reaching the desired performance levels of the goals or targets. All these actions or behaviors rely on the concept of time to actualize the intended goals set by the individual. This is because the concept of time can either be regarded as a clock or a system. As a clock, it can be defined as an instrument used in measuring moments or activities of a day in which individuals rely on to actualize their target goals. As a system, it can be expressed as a timespan of inherent social rules that are used to arrange set of experiences in some significant ways (Lustig & Koester, 2006). Accordingly, there are three types of time systems: technical, formal, and informal (Lustig & Koester, 2006). The technical time systems are the precise, scientific measurements of time that are calculated in such units as nanoseconds. Formal time systems refer to the ways in which members of a community define and understand the units of time. For example, how time is apportioned into seconds, minutes, and hours. Informal time systems refer to the assumptions communities make about how time should be used or experienced, and this encompasses the attitude of individuals to time. Thus, all three types of time systems embrace short-term, medium-term, and long-term ranges of time usage, and explain employees' attitude to time in relations to the development of action plans and performance strategies.

The setting of goals for employees is more likely to improve employee task performance under several conditions, including performance appraisals (Locke & Latham, 2002). Thus, managers or supervisors mostly set performance goals or targets with employees or subordinates in order to accomplish precise tasks measured against determined standards of precision, competence, cost and speed (Afshan, Sobia, Kamran, & Nasir, 2012). Once these goals are set, employees strive for their best to achieve the goals

in order to maintain their positions. It is therefore based on these goal setting at the beginning of job assignments that time management practices are carried out to evaluate the resultant performance of employees as against the goals set by supervisors or managers who are familiar with their performance (Delery & Gupta, 2016). Consequently, time management activities or behaviors are necessary for NPOs' operations as they enhance NPOs workforce in goal setting, scheduling, prioritizing tasks, and problem-solving practices leading to organizational performance (Mitchell & Berlan, 2016; Morisano, Hirsh, Peterson, Pihl, & Shore, 2010).

### Time management behaviors and employee performance

According to Hameed and Waheed (2011), employees are the very important assets available to any firm or organization. As a result, employee performance is the outcome or contributions they make to attain organizational goals (Imran & Tanveer, 2015). Employee performance can be described as the accomplishment of precise tasks measured against determined standards of precision, competence, cost, speed, and time (Afshan et al., 2012). Without preferred employee performance results, it becomes meaningless for companies to continue investing in processes and projects (Aguinis, 2006). Therefore, these performance results should be measured against predetermined objectives, which is a function of time management behavior.

In view of the positive impact of time management on both employee and organizational performance, scholars such as Claessens et al. (2007) found a positive relationship between time management behaviors and employees' perceived control of time and work outcomes such as job satisfaction. Wu and Passerini (2013) posited that, both explicit and tacit behaviors of employees' time management are an essential component of how professionals carry out project tasks within their daily routines. They further revealed that individual time management behavior is shaped by organizational temporal structures and norms, and concluded that, time management behaviors greatly influenced professionals' productivity in executing their daily routine tasks.

Additionally, Yakubu and Edna (2015) explored the impact of time management on staff performance and service delivery. They consented that, time management is the "art of arranging, organizing, scheduling, and budgeting one's time for the purpose of generating more effective work and productivity, and these are mainly responsible for the failure or success of the performance of many employees with promising prospect (p. 87)".

Thus, as Nonprofit or humanitarian organizations continue to grow in a competitive environment, the clock time has become an important resource for managerial work. Time thus is a critical feature of modern managerial task, and time as a resource would certainly influence organizational performance. An organization's ability to compete through employee performance would depend on time management, and organizations which are not governed by time capabilities in a given competitive environment would face a significant disadvantage (Peteraf, 1993). Accordingly, Britton and Tesser (1991) have advocated for time management behaviors such as short range planning of time management, long range planning of time management and employee time attitudes.

These variables have become the foundation of this work and therefore, we intend to assess their impact on employees performance in humanitarian organizations using Ghana as contextual study.

