UNIVERSITY OF GHANA

TIME MANAGEMENT AND ITS EFFECT ON EMPLOYEES PERFORMANCE; A CASE OF FAN MILK LIMITED

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DECLARATION

I hereby declare that this research work is my own work and that to the best of my knowledge, it contains no material previously published by another person or material which has been submitted for the ward of any other degree of any University except where due acknowledgement has been made in the text.

……. **……**

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CERTIFICATION

I certify that this project work was supervised in accordance with procedures laid down by the School of Graduate Studies, University of Ghana, Legon

…… ……

DR. JAMES BABA ABUGRE DATE

SUPERVISOR

DEDICATION

This research work is dedicated to the Almighty God for making it a success and to my entire family for their immense support.

ACKNOWLEDGEMENT

I express my sincere gratitude to the Almighty God for granting me the wisdom and strength to complete this project work. I am grateful to my supervisor, Dr. James Baba Abugre for the extraordinary support and expertise accorded during the project. His insightful criticisms and guidance helped me in my research work. I cannot leave behind the staff of Fan Milk Ghana Limited for their co-operation and time in answering the questionnaire.

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ABSTRACT

The issue of time management is very important in any organization, therefore this study focuses on the effect of time management on employee performance at Fan Milk Ghana Limited; to explore the nature of time management, to examine the extent to which time management affects employee performance and to identify the measures to improve on the nature of time management. The study adopted a quantitative approach because it gives an advantage of describing the respondent's personal characteristics, opinions, attitude, perceptions and preferences. The key source of data was a structured questionnaire for the staffs of Fan Milk Ghana Limited. The total number of respondents was 80 out of 150 personnel. The data analysis method used was statistical package for social sciences (SPSS version 20), it was further analyzed using tables and figures. The findings showed that Time Management enables the organization studied to survive competition and get more business. It was concluded that there is a significant and positive relationship between time management practices and employees performance. The researcher recommends that Fan Milk Ghana Limited should adhere strictly to effective time management in order to provide quality services to their customers to gain competitive advantage and be successful.

SECTION ONE

INTRODUCTION

1.0 **Background to the study**

The historical backdrop presents that time management began with industrial revolution (Nayab, 2011). The conception of time management has advanced gradually yet transitory from the classical conception of time management to the advanced conception of time management which helps to control over one's life and perform tasks successfully. The subsequent improvement and the industrial revolution empower people to control nature for their advantage. Huge machines and industrial facilities knocked off the reliance on climate, the deployment of artificial lightening and innovation of electricity rendering the concept of day hours irrelevant.

Until the mid-eighteenth century, farmers, artisans (seamstresses, carpenters) and anglers (fishermen) led simple lives and the output of their work relied on natural forces, for instance, the sun and the wind, with the sun and the moon determined time keeping. During that period, time management depended upon natural factors, for instance, atmosphere, tides and seasons. For example, holidays during stormy seasons, daylight determined working hours and productivity and job performance depended on the ups and downs of the growing season (Nayab, 2011).

In assistance of the historical backdrop of time management Nayab (2011) commented that in the nineteenth century, more attentions were accorded to the concept of time due to these reasons; according to Nayab (2011), first of all, the advancement in the industrial revolution progressed to an industrial trade base from an agricultural economy and this led to the

necessity to manage time effectively as timely trading of goods was the only key to the path of success in the new world. Moreover, passage of communication, improvement of postal services and the subsequent spread of railroads all required specific time keeping which raised the benefits of time management and its relationship to job performance and effectiveness (Arnold & Pulich, 2004).

The credit for setting up the advantages of time management goes to Benjamin Franklin and Thomas Jefferson. Thomas Jefferson introduced a clock with a dial with three hands indicating seconds, minutes and hours to plan personal tasks (Nayab, 2011). As per Nayab (2011) Benjamin Franklin's (1748) celebrated perspective of time included, "Time is Money"; "Time is the stuffs of which life is made". Inspirations from these leaders and their thought of elevation, the world has considered that promptness or timeliness signifies maturity and the child's habit of wearing watch identifies the maturity of a child. Workers in the nineteenth century did not have flexible schedules and businessmen were comfortable in managing time. Aside three hours of their business duties, the rest of the day was spent on social commitments (Sowa, 2002).

In the twentieth century, history holds it that the management of time ran parallel to management science evolution (Taylor, 1910). Fredrick W. Taylor's scientific methodology included shop management, which focused on the standard of time management. He credited the reason for inefficiency and poor performance of his employees to the lack of incentives which made them work poorly. He paid workers for the completion of their goals or tasks as he established specific targets for the work. Modern time management approaches had been influenced by Taylor's scientific management (Nayab, 2011).

According to Azablet and Almaz (2015), the concept of time management is a dependent variable to every successful business in our world today. Time management is a reliable key to know that management decisions and actions taken by organizations are appropriate and aimed at increasing productivity level. Time management has developed with time to become an investment in organizations now; it optimizes resources for better use; Time management generates more gains or adds value (Azablet & Almaz, 2015). According to Philpot (2011), time management is the tool that helps individuals to plan and benefit more from the use of time. Time management is a tool that began from the industrial revolution. Time management is a worry which is essential to job performance as it gears to optimize resources for the accomplishment of set tasks, objectives or priorities.

The activities of a person's task must be principal to the degree of self-control over time and that is both necessary and essential. Interruptions impose greater pressure on jobs that involve regular contact with others than works of solitary nature. Also newly employed workers and workers with newly assigned jobs would undoubtedly encounter the evil impacts of unpredictable events and conflicting priorities than anyone working in an already set up position, where consistency and routine are customary. The ability of employees to identify priorities in the jobs is a big worry to them (Njagi & Malel, 2012).

Effective time management is an exceptionally huge obstacle that is being looked at by supervisors around the globe today because of the quantity of obligations they need to perform in a confined measure of time (Azablet & Almaz, 2015). Time is one of the most significant assets which workers, managers and the organization itself need to achieve the objectives, aims and targets that they have set for the organization (Adeojo, 2012). There is a great deal of books, seminars and workshops that create the opportunity for organizations and

individuals to learn time management concept to improve productivity and performance if only considered urgent and important (Ojokuku & Obasan, 2011). Time management concept enables employees prioritize their tasks by considering its significance to the organization and discover time and extra assets which may be of need to complete the task within the timeframe

1.2 Problem Statement

Time is essential in every organization as long as organizations want to accomplish their aims and objectives. Satisfactorily accomplishing desired organization's objectives represents an extraordinary danger to the organization (Adeojo, 2012) one of the best aptitudes one can acquire is effective and powerful time management. In the event that time is not managed properly, it's totally unthinkable the set goals at work and personal objectives can be accomplished. You may increase some ground (Alan, 2009). Regardless, time management will be an uphill battle in the event that you don't spend as much time as is required truly. For individuals who waste the critical brief time period they have, they know very well how dangerous accomplishing even genuinely badly arranged targets can be. Sincerely, time is the best equalizer for the duration of regular daily existence. Notwithstanding your personality, income, age, race, gender or religion, you have the same time as any other individual. Time is still the same, irrespective of your wealth (Steven, 2009). It's not about how much time you have. It's about how effectively you manage your time. This has turned into a major stress for directors and CEOs who hope to accomplish set organizational objectives and tasks. In the corporate world, time is regarded as cash, and in this way, we see the entities that instill the habit of time management in their workers make them perform successfully (Njagi & Malel, 2012). Anyway a few organizations don't give much consideration to time management,

consequently, influencing the work output of the workers in the organization which over the long haul influences the productivity of the organization and the nation

1.3 Objectives of the Study

The study developed general objective to recognize effect of time management on worker performance of Fan Milk Ghana Ltd.

So as to accomplish the study's general goal, the following are addressed:

i. To explore the nature of time management at Fan Milk Ghana Limited.
ii. To recognize the extent to which time management affects employee performance at Fan Milk Ghana Limited.
iii. To examine the measures to improve the nature of time management at Fan Milk Ghana Limited

1.4 Research Questions

To empower landing in sound discoveries to accomplish the targets set out over, the following research questions were considered.

i. What is the nature of time management at Fan Milk Ghana Limited?

ii. What is the effect of time management on employees' performance at Fan Milk Ghana Limited?

iii. What measures are used to improve the nature of time management at Fan Milk Ghana Limited?

1.5 Significance of the Study

The study empowers us decide time management causes, significance and the effects on employee performance. Furthermore, the study is significant as it goes far to teach Fan Milk Ghana Limited just as different organizations on the need for time management for their workers.

The study adds to existing store of knowledge as findings add to studies about that have been done as such that individual in different organizations and other part of the nation can welcome the issue and gain from the research done.

It also gives recommendations on how employees can improve time management to upgrade their performance just as decrease impacts of poor time management on their performance and will go to the limit of expanding their efficiency.

1.6 Scope of the Study

The target organization chosen was Fan Milk Ghana Limited. The study gears to restrict the scope of the research to the Head Office at Industrial Area Circle, and The Central Regional Depot at Kasoa as branches of Fan Milk Ghana Limited for data collection.

1.7 Organization of the Study

Five (5) section have been partitioned for this study. Section One discussion is based on the introduction, the background of the study, problem statement, the objectives, its significance, the scope of the study and limitation of the study. Section Two surveys the literature on time management and its effects on employee performance, significance of the topic and the other significant ideas with respect to the proposed topic. Section Three takes a gander at the

methodology which involves research design, population, sample size, sample designs and procedures, data collection instruments, schedule and mode of data collection, data processing procedures, and procedures of data analysis designs. Section Four spotlights on the analysis of data and the findings in relation to the literature review. At the end of the day, this section breaks down the data collected and the outcomes acquired. Section Five focuses on the summary of the study, the conclusion and the recommendations on approaches to upgrade time management of employee for better performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

The second area of research, discussions would be made on theories with the interest of this topic. Various authors work would be discussed as their hypothetical insistence had been broke down and dissected.

2.1 Time and Effective Time Management.

According to Adeojo (2012) Time is a fundamental asset; it's limited, dynamic and irrecoverable. Limited because in a multi day; it has only 24 hours, dynamic since it is never fixed and Irrecoverable as time dependably spent is gone forever. According to North (2004), Effective time management refers to the relationship of tasks, deciding on the duration of time an undertaking would take to be accomplished, when it must be done, and after that changing occasions that would bounce in with its flawlessness at the right level of time. Ojo and Olaniyan (2008) accomplishing more things in a day are not the issue time management wish to address. It is associated with fulfilling and completing the tasks that usually matter most. Effective time management has the ability that helps one to pick fundamentals in life at home, work and moreover his own life. Time has the quality that prevents every event from occurring in a split second. To deal with time, personal time study is necessary to be able to measure the manner wherein most time is spent. Time management entails a great deal that comprises skills, guidelines, practices, tools and system that help one utilize his chance in achieving his needs. In help of the above declaration, time management is an ability that a large number of individual appear to learn through need. The issue with learning a capacity

through need is that, when in doubt, negative models of lead creep in and, regardless of the manner in which the capacity might be valuable, we don't benefit the most of time management. It is also the skill that progress with time to perfection and development. Time management is a principle which is different for everybody. It implies that improvement of methods and instruments that enhance efficiency and benefit (Adeojo, 2012).

In addition Ojo and Olaniyan (2008) noted that time management comprises of the perfect way to achieve high levels of performance. Time management impacts effectiveness to individuals however it does not leave out management of stress, problems and pressure much better. It moreover engages the individuals to motivate them and stabilize a sound work-life balance. Productivity of a team is influenced by an effective tool which is time management training. Time management training provides individuals with peculiar management and planning systems assisting the individuals to utilize time wisely and control and improve performance. To managers, officials, administrators or sales persons, time as an asset is the most valuable. The effectiveness of the utilization of time depends on how individuals prioritize their task and eliminates unnecessary elements (Osawe, 2017).

Effective time management is not a necessity that you can turn on or off when required. Time management is an avoidable piece of an individual’s professional and personal life in managing behaviors and skills. Time management is partitioned into practice and purpose (Adu-Oppong, 2014). What you do with the minutes of your day is what the planning part entails. Identification and knowing your purpose in life is what the purpose component achieves. Effective time management which involves every minute in one’s life aligns with his or her purpose; you have a fantastic chain reaction. Accomplishment of your tasks more

effectively has a direct relationship with the achievement of your objectives on time and peace of mind to all (Adeojo, 2012).