### Long range time management behavior and employee performance

Time management Planning or behavior can best be appreciated when categorized into short range planning and long range planning (Britton & Tesser, 1991). Long range planning of time management involves various activities that prepare the individual to embrace future roles, tasks and responsibilities with accuracy and speed. According to Reunanen (2015), putting proper plans in place to enable employees manage limited resources and maximize their full potential is crucial to job performance.

Ahmad, Yusuf, Shobri, and Wahab (2012) affirmed that, the capability of an event organizer to plan activities before hand and follow the itineraries of an event meticulously is the benchmark of proper time management skills among Malaysian event management. The performance of employees in event companies largely depends on their abilities to adhere to long range time frame in completing tasks (Fitsimmons, 2008). In view of this, Ahmad et al. (2012) found that the planning of long timelines have a significant positive relationship with employees performance. According to Bourke and Roper (2017), short and long-term planning behaviors are required for the implementation of both quality improvement and innovation processes which pose significant managerial and technical challenges in work organizations. Thus, in order to proactively respond to the rapidly changing nature of global business activities, firms are now leveraging their internal systems with efficient time management behaviors to reduce cost in business processes. For example, long range time management planning is a strong foundation for resource utilization, training duration and work life balance of employees (Britton & Tesser, 1991; Macan, 1994). Time management behavior is thus perceived as imperative to leaders of organizations, even though other resources such as personnel, capital or facilities are also crucial work performance (Reunanen, 2015). Hence, Fourie and Fourie (2013) emphasized that employee creativity is positively related to daily time planning behavior, while employee confidence is related to long range time planning and perceived control of time.

Similarly, Imran and Tanveer (2015) have stated that, long range time planning behavior is about achieving the set targets identified with extended time that ultimately enhances the competitive advantage of both employee and organizational growth. Accordingly, we hypothesize that:

**HI:** *Long Range time management planning behavior is positively related to employee performance in Nonprofit Humanitarian work organizations.*

### Short range time management behavior and employee performance

Short range planning behavior of time management is recognized as the daily activities that an employee puts in place to achieve set goals (Hisrich & Peters, 2002). Therefore, the ability to manage one's time well will leave him/her with a feeling of mastery and

accomplishment, knowing that he/she puts the time to good use (Hisrich & Peters, 2002). Some short range time behaviors adopted by most organizations include: making lists of activities to do each day, planning your day before starting it, writing down set of goals to achieve each day, setting and honoring priorities as well as been clear on what you want to accomplish in the next day of work (Britton & Tesser, 1991). According to Smith and Zagelmeyer (2010), preparing your work list for the following day is an important event every employee should adopt always before coming to work. Short range time planning thus constitute the operational activities that occur within a scheduled timeline. It is suggested that the best way to be successful at work is to plan the next day's entire work schedules as the last thing to do before leaving for home from work. This helps employees to subconsciously gain control of the activities of the next day's work (Grissom, Loeb, & Mitani, 2015).

Short range time planning has the potential of making employees sleep soundly, and they wake up the following morning with fresh ideas and insights which they apply to the work of the day (Smith & Zagelmeyer, 2010). Thus, to increase employee performance in any organization, it is recommended that employees as well as management of organizations consider short range time management behavior as an important tool (Grissom et al., 2015). On the contrary, Claessens et al. (2007) asserted that time management training among workers only provides the skills, knowledge and abilities for employees, but these do not necessarily translate to better employee performance. Ahmad et al. (2012) on the other hand found that, the inability of employees to manage time properly affects individual employee performance negatively as well as the organizational performance as a whole. Accordingly, we hypothesize that:

**H2:** *Short Range time management behavior is positively related to employee performance in Nonprofit Humanitarian work organizations.*

## **Time management attitudes and employee performance**

Time management attitudes or behaviors are characterized by employees' actions and inactions in responding to time-related tasks (Britton & Tesser, 19,991). This clearly constitutes the daily lifestyle of employees working toward achieving a set goal either individually or in groups. Employee time attitude may constitute activities such as determining one's organizational skills which consist of: the use of a filing system both at home and at work, listing the things to do on a notepad or notebook, setting up reminders on important schedules, keeping a daily log of activities, avoiding unprofitable activities among others. According to Fitsimmons (2008), it is imperative for employees to identify their prime time management activities. This is a situation where employees organize themselves so that they can creatively work during the hours of the day that make them produce their best. Identifying your personal prime time is so crucial for optimum performance, and this depends on one's attitude to time management.