As indicated by Hisrich and Peters (2002, p. 21), "time is a noteworthy sum a business visionary (manager) cannot store it, rent it, and buy it". Claessens and Roe, Rutte (2009), all things requires time and it goes at a proportionate rate for all. North (2004), Effective task organization by calculating the time to complete a task, deadline to complete, and then resolving interruptive tasks to the accomplishment in the right time appropriation is referred to time management. Time management entails investment of time to focus and identify the goals the activities thrives to achieve. Effective time management is the investment of time in a manner where maximum outcomes are achieved from the targets within a timeframe. Time management prompts individuals to always undertake the right activity which is of more importance than to perform things right. The dependent factor of time management effectiveness is the decision between the unimportant and the important and the persistency on the right selected sequence.

Managers increase work performance as they optimize the method of time management (Claessens, Roe & Rutte, 2009). Lakein (1973) identifies time management as utilizing specific methods like schedules or specifically planning schedules or getting involved in programs to learn and perfect such a skill. All things being equal, Claessens et al (2009) identified time management as the series that comprises characteristics that separates one to timely perform their duties, sticking to schedules and utilizing little time on duties other than the individuals usually late, exceeding schedule time, taking much time to perform their duties and on less important matters.

Time management involves processes that help to accomplish the tasks and goals that assist one to be productive in his tasks (Randall, 1979). Chales (1987) refered to in Frank (1994, p. 580), influenced time management concept, depicts time as sequence of occasions and the act of controlling defines management. Chales (1987) communicates the act of controlling the sequence of events as time management.

Research in psychology focuses the study on the way people think and see about time and moreover pictures time as mental construct to contrast time concept to the time on the "clock" (Macan, 1994), study in sociology pictures time as a convenience, social construction cultures agree on (Lewis & Weigert, 1981; Marks, 1977), and research in behavioral study foresees the abilities of individuals, their desires to think of time and their related lead (Hirschman, 1987). Practices in time management portrayed help individuals optimize their time. Conscious decisions individuals take about their duties that take up their time by the use of practices and systems of time management (Allen, 2001). Time management ensures that within the allocated or available time frame, activities are managed and completed effectively (Covey, 1994). Hurley (2003) noted that individuals that maximize their performance levels by utilizing their time effectively to accomplish assigned tasks use tools and skills obtained in time management.

Adeojo (2012) also saw that effective time management impacts the productivity of your workers, and more importantly assist the workers to cope with conflicts, pressure and stress much more suitably. Time management empowers individuals more to motivate and uphold strong work-life balance. The most efficient tool to improving the team's productivity is training of time management skills and techniques. Hurley (2003) commented that the time management training gives individuals unique management and planning systems that assist

individuals have authority over their performance and time. The most valuable asset to managers, sales persons, administrative assistants or officials is time. To attain an optimal utilization of tasks, time and activities prioritization, depart from unimportant activities as well as manage the time management training (Adeojo, 2012).

2.2 Strategies for Better Time Management

Covey (2004) saw the management of time as a misnomer. One cannot regulate time; with respect to time one cannot control the events in his life. One often wishes of gaining an addition to time but all individuals are subject to only 24 hours, 1,440 minutes or 86,400 seconds in a day. Time management skills acquired through planning, self analysis, self-control and evaluation help to wisely utilize time. As compared to money, time is both limited and valuable: time need to be secured, managed, and planned effectively. Individuals that utilize time management techniques effectively are usually found to be: very productive, posses more energy for the establishment of their goals, cope easily with stress, perform duties that are desired of them, accomplish more tasks, feels good about themselves and relate positively with others (Dodd & Sundheim, 2005). The strategies to manage time effectively are listed below;

- ***Manage time available to complete tasks***

You can utilize time effectively by the help of having a time log. One can begin by taking record of his action for intervals of 15 minutes for a week. The results should be analyzed and criticized. Questions should be raised if everything that is required of you is accomplished; Identify activities that require more time; Identify the exact period one is most productive; lastly examine what activity takes up most of the time, these activities could be the job, family, recreation, personal etc. Identifying the activity that takes much time whether one is

investing his or her resource (time) in the most significant activities can assist to choose a course of action. Besides, one can be more specific in designing plans and estimation of the time span available for other tasks by being knowledgeable of the amount of time needed for tasks of a routine nature.

- ***Set Priorities***

Important and urgent activities can be differentiated exactly by managing time effectively (MacKenzie, 1990). Specialists propose task of the most importance are not often an urgent task too. It can be seen that everyone allows the urgent things control them. Covey, Merrill, and Merrill (1994) proposes the Time Management Matrix which categorizes daily activities into four quadrants, they are; urgent, not urgent, important and more important. Even though urgent and at the same time important has to be accomplished, The Time Management Matrix proposes people use little of their time on tasks that are not important even if it's urgent to allocate more of one's time to focus on tasks that are not urgent as well as important. Individuals can effectively manage time by performing and identifying important activities and also positively decrease the number of important tasks which turn out to be urgent too.

Individual schedules help one to prioritize his or her activities. One's lifestyle could be a determinant of the need of daily, weekly or monthly schedule. Be cautious to prepare the schedule properly and do not complicate activities on the schedule at the same time. List your activities on your schedule by prioritizing (both important and urgent). Group activities into types like low, medium, and high, tag the activities in this order. One does not have to isolate some activities in the schedule but isolate the most important activities (MacKenzie, 1990). One could skip activities that provide a sense of achievement but do not belong to the category of basic principle on one's prioritized "to do" list.

- ***Use a Planning Tool***

Chapman and Rupured (2014) saw that our brains always focus on needs. People that learn through listening rather wish to speak their thoughts. The important aspect is to identify the perfect planning tool that would suit your needs and continuously put it into use. Close tips to using a planning tool are; Try to consistently keep record of data on the tool. It's not advisable to have rough notes elsewhere. Review the planning tool always. Always have with you the planning tool to have your priorities' list. Synchronize electronic planner with your computer as well as charging the batteries in your planning tools consistently. Keep an external storage system**.**

- ***Get Organized***

Many individual realizes that poor time management is as a result of disorganization. Experts advise that you first fix the mess. A commonly used system is to form three boxes named "Keep" – "Give Away" – "Toss." Such compartments are built to differentiate the chaos. Quickly push away things in the "Toss" box. The "Give Away" box entwine things that have to sold, delegated, or stopped, identify a system to crash such things, for instance, a charitable donations, yard sale, or gifts to people. Problem solved, the next step is to complete the structure to empower you supervise data (e.g., assignments, papers, email, etc.) not more, just once, when possible (Dodd & Sundheim, 2005).

- ***Schedule Your Time Appropriately***

For sure, despite the tight schedule of some individuals, they try as much to allocate time to achieve task that are necessary and important. Prioritizing your activities isn't only about recording of your activities (e.g., meetings and appointments), it also involves allocation of time and staying committed to the activities that need to be achieved. The time log enables an

individual to identify the period within the day where one is most productive and focus. The most challenging tasks could be planned for when one has the most energy. Firstly highly prioritized activities must have time created for and also secure that time from hindrance. Being aware of some idle time, individuals are advised to plan for a task; this could be drafting of letters, making a list for shopping, reading and listening to educative audiotapes to gain more understanding of time management (Lakein, 1973). One shouldn't stress himself over a lot of task; he or she is advised to create time for productive activities such as dreaming, planning, reading and thinking by limiting scheduled periods or time to 3/4ths of the day.

- ***Delegate: Get Help from Others***

According to Dunham and Pierce (1989, p. 377), defined delegation as "the process managers use to transfer formal authority from one position to another within an organization and, thus, to put authority system they have designed into place" Delegation suggests doling out commitment with respect to task to another individual, creating the time to undertake task that demands one's skills. The process of delegation firstly identifies and selects activities that other people can do and finally appointing the right and perfect person to perform the task. Managers should thoroughly identify and appoint employees with right degree of experience, skills, authority and interest desired to handle the task that would to be delegated to them. The tasks and expectations of the managers should be defined and also specified, more importantly the employee is supposed to enjoy some degree of freedom to design the activities to suit the employee's requirement. Frequently, managers are cautioned to check if the outcome of the employee is actually the same as what is required or desired of the employee and to provide measure where there are deviations but not necessary taking over the

responsibility of accomplishing the task. Lastly, it's a necessity for managers to provide incentives for work completed and also suggest methods or techniques to improve the process or task if it's of a routine nature (Dodd & Sundheim, 2005). Also organization is required to invest in resource that help to save time wastage, for example, hiring the service of a lawn mower or someone to tidy the house, using a computerized system would relief one off some duties so as to stay committed to other important activities.

- ***Stop Procrastinating***

There could be several reasons to set aside some tasks. It could be that that the job is horrifying. Here to easily deal with such a task one is guided to make smaller components out of the task, also one needs to develop commitment to the course of action and function within the specified time span. Individuals are mostly confronted with problems like how to start; such persons have to first of all begin with completing the preparatory task, for instance, gathering resources.

- ***Oversee External Time Wasters***

Chapman and Rupured (2014) identified that external factors imposed by other individuals and tasks influences the time of a person. The time one spends on an activity can be greatly influenced positively, thus the decrease of the time spent by following these simple tips;

Telephone: One should use the features of voice message and also allocate time to return important calls. Schedule your time properly to include the time to receive calls from friends and family and more importantly inform them about the time.

Unexpected Visitors: On your schedules, establish and make it known to anyone when it would be convenient to receive visitors. It should be the time that would be mutually convenient for all.

Social affairs (meetings): The purpose of a meeting should be made known to the managers or employees. Meetings should be started and ended on time by at sticking to the prepared agenda. If necessary, use agendas that are well timed. Moreover, meetings that have specific purpose and are necessary should only be scheduled.

- **Avoid Multi-entrusting**

Recently it has been studied that multi-tasking doesn't provide more time for other activities but rather waste the little time allocated for all the activities and more. Individuals perform poorly as they switch between one task and the other. The constant deal of multi-tasking complicates the task in general as one losses focus (Rubinstein, Meyer & Evans, 2001).

2.3 Seven Steps to Improve Time Management

According to (Frankton, 2014), "it should not shock anybody that you don't get another opportunity with the time you spend at whatever day and thus he built up about seven stages for effective time management". He at that point came up with seven stages for effective time management; the means are as per the following;

I. According to Frankton (2014), compose a-daily agenda. A daily agenda that has been appropriately considered would enable you to recognize what is fundamental and what is generally superfluous. Arming yourself with an everyday plan for the day is a part of the best time management techniques. Being aware of your schedules for the day and what activities ought to be done would help allocate less available time to waste on the important tasks.

II. According to Frankton (2014), the subsequent advances is to expel you from distraction. It has been discovered by experts that social media as well electronic devices have adversely influenced individuals' time management. When one realizes distractions to appear

to meddle with your everyday schedule, don't entertain them. For instance, try as much as possible to switch your phone off while working or get it far away from your reach.

III. According to Frankton (2014), individuals are advised to go on break when at work. Regular breaks at the workplace is the simplest way to improve your productivity and performance, at last it would help manage time effectively. The breaks should be well timed and coordinated effectively which will help reinstate the energy and be focused on the task and make time for you to plan the task before you.

IV. According to Frankton (2014), bring huge undertaking into littler lumps. Each assignment or obligation you wish to perform can be separated into a progression of littler advances. In the event that there is a specific task you have been tarrying on its essentials being hard, have a go at picturing or breaking it into smaller components or parts.

V. Find your most productive occasions. We are altogether most gainful at various occasions of the day. As per Frankton (2014), for the greater part of us, we are most beneficial in the first part of the day and slow down significantly toward the evening. Henceforth, the need to perform increasingly troublesome undertaking during morning where we are generally gainful

VI. Become progressively effective. As indicated by Frankton (2014), regardless of what work you do every day, there will undoubtedly be in any event one approach to improve your effectiveness at doing it. Example, consider you are an instructor of an enormous class you can utilize the assistance of a projector and microphone to improve the teaching and learning process of the class.