Attitudes of employees concerning time management is as important as being conscious that work goals and targets are set against time limits. Hisrich and Peters (2002) asserted that the attitudes of employees toward starting their daily work early and giving more to think and plan leads to better organized activities at work which propels their increased

performance. Interestingly, Fourie and Fourie (2013) found that when employees start work early and plan their day ahead, they are usually calm, creative, and clearheaded throughout the working period. This, therefore, creates a conducive working atmosphere for enhanced performance. According to Stahl, Miska, Lee, and De Luque (2017), it is important to cultivate time management attitudes among multi-cultured workers from different nationalities, as in the case of this present work. Working collaboratively to achieve team goals as well as individual employee's performance entails a common or shared attitude to time management (Stahl et al., 2017). Hence, this work hypothesizes that:

*H3: Time Management Attitude is positively related to Employees' performance in Nonprofit Humanitarian work organizations.*

### Research design/approach

The study adopted the quantitative research survey to clearly assess the relationship between time management behaviors and employee performance in nonprofit humanitarian service organizations (NPOs). Consequently, the population for this study constituted all humanitarian service organizations which are nonprofit and are associated with disaster relief services, emergencies, and minority (women and children) assisted provider workers. However, as a cross-sectional survey, the population of the study was restricted to employees of four international nonprofit humanitarian service organizations operating in Ghana. The final four selected organizations included Sankofa International – Ghana, Care International – Ghana, World Food Programme (WFP) – Ghana and the United Nations International Children's Emergency Fund (UNICEF) – Ghana.

Additionally, these selected NPOs had up to eighty employees each constituting their manpower base, and therefore appropriate for the study sampling. Furthermore, convenience sampling ensured that all employees in the four NPOs who were available and willing to respond to the questionnaire were contacted. The convenience sampling was adopted because, most employees of International NPOs are always busy in the field working; and therefore, the only way to get them is through their convenient time. Meanwhile, all employees (upper, middle and lower level managers) of the selected NPOs were included in the study. It was needful to include every employee, comprising management members, supervisors and employees across all levels of the organization to participate in the study. The reason is that time is utilized by all employees to achieve set targets differently.

In all, a total of 300 questionnaires were administered with the intention of obtaining 75 responses each from the four NPOs. However, 220 usable questionnaires were returned for analysis. In line with earlier scholars (Hair, Anderson, Tatham, & Black, 2010), a sample of above 200 is very appropriate for a quantitative investigation of a study using Structural Equation Modeling (SEM) analysis and regression analysis.

### Constructs measured using employees' responses

The instruments generated to assess employees' responses for this study were adapted from the time management questionnaire (Britton & Tesser, 1991), and the time management behavior scale (Macan, 1994). The time management scale contains three

subscales/dimensions measuring: short range planning behavior, long range planning behavior and time attitudes with a total cronbach's alpha value of 0.89. The dependent variable for this study is employee performance which was adapted from a self-rated scale developed and used by Kuvaas (2006), with cronbach's alpha value of 0.93. All items on the scales are rated on a five point Likert ranging from 1 = strongly agree to 5 = strongly disagree. Accordingly, our measurement instrument comprised of five main sections. Section A dealt with the demographic features of respondents, section 'B' dealt with the short range time management behavior. Section C dealt with Long range time management behavior, and section D dealt with employee time attitudes. The last section E dealt with employee performance.

The questionnaire was self-administered to the participants through an initial permission granted from management of the four NPOs studied. To maximize the response rate, follow ups were made to respondents in their various organizations as reminders during the entire data collection period lasting for five weeks. To ensure anonymity, the employees were made to return the completed items to the investigator through their various administrative units. As a result, all possible ethical principles were observed during the process of data gathering, interpretation and communication of the findings. For example, we observed ethical issues such as informed consent, voluntary participation, avoidance of harm, anonymity and confidentiality (Babbie, 2006), the need for which previous studies have put emphasis on (Podsakoff, MacKensie, Lee, & Podsakoff, 2003).