VII. Accept your limitation. Regardless of whether you give a 110% effort, there will be events where you just can't complete everything inside some random time period. As per Frankton (2014), don't give these unavoidable impediments a chance to drain your drive and conclusions to finish assignments. Acknowledge that there are points of limitations to your profitability, productivity and the capacity to deal with your time.

2.4 Theories on Time Management

The theories set out by specific scholars and philosophers would help to know the importance time offers and to understand that time management importance is essential for everyone. The time spent in our daily activities should be consciously controlled with the results of prioritizing your needs and project a decline for them to achieve set goals within the time limit set (Njagi & Malel, 2012). The understanding of the principles, theories and technique put forth by philosophers and scholars who understood its significance would help in time management. A manager or an employee could frame a time strategy that would be very effective when he has a clear conscience about the goals of the individual performance to the organizational strategic plan. One should be conscious about the activities in his or her daily life as well as the time to make available for each activity to do; this could be beneficial to his or her personal and professional life (Njagi & Malel, 2012). Time management can be explained with many theories but we would focus on three theories, and they are 80-20 rule; Pareto Principle, Maslow's Theory and the Pickle Jar Theory.

2.4.1 The Pareto Theory (80-20 rule).

Foremost, an Italian economist by the name, Vilfredo formulated the 80-20 rule. The Pareto theory was based on the reality that 20% of the population of Italy owned 80% of the land in

Italy. Many organizations have deduced a productive rule from the theory where 80% of the organization's productivity was as a result of the 20% working force. The 20% working force comprises of the most performing and productive employees who complete their assigned task within the specific and available time span, at the end optimum maximization of productivity and performance. The Pareto theory relies upon the idea that 80% of the effects begin from 20% of the causes (Schöpfel & Leduc, 2012). In the 1940s, this story help develop quality and business management, Dr Joseph Juran noted that, It does not take much to build an organization but the vital elements and not factors with little value. The 20% in this theory is the most essential factor here. All the activities that ought to be done if considered critically, it helps the individual to manage time effectively to accomplish less important tasks. This principle helps to accomplish the goals in our life regarding the limitations time offers (Njagi & Malel, 2012). The Pareto theory is often referred to the forced efficiency principle and it states "there is never enough time to do everything, but there is always time to do the most important things" (Hisrich & Peters, 2002, p. 21).

2.4.2 The theory of Self-actualization

Abraham Maslow (1943) was a twentieth century famous psychologist, a practitioner of humanistic psychologist, he was also known for his theory of self-actualization, the hierarchy of needs (D'Souza & Gurin, 2016). Abraham Maslow theory of time management depicts the significance to match time management to our needs, and gaining a wholesome and nourishing complex. Maslow's theory furthermore helps individuals to understand their needs and set time frame to perform each activity as to not mess life up. Abraham Maslow proposed the five levels of needs in everyone's life. The theory enable one understands the factors in our life importance but does not provide with the exact time period to achieve them. All

individuals need to do is to understand their needs, differentiate the needs and assign time frame to achieve the tasks (Time Management Guide, 2013).

2.4.3 Pickle Jar Theory

Pickle Jar Theory (2002) is the third theory to discuss. Pickle Jar theory is a model of time management that helps to prioritize activities and achieving them effectively. It is referred to as the Pickle Jar because of how it works in each useful sense. For example, fill a pickle jar with small rocks or pebbles. The jar becomes more compressed as it is filled with the small rocks, yet there would still be spaces sand would occupy. After pouring water into the jar now close the lid. The pickle jar symbolizes life itself. This implies that one should commit more of his or her time to such ends. The small rock that occupies the space in the Pickle Jar symbolizes the goals or activities. The water is the force of destruction that misleads individuals from accomplishing their goals: one should make available comparatively lesser time to spend on his hobbies than the tasks that are important. This theory does not only teach us how to manage time effectively, it brings to our knowledge that, distractions mislead individual to poor management and one should plan for it in order to be on the path of success. (Sengupta, 2011)

These three theories above clarify our study which is tied in with controlling time so as to improve employees' performance with the end of increasing efficiency or accomplishing set-up objectives by the organization. With set tasks, time is essential to employees to empower them complete all undertakings effectively and right on time.

2.5 Time Management Behaviors

Behaviors in time management brings to knowledge, studies put forth on these types of practices, and these are; monitoring behavior, planning behavior and time assessment behavior (Claessens et al., 2007). These practices are thoroughly discussed by authors. The monitoring behavior concerns itself with the observations of how one uses time with accomplishing tasks, developing a feedback structure to affect the obstructions from other people (Claessens et al., 2007 Planning behavior comprises of objectives, tasks to plan, prioritization of the tasks, grouping the tasks, designing to-do lists, with the motive of optimizing time usage (Macan, 2006). Kaufman et al. (1991) states time assessment behaviors aim to create awareness of here and now, or the past, present and future as well as one's attention on the usage of time and they create the opportunity for accepting tasks that matches one's capabilities and skills.

2.6 The Strategic Planning Processes

The organization can effectively manage time by following the strategic planning process. These processes include;

I. Objective: Firstly, the individual discovers what he wishes to achieve and then records it (Adu-Oppong et al., 2014).

II. Goal: Secondly, behaviors should be identified and recorded as one wants them addressed and how they would be addressed too. Goal-setting theory has it that individual's course of actions are guided by their conscious ideas (Locke, 1968). There is a need to raise no confusion about one's action plan, being specific in all activities is very important here. When there is a need to accomplish many action plans to achieve your specific goals, one

need to complete all these activities that serve as the path to success. Being specific in your plan to the achievement of the activities guarantees a better performance (Adu-Oppong et al., 2014).

III. Action: Thirdly, to design the action plan effectively, one needs to provide records for all specific actions that would affect the behavior positively to the achievement of set goals. One's success could be sure of only when he or she is specific in his performance. Having a list of all the actions to the accomplishment of a goal is very vital. Each action should be easy to measure (enlightened in step five), as there are many actions available to achieve a goal (Adu-Oppong et al., 2014).

IV. Target Date: This step helps in the design of an action plan; the date to measure performance is provided and recorded. Importantly the records should have a realistic date. The individual with great achievement abilities usually set up overzealous deadlines to their task: it is not right since one needs to improve abilities too. Individuals are cautioned to set deadlines considering that other unforeseen factors could cause delays. Therefore realistic deadlines should be set to accomplish tasks with ease (Adu-Oppong et al., 2014).

V. Measures: Another step in action plan designing is providing the model of measurement for the performance. The performance should be measured based on objectivity and quantitative to oversee validity throughout the program of behavior modification. It should also be detailed and specific. The system of measurement to be developed should be strong and effective as the behavior modification program and performance depends on it (Adeojo, 2012).

VI. Support: Sixthly, the individual needs to identify factors or others to help develop the self-improvement effort. Revolve around people that would criticize your performance and guide you when necessary. It does not really matter if the support system has people who do not possess good time management behaviors; all they need to do is to oversee your performance in accordance to the goals set in the action plan. This step helps one to identify resources that assist in the achievement of set goals. The list should have resources, for instance, finances, cooperation, software, equipment, etc in details (Adeojo, 2012).

VII. Status: Lastly, individual's performance should be recorded. The action plan has the measurement listed within to help measure the performance effectively. Record the measurement irrespective of the outcomes and it should be shared with others (Adu-Oppong et al., 2014).

2.7 Job Performance

According Ahmad et al. (2012) the performance of individual's task insinuates accomplishment of activities within the available time; the set goals of the job, available time for the work and the time to start the job constitute job performance. Classens et al. (2005) proposes that organizations can improve employees' performance; the effective utilization of time management tool such as checklists or work plan. According to Miqdadi et al. (2014) procrastination is one of the factors that prevent one from the performance of his or her work as a result of poor time management. Performance as well as satisfaction at work is associated with the management of time through the effect of stress lower level.

Organizations that are more concerned about the job performance of each employee in its unit, increase productivity of the organization at a long run. According to Oswald et al. (2007)

and Smith and Segal (2012), job performance is the most significant element in psychology research of industrial-organization and practices and also a reliable variable too. Otto et al. (2012) definition of job performance partitioned job performance into other important factors that demand more studies. In event management, activities are shared among the crew members just as it is done in organization's job division. Job performance involves activities one performs and can be reflected on the actions the individual make (Oswald et al., 2010). In any case, Faulkner et al. (2007) cited Watson and Strayer (2010) noticed performance excludes outcomes on actions of a specialty. Often due to the ability of results to help in the measurement of job performance, organizations are misled to believe it can be easily tracked and quantified.

The results do not depict the exact actions the individual intended to take but the individual efforts affect the results. Smith and Segal (2012) discovered that individuals could not control the results of their actions due to factors beyond their reach. Event management is the management of events' nature relating to the employees' job performance which is usually small term. Usually functional divisions are outsourced by event organizers, placing one main supervisor to oversee each functional division. Individual performance relies on the groundwork of other employees to help achieve smooth event flow. The individual responsible for the groundwork is required to accomplish his task successfully which at the long run effects the overall accomplishment of an event.

2.7 Time Management and Employee Performance

According to Hurley (2003), performance could be termed as the persistent capacity of producing outcomes within a time frame and through the accomplishment of each activity. An organization could be said to achieve high performance when it excels in many sectors and it

constantly outweighs its competitors on productivity bases for extended time frame. Also performance is the accomplishment of all divisional functions over the available and allocated period of time to produce results. Organizations can improve its performance only through the effective time management techniques, practices, skills and strategies.

According to Ahmad et al. (2012) time management refers to creating awareness by an individual to take unto himself to be efficient and effective in managing activities. According to Njagi and Malel (2012), today's associations channel most of their resources to time management because it is the factor that influences the effective time usage; the basics of job performance is the matter of poor time management.

Classens et al. (2005) notes that time management is the end of the revolution of the world little and slowly in terms of time and distance to accomplish individual activities. Also, research has it that measured job performance are influenced by time management behaviors (Macan, 1994). Schriber and Gutek (1987) discovered a correlation of aggregate job performance to time management. Their declaration was management of time is essential to social control performance.

As indicated by Taylor (2011), the most essential to an association today regardless of how developed or successful, it is man power which it has on the grounds that those employees are the ones that have made the association developed and successful. This is the reason it has turned out to be so significant for the associations to view the employee's performance so as to realize the employee progressing effectively and who isn't. Also, to be conscious of the productivity of an employee, supervisors must ascertain the productivity level of the employees since it is critical to see how they should survey this data. Fredrick Taylor researched on the assessment of the representatives' performance and agrees it isn't workers'

obligation to realize how well they are getting along in light of the fact that one can't let themselves know with respect to their own objectives however the management that is over the employees ought to be in charge of this undertaking. In this manner, the organization's managers must take a gander at the employees' performance and as indicated by that they should choose the correct position for them in the organization where they would give out their best. Fayol (2000) proposes the 14 management standards which explained the employees' qualities and also relates to employees' performance. Individuals' qualities to assess performance were skills, knowledge, physical, moral, education and mental.

Management relied on the principles of efficiency, economy and effectiveness in measuring the performance of managers. Organizations always provide to managers the vital resources they need to accomplish the objectives of the organization. These resources include men either skilled or unskilled depending on the task to perform money and materials. Efficiency moreover checks to identity the products of the organization quality and quantity. Economy focuses on satisfying the quest for the lowest but appropriate cost involved to perform a task, efficiency as a principle focuses on the raw materials' quality and quantity involved in the production of the finished or semi- finished products and the effectiveness concerns itself with the achievement of the goals the organization set (Adeojo, 2012). The destination point should be the vital motivator for the organization as it plans what and methods to use to get there.

2.8 Principles for effective time management

According to European Journal of scientific research (2008), effective time management principles are outlined below;

2.8.1. Planning

Planning concerns with formulating methods or practical techniques to achieve planned objectives. The activities that would help achieve desired goals are considered. Planning is the first step to take in order to achieve the planned results. It could be said that conceptual skills is a requisite ability for psychological aspects, the same can be said about planning where it creates the opportunity to design and maintain a plan. Performance and potentials are two separate things that create a gap to the realization of set goals; one can achieve the goals of his life when he stays committed to a plan. Everyone should cultivate the habit of effectively managing time. Plans have been categorized into four types;

- Operational plans
- Strategic plan
- Tactical plans
- Contingency plans

Tips for effective planning includes

i. Be specific about goals.
ii. Establishing attainable goals.
iii. Design time bound and quantity for goals.
iv. Associate yourself with right company.
v. Take a step with what you have
vi. Be honest to the course.
vii. Involve others in the plan
viii. Do not be rigid in your dealings.

ix. Move plans to appraise your results

2.8.2. Organization

The successful accomplishment of personal goals demands one to coordinate all resources at his end. Below are personal organization's principles;

i. Priorities should be determined

ii. Priorities should be time bound

iii. On one's schedule time should be created for the unplanned events.

iv. Do not multi-task yourself at the same time.

v. Be productive in your performance

vi. Properly organize tasks

vii. Work according to your temperament.

viii. Unattainable systems should not be developed.

ix. Idle minutes should be created between major jobs and meetings.

x. The objectives should be the main concern not the activity.