## Statistical analyses of the data

We began with a descriptive analysis of our demographic variables as follows: majority of the respondents were males representing 148 (67.30%) of the total sample. The ages between 18 to 30 years had the highest representation with 117 (53.20%), showing that the sampled respondents were generally youthful. In terms of their marital status, those who are single dominated the respondents with 130 (94.50%), followed by married respondents 78 (35.50%). 102 (46.40%) of the respondents had HND/Bachelors degree while 82 (37.30%) had Postgraduate qualification. In terms of work experience, 117 (53.20%) of the respondents worked up to 5 years. The highest number of respondents were from UNICEF 63 (28.80%), followed by WFP with 59 (26.80%), Sankofa with 52 (23.60%) and Care International with 46 (20.90%).

Subsequently, we used multiple statistical analyses for our data analysis. These include: first, an exploratory factor analysis (EFA) to examine the entire set of data and also to determine the relationship between the constructs. Using a self-reported data, we checked for the presence of common method variance (CMV) by performing Harman's (1967) one-factor test. An exploratory factor analysis of all 23 items were subjected to principal component analysis (PCA) using SPSS. The Kaiser-Meyer-Olkin (KMO) Sampling Adequacy test, Cumulative Variance Explained (CVE) and Bartlett's test of Sphericity (p-value) were used. The conventional thresholds for KMO value should be greater than five ( $>0.5$ ), CVE should also be greater than fifty percent ( $>50\%$ ) and Bartlett's test value should be significant at 5% confidence level. All the assumptions met the respective thresholds. The PCA revealed four factors with eigen values greater than 1, explaining 50.2%, 44.3%, 37.2% and 27.2% of the variance

respectively. This indicated that CMV is curtailed (Harman, 1967). Additionally, in designing of our instrument, we kept the wording and phrases of the questions very simple, short, and unambiguous hence, offsetting any problem of CMV. Table 1 below presents the results of the EFA.

Second, Structural equation modeling (SEM) was conducted using AMOS 21. The analysis followed Anderson and Gerbing's (1988) two-step approach which involves estimating the measurement models before considering the structural models. All models were estimated using maximum likelihood, which is the most widely used estimation method in SEM (Iacobucci, 2009). Model fit was assessed using the following indices: The Root Mean Square Error of Approximation (RMSEA = 0.046), the Tucker-Lewis Index (TLI = 0.945), the Comparative Fit Index (CFI = 0.964), the Goodness of Fit Index (G.F. I = 0.933) and the Standard Root Mean Residual (SRMR = 0.050). All the indices indicated an excellent model fit in line with Hu and Bentler (1999). The measurement model of the study was analyzed using the confirmatory factor analysis (CFA).

To measure the internal consistency reliability of the scale items, Cronbach's Alpha ( $\alpha$ ) and Composite Reliability (CR) were computed and are displayed in Table 2. Both the Alpha( $\alpha$ ) and composite reliability (CR) values ranged from 0.50 to 0.82 indicating a good reliability (Nunnally, 1970) of the data. The Average Variance Explained (AVE) which measures the level of variance captured by one construct verses the level explained due to measurement error, have values ranging from 0.44 to 0.54. The result showed that all the constructs demonstrated enough reliability (Hales, 1986). The final and standardized CFA measurement loadings are shown in Table 2 with factor loadings of each item indicating the significant loadings together with their respective t-values. Discriminant validity was also examined by ensuring that the AVE of each latent variable is greater than the squared correlations with all the other latent variables as proposed by Fornell and Larcker (1981) (see Tables 2,3). Hence, the items in this study have demonstrated sufficient discriminant or divergent validity for further analysis.

Validity limitations of the TMA: The CFA confirmed only two items of Time management attitude (TMA4 and TMA 5). The standardized values of TMA5 is over 1 but since there are only two indicators for the variable (TMA), removing the indicator will not make it latent. Also, in spite of its high value, the discriminant analysis used in Table 3 offsets the possibility of an improper solution.

Third, we employed both Pearson correlation matrix (Table 4), and hierarchical multiple regression analysis (Table 6) to test our hypotheses since regression analysis is best used to predict accuracy. In fact, regression analysis is the most widely used statistical tool for predicting accurate relationship among variables, as its usefulness allows analyst to go a step beyond the data collected, and calculate the mean values of the dependent and independent variables (Draper & Smith, 1998; Field, 2009).

**TABLE 1.** Summary of results showing factor analysis of the study variables.

Variables	CVE (%)	KMO	Bartlett's test	No. of items
<b>SRP</b>	65.11	0.85	0.000	7
<b>TMA</b>	61.711	0.822	0.000	5
<b>LRP</b>	58.122	0.612	0.000	5
<b>EWP</b>	69.043	0.862	0.000	6

SRP = short range time management; TMA = Time management attitude; LRP = long range time management, EWP = employee work performance.

**TABLE 2.** Validity and Reliability Analyses for CFA.

Variables	Loading	T- value
<b>Short Range Planning (α = 0.82, CR = 0.79, AVE = 0.50)</b>		
SRP1: I make a list of the things I have to do each day	<b>0.57***</b>	<b>6.20</b>
SRP2: I plan my day before I start it.	<b>0.65***</b>	<b>6.44</b>
SRP3: I make a schedule of the activities I have to do on work days.	<b>0.55***</b>	<b>5.71</b>
SRP5: I review my daily activities to see where I am wasting time.	<b>0.67</b>	
SRP6: I set short-term goals for what I want to accomplish in a few days or weeks.	<b>0.60***</b>	<b>6.45</b>
SRP7: I set and honor priorities to determine the order in which I will perform tasks each day.	<b>0.77***</b>	<b>7.05</b>
<b>Time Management Attitudes (α = 0.51, C.R = 0.50, AVE = 0.44)</b>		
TMA4: I believe that there is room for improvement in the way I manage my time	<b>0.42*</b>	<b>3.76</b>
TMA5: I make constructive use of my time	<b>1.36</b>	
<b>Long Range Planning (α = 0.62, C.R = 0.70, AVE = 0.46)</b>		
LRP1: I usually keep my desk clear of everything other than what I am currently working along.	<b>0.52***</b>	<b>6.28</b>
LRP2: I have a set of goals for the entire quarter.	<b>0.52***</b>	<b>6.06</b>
LRP3: I review my goals to determine if they need revising.	<b>0.54***</b>	<b>6.71</b>
LRP5: I set deadlines for myself when I set out to accomplish a task.	<b>0.68</b>	
<b>Employee Work Performance (α = 0.72, C.R = 0.76, AVE = 0.54)</b>		
EWP1: I almost always perform better than what can be characterized as acceptable performance	<b>0.81***</b>	<b>5.17</b>
EWP2: I often perform better than what can be expected	<b>0.76***</b>	
EWP3: I often expend extra effort in carrying out my job	<b>0.86***</b>	<b>5.26</b>
EWP4: I try to work as hard as possible	<b>0.83***</b>	<b>5.48</b>
EWP5: The quality of my work is top-notch/excellent	<b>0.86***</b>	<b>6.32</b>
EWP6: I intentionally expend a great deal of effort in carrying out my Job	<b>0.69</b>	<b>5.20</b>

α = Alpha; CR = Composite reliability; AVE = Average variance extracted.

**TABLE 3.** Fornell-Lacker Procedure for Discriminant Validity Analysis.

Variables	SRP	TMA	LRP	EWP
<b>SRP</b>	<b>0.68</b>			
<b>TMA</b>	0.49	<b>0.62</b>		
<b>LRP</b>	0.50	0.39	<b>0.70</b>	
<b>EWP</b>	0.32	0.42	0.45	<b>0.71</b>

Bold figures are squared roots of AVE.