2.8.3 Responsibility

Modern management focuses on accountability and responsibility (Adeojo, 2012). Usually individuals disclaim the cause of failure. Winston Churchill noted "The price of greatness is responsibility" (Adeojo, 2012). One could stay responsible by;

i. Be responsible for your personality.

ii. Be responsible for your actions.

iii. Be responsible for what you receive.

iv. Be responsible to your leaders

2.8.4. Accountability and Integrity.

Achieving a goal is not the same as planning and having the goal. After the completion of an activity, it would serve an individual to be responsible to record the actual results achieved to compare with the planned results.

2.8.5 The principle of effectiveness.

According to Adeojo (2012), principle of effectiveness is very important to effective time management. Most important tasks demand more attention to achieve every activities set. The tasks of more importance should be performed at the expense of less important task. The principle sometimes is referred at the forced efficiency principle states that "there is never enough time to do everything, but there is always time to do the most important things".

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents the study's framework which analyzes the research questions answered.

This section discusses method used in the research, collection of data method, technique and method for sampling, process for collecting data and analyzing the data collected. It also entails the source for the gathering of data.

3.1 Research Design

According to Okezie (2002), research design is referred to the scientific plan, drawing a scheme indicating the picture and functioning or workings of the research process before it is engaged in. Whiles Asika (1991) sees it as the structuring of investigation aimed at identifying variables and their relationships to one another. The method of survey was adopted as the research's main technique for this study. The adaptation of the survey method was influenced by its advantage of describing respondents' personal characteristics, opinions, attitudes, preferences and perceptions. The survey method also provides a large area of coverage which also gives respondents the chance to analyze their contributions and determine the diverse hindrances in the midst of the target population. However, the survey method is appropriate because it helped the researcher collect data on a relatively large number of people at a time by the help of structured questionnaires.

3.2 Population of the Study

According to Asika (2001), a population is made up of all feasible elements, subject or observation relating to a particular phenomenon of interest to the researcher. This consists of staffs of Fan Milk Limited, using the Head Quarters at the Industrial Area, Circle and the Central Regional Depot at Kasoa as stations for gathering data.

3.3 Sampling and Sampling Techniques

Sampling would include a subset of the study population which is Fan Milk Ghana Limited. Population sample according to Wimmer and Dominick (2000) is a subset of the population that is the representative of the entire population. The sample size was limited to 80 (Eighty) respondents out of an estimated population of 150 workers constituting of both employees and management of Fan Milk Ghana Limited.

3.4 Research Instrument

For the purpose of the research, questionnaires were used. The questionnaire enntailed close ended questions and had answer options like (Strongly agree, Agree, Undecided, Disagree, Strongly Disagree). It was divided into two sections which are as follows:

- Personal data
- Research questions.

3.5 Data Analysis

Data analysis cannot be said to evolve around collecting or coding of neither data information nor it is just a matter of categorization and classification. Data analysis encompasses of all the aspect of showing or representing activities that are been done (Coffey & Atkinson, 1996).

The questionnaires for every class of respondents were numbered sequentially to guarantee simple coding. The coded responses were bolstered into the computer utilizing the Statistical Package for Social Sciences (SPSS version 20) which is fit for analyzing data fed into it. The data was then summarized into tables and figures utilizing descriptive statistics.

3.6 Ethical Consideration

Researchers are to protect the interest of their respondents therefore the study took into consideration issues related to research ethics which included informed consent, confidentiality, privacy and anonymity. Questionnaire did not bear names of respondents hence anonymity was duly followed and Information would be kept confidential.

3.7 Conclusion

This study discusses time management and its effect on employees' performance. The researcher focused on the staffs of Fan Milk Ghana Limited using the Head Quarters at the Industrial Area, Circle and the Central Regional Depot at Kasoa as stations as case study. Fan Milk Ghana Limited was chosen because of the fact that the company is conscious of time. In some companies, especially trading companies, arrival time, services time and waiting time can be measured. This means that managing business also means managing time. The researcher established a relationship between time management practice and employees performance. During the study, the researcher arrived that time is the yardstick to measure performance. The management of time effectively decreases the chances of failing. The researcher therefore concludes that there is a direct link between effective time management and the performance of business generally. Business managers are therefore encouraged to stick to their time management practices as a strategy to survive in a competitive industry.

SECTION FOUR

DATA ANALYSIS AND DISCUSSINGS

4.0 Introduction

This section presents information gathered from the field, its analysis, lastly the interpretation of the findings on establishing and analyzing the effects of time management on employees' performance in Fan Milk Limited Ghana. One hundred and fifty (150) questionnaires were shared between the two stations of data collection that was the Fan Milk Headquarters at the Industrial Area, Circle and the Central Regional depot in Kasoa. Out of the one hundred and fifty (150) questionnaires administrated eighty (80) were answered and returned, demonstrating a response rate of 53.33%.

4.1 Results of the Study

4.1.1: General Information of Respondents

From Table 4.1.1 underneath it demonstrates that 48 (60.0%) of the respondents are male while 32 (40.0%) are female. This means the majority of the respondents are male. Additionally from the table 4.1.1 below it was seen that 57 (71.25%) of the respondents fall inside the age range 20-29years, 18 (22.5%) within the age range of 30-39years and 5 (6.25%) fall within age range of 40-49 years. From this analysis it is reasoned that the greater part of the respondents are within the range of 20-29years. The table above also demonstrates that 69 (86.25%) are single, while 11 (13.75%) are married. This demonstrates that the majority of the respondents are single.