**TABLE 4.** Pearson's Correlation Matrix of the Study Variables.

Mean	St. D.	1	2	3	4	5	6	7	
<b>1. Gender</b>	1.33	0.47	1						
<b>2. Edu. status</b>	2.42	0.76	.25**	1					
<b>3. Experience</b>	1.75	0.93	.17*	.53**	1				
<b>4. SRP</b>	3.36	0.82	.24**	.24**	.20**	1			
<b>5. TMA</b>	3.15	0.61	.03	-.02	.01	.20**	1		
<b>6. LRP</b>	3.49	0.78	.13	.05	.11	.53**	.25**	1	
<b>7. EWP</b>	3.91	0.69	.27**	.26**	.14*	.36**	.18**	.51**	1

\*\* = 0.01; \* = 0.05(2-tailed).

Accordingly, Table 6 presents the results of the multiple regression analysis. Before the regression analysis, Table 4 presents the correlation matrix indicating the linear relationship among the variables. The results showed that short range time planning behavior (SRP) has a significant positive relationship with employee work performance (EWP) ( $r = 0.36, P < 0.01$ ); time management attitude (TMA) has a significant positive relationship with employee performance ( $r = 0.18, p < 0.01$ ), and long range time planning behavior (LRP) has a significant relationship with employee performance ( $r = 0.51, p < 0.01$ ). Similarly, the demographic variables such as gender, level of education and

**TABLE 5.** Summary Results of the Hypothesized Relationships of Structural Model.

Relationships	Estimates	Statistical Results	Outcomes
<b>H1:</b> TMA - -> EWP	0.218***	Positive effect	Significant
<b>H2:</b> SRP - -> EWP	0.146**	Positive effect	Significant
<b>H3:</b> LRP - -> EWP	0.232***	Positive effect	Significant
<b>Gender</b> - - - -> EWP	0.186**	Positive effect	Significant
<b>Organization</b> - -> EWP	-0.005***	Negative effect	Significant
<b>Marital Status</b> - -> EWP	-0.048	Negative effect	Not Significant

SRP = Short Range Planning, TMA = Time Management Attitudes, LRP = Long Range Planning, EWP = Employee Work Performance.

employees’ experience in terms of number of years were all significant and positive with employee performance ( $r = 0.27, P < 0.01$ ), ( $r = 0.26, p < 0.01$ ) and ( $r = 0.14, p < 0.05$ ) respectively.

More over, Table 5 presents the summary results of our hypothesized relations of the structural model of the study. From all the tables, our results show good fit and strong results for theorizing. Additionally, Table 6 presents the regression analysis of our data, and all three hypotheses are accepted. Thus, our first hypothesis which sought to ascertain whether short range time management behavior influences employee performance at work was positively accepted ( $\beta = 0.143, P < 0.05$ ); our second hypothesis sought to ascertain whether long range time management behavior influences employee performance at work was positively accepted ( $\beta = 0.442, P < 0.001$ ) and lastly, our third hypothesis which sought to ascertain whether time management attitudes influences employee performance at work was positively accepted ( $\beta = 0.234, P < 0.001$ ). Our analysis also showed that gender, education of respondents had positive effect on their time management behaviors however, age of respondents was only positive with work performance if age was used alone in model 1.

## Discussion

By integrating past research and theorizing on short range, long range and time management attitude, our results from the four non-for-profit humanitarian organizations show a strong link between time management behaviors of employees and their work

**TABLE 6.** Hierarchical Multiple Regression for the Effect of Short Range Planning (SRP), Time Management Attitude (TMA) and Long Range Planning (LRP) on Employee Work Performance.

Predictors	Model 1		Model 2	
	B	T	B	T
<b>Gender</b>	0.212**	3.250	0.156**	2.688
<b>Age</b>	0.195**	2.594	0.076	1.089
<b>Educ. Status</b>	0.104	1.388	0.160**	2.353
<b>SRP</b>			0.143**	2.210
<b>TMA</b>			0.234***	3.405
<b>LRP</b>			0.442***	6.582
<b>R</b>	<b>0.375</b>		<b>0.591</b>	
<b>R<sup>2</sup></b>	<b>0.140</b>		<b>0.349</b>	
<b>R<sup>2</sup> adj.</b>	<b>0.129</b>		<b>0.330</b>	
<b>ΔR<sup>2</sup></b>			<b>0.208***</b>	
<b>F</b>	<b>11.768</b>		<b>19.013</b>	
<b>Sig.</b>	<b>0.000</b>		<b>0.000</b>	

DV:Employee Work Performance;  $\beta$  = beta values, T = test values \*\*\*  $p < .001$ , \*\*  $p < .05$ .

performance. In short, we found short range planning of time management to strongly support greater employee work performance in NPOs. Our results also showed that superior behaviors of long range planning of time management provides a substantial support for higher employee performance in NPOs. Similarly, the results showed that time management attitude of employees are linked to their performance in NPOs. This work offers both theoretical and managerial contributions that are valuable to managing workflow efficiently and effectively for staff performance in terms of organizational effectiveness. By focusing on humanitarian organizations and their time management behaviors, this work advances our understanding of how time concept and management can shape employee work output for greater performance and productivity at both the individual and organizational levels using three behavioral variables: short range planning, long range planning, and time management attitudes of employees. These are the different time management skills required for organizational leadership to be able to refine their organizational time management abilities as indicated in the ensuing paragraphs.

### ***Short range time management behavior for higher employee performance***

Our findings indicate that time management planning at short range can influence higher performance of employees in NPOs particularly those offering humanitarian services in sub-Saharan Africa. The findings of this work thus validates the works of (Britton & Tesser, 1991; Hisrich & Peters, 2002). However, the uniqueness of this study implies that, employees of NPOs are better able to achieve and accomplish their set goals when they rely on basic 'to-do-list' that contains their job requirements for the day. Writing down a 'to-do-list' that contains daily or weekly job requirements entails a significant amount of planning and scheduling of activities which means employees are able to analyze and identify the need for the order of events to perform given the scarcity of time. Accordingly, this theoretical contribution is very significant in organizational and management theory for developing countries particularly those of sub-Saharan Africa where empirical evidence of time management has been relatively scarce.

### ***Long range time management behavior for higher employee performance***

We also found that long range time management behavior influences employee performance in NPOS in developing economies. The implication is that taking time to set proper plans in order to manage limited resources maximizes employees potentials in humanitarian organizations (Reunanen, 2015). Long range planning is associated with a planning behavior that deals with goal setting to achieve a long activity. The Goal-setting theory assumes that human action is directed by conscious goals and intentions of reaching the desired objective (Locke & Latham, 2002). The atypical contribution of this work advances the significance of long range planning behavior with emphasis on: keeping employees' desk clear and focusing on the work ahead of them; focusing on setting of goals for the entire quarter, and focusing on goals to determine if these goals need revision. As can be seen from our study (Table 2), these variables loaded significantly. The implication is that long range time management behavior is a defining characteristic of achieving success resulting from being productive at

work. This finding is in consonance with the old-aged time principles (McCay, 1959) that, setting life goals and keeping long range time logs are critical practices for effectively managing one's time. This is because employees would become well organized and manage their workflow effectively. Thus, long range time management behaviors in NPOs and companies must be looked at seriously during institutional planning and budgeting.

### ***Time management attitude for higher employee performance***

Our prediction that time management attitudes of employees is positively related to their work performance was favorably granted in the data analysis. Time attitudes and behaviors of employees can be culturally embedded, since our differences in upbringing and training create individual sub-cultures of attitudes, values and goals that determine or influence our time value for performance. This implies that time management attitude stimulates our individual emotional reaction to our jobs that determines one's intention to research his/her goals. Consequently, out of the five items used, "I feel I am in-charge of my own time, by and large" and "I make constructive use of my time" were the only two items that were loaded and confirmed signifying how well measured these two variables represent the construct-time management attitude (Table 2). The implication is that what we value and try to achieve in work organizations will depend on our attitude to the decision we make on placing time value on our work activities. Positive time attitude involves being embedded in your own concept of time which can empower you to influence your time decisions to work. Thus, NPOs and organizations in general must emphasize on positive time management attitude of their employees during training and appraisal phases of work.

### **Managerial implications**

Practically, our work serves as a guide to organizations and specifically to NPOs which render humanitarian services and are highly dependent on effective management of time to control and coordinate their distributed operations globally. The operations of humanitarian services are often carried out by the workforce consisting of both local staff from the location and a few expatriates from headquarters or other third country nationals. Consequently, working as a team to adopt a unique and positive employees' attitude to time management would predispose them to positive job effort thereby enhancing their performance. The implication of this is the harmonization of values systems based on a unique management of time concept within the organization, and not the cultural needs of the different nationalities with varying time horizons. The reason is that time concept and its management is a cultural phenomenon (Abugre, 2017) thus, managers can learn from time management attitudes of employees and create their own organizational perspectives that would shape employees' responses or reinforce the organizational value outcomes to avoid multiple decisions that cause interpersonal conflict (Abugre, 2020).

Second, our work encourages organizational leadership to embed time management behaviors of employees work intensity (the type of job undertaking), the work density (the amount of tasks constituting the employees' job) and the relevance of the job undertaking at the particular time. This would help enhance and develop a robust HRM system of the structure of work around individual employees for productive job outcomes. This is particularly necessary when employees are given appraisal tasks to perform within certain timelines.

Last, managerial planning behavior is a significant HRM practice that defines how work is anticipated to be performed by individual employees. Our research work offers managerial lessons on time management behaviors of employees in short and long-term arrangements. These lessons are significantly important to organizational leadership and to managers of humanitarian organizations in sub-Saharan Africa where work schedules lack proper planning (Grissom et al., 2015). Thus time management should become the operational currency of organizations in developing countries to influence organizations' social field in order to facilitate both employee and firm performance.

### Limitations and avenues for future research

Similar to most empirical research, this study has some limitations worth revealing. The first limitation is its application of cross-sectional data in lieu of a longitudinal collection of data; consequently, the possibility of a causal inference cannot be made regarding the relationship of the variables in this study. Nonetheless, the researchers believe that it is a good start to assess time management behaviors on employees' work performance in NPOs which has hardly been investigated. We therefore propose a longitudinal collection of data in the future.

Our second potential limitation is the use of perceptions or subjective measures of employee performance which might not give true reflections of the sampled employees. The reason is that performance using self-reported or perceptions of employees have always been a challenge especially in a single level study. Notwithstanding this limitation, our use of employee perceptions to measure performance is based on what the individual says which constitute all perceptual studies, and therefore, we cannot fault or doubt an individual's given opinion. Thus said, future studies may explore specific employee performance indices in more detailed than our perceptual measures by using multiple levels of data collection.

### Conclusion

The purpose of this research was to assess the impact of time management behaviors on employee work performance in NPOs in Ghana. Overall, our research suggest that time management behaviors largely influences employees' work performance by providing a pathway for employees to improve and enhance productivity through improved time management skills. Individuals work and live in social systems which encourage specific behaviors and attitudes. It is therefore appropriate that employees' time management behaviors are examined for managerial implications for deeper understanding on the type of time management behaviors and skills needed for organizational development.

## Disclosure statement

No potential conflict of interest was reported by the author(s).

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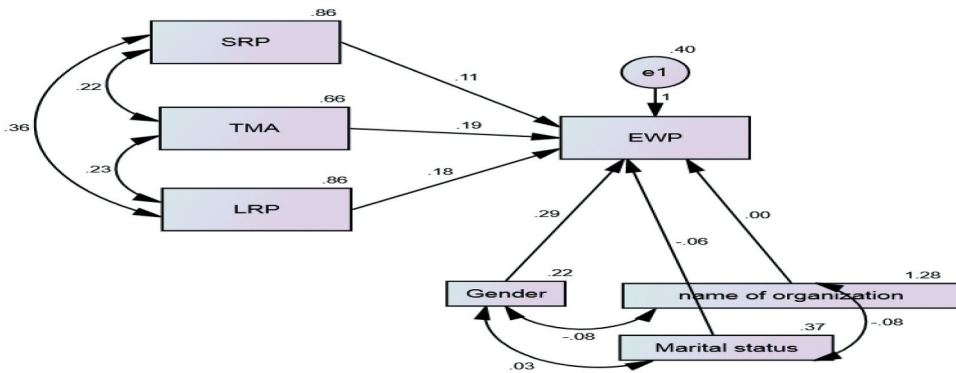
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### Appendix A. The Structural Model.



### Appendix B. Final Measurement model.