Table 4.1.1: Summary of Profile of Respondents

Sex	**Frequency**	**Percent**
Male	48	60.0
Female	32	40.0
Ages Ranges		
20-29	57	71.25
30-39	18	22.5
40-49	5	6.25
Marital Status		
Single	69	86.25
Married	11	13.75
Educational Qualification		
Basic Certificate	2	2.5
WASSCE/SSCE	9	11.25
HND	26	32.5
B.A/B.SC	43	53.75
Length of Service		
0-5 years	23	28.75
6-9 years	36	45
10-19 years	21	26.25

Source: Field data, 2019

Table 4.1.1 above additionally gives the academic qualification distribution of respondents. From the table 2 (2.5%) had Basic School Certificate, 9 (11.25%) of the respondents have WASSCE/SSCE or its proportional, 26 (32.5%) have HND or its proportionate while 43 (53.75%) have B.A/B.SC or its equivalent. It demonstrates that the greater part of the respondents is B.A/B.SC or equal holders.

Table 4.1.1 above in conclusion demonstrates that 23 (28.75%) have served within 0-5years, 36 (45%) have served inside 6-9years while 21 (26.25%) have served within 10-19years. From this analysis it shows that a large portion of the respondents served within 0-5years.

4.1.2: Position Held in the Organization

From table 4.1.2 below, it shows that 2 (2.5%) are top managers, 28 (35.0%) are supervisors, 10 (12.5 %) are low level managers while 40 (50.0%) are other degrees of position. From this analysis it shows that the greater part of the respondents is other levels of position.

Table 4.1.2: Summary results showing frequencies of Position of Respondents

Position	Frequency	Percent
Top manager	2	2.5
Supervisor	28	35.0
Low level manager	10	12.5
Others	40	50.0
Total	80	100.0

Source: Field data, 2019

4.1.3 Knowledge of Time Management

From the Table beneath, it shows that 46 (57.5%) of the respondents says YES to table 8 statement, 32 (40.0%) says NO. From percentages it is clear that most respondents have found out about or know about time management previously.

Table 4.1.3 Results showing Knowledge of Time Management

	Frequency	Percent
Yes	46	57.5
No	34	42.5
Total	80	100.0

Source: Field data, 2019

4.1.4: Need for Time Management in the Organization.

From the table underneath, it demonstrates that 54 (67.5%) strongly agreed, 24 (30.0%) agreed while 2 (2.5%) undecided. From the responses, the greater part of the respondents emphatically agreed that time management is needed in the organization.

Table 4.1.4 Results showing the need for time management

	Frequency	**Percentage**
Strongly Agree	54	67.5
Agree	24	30.0
Undecided	2	2.5
Total	80	100.0

Source: Field Data, 2019

4.1.5: The Practice of Time Management.

From the table underneath, it shows that 12 (15.0%) strongly agreed, 43 (53.75%) Agreed, 12 (15.0%) undecided, 7 (8.75%) disagreed while 6 (7.5%) strongly disagreed. From the responses, the vast majority of the respondents agreed that the organization practices time management.

Table 4.1.5 Results showing frequencies of the practice of time management

	Frequency	**Percentage**
Strongly Agree	12	15.0
Agree	43	53.75
Undecided	12	15.0
Disagree	7	8.75
Strongly Disagree	6	7.5
Total	80	100

Source: Field data, 2019

4.1.6: Impact of Time Management in the Achievement of Set Goals

From the table below, it shows that 24 (30.0%) strongly agreed, 52 (65.0%) agreed, 2 (2.5%) undecided while 2 (2.5%) disagreed. From the responses, a large portion of the respondents agreed that time management has helped them or affected in accomplishing their set objectives.

Table 4.1.6: Summary results showing frequencies of the impact of Time Management in the Achievement of Set Goals of Respondents

	Frequency	**Percentage**
Strongly Agree	**24**	**30.0**
Agree	**52**	**65.0**
Undecided	**2**	**2.5**
Disagree	**2**	**2.5**
Total	**80**	**100.0**

Source: Field data, 2019

4.1.7: Impact of Time Management on Output.

From the table beneath, it demonstrates that 52 (65.0%) strongly agreed, 26 (32.5%) agreed while 2 (2.5%) undecided. From the responses, the greater part of the respondents strongly agreed that time management improves output or has sway on output increment

Table 4.17: Results showing the Impact of Time Management on Output

	Frequency	**Percentage**
Strongly Agree	52	65.0
Agree	26	32.5
Undecided	2	2.5
Total	80	100

Source: Field data, 2019

4.1.8: Objectives Set and its Impact on Employee Performance.

From the table beneath, it demonstrates that 33 (41.25%) strongly agreed, 43 (53.75%) agreed while 4 (5.0%) undecided. From the responses, the majority of the respondents agreed that the objectives you set affects organizational performance or determines the height of organization performance as far as employee performance.

Table 4.1.8: Results showing the objectives set and its Impact on Employee Performance

	Frequency	**Percentage**
Strongly Agree	33	41.25
Agree	43	53.75
Undecided	4	5.0
Total	80	100

Source: Field data, 2019

4.1.9: The Effect of Poor Time Management on Employees' Performance.

From the table beneath, it demonstrates that 29 (36.25%) strongly agreed, 29 (36.25%) agreed, 12 (15.0%) undecided, 8 (10.0%) disagreed while 2 (2.5%) strongly disagreed this idea. From the responses, the majority of the respondents strongly agreed and agreed that their organization was influenced by poor time management as far as employee's performance.

Table 4.1.9 Results showing the effect of Poor Time Management on Employees' Performance

	Frequency	**Percentage**
Strongly Agree	**29**	**36.25**
Agree	**29**	**36.25**
Undecided	**12**	**15.0**
Disagree	**8**	**10.0**
Strongly Disagree	**2**	**2.5**
Total	**80**	**100.0**

Source: Field data, 2019

4.1.1.1: Inefficient Staff Retrenchment and its Impact on Performance.

From the Table underneath, it demonstrates that 27 (33.75%) strongly agreed, 40 (50.0%) agreed, 6 (7.5%) undecided while 7 (8.75%) disagreed. From the responses, the vast majority of the respondents agreed that when inefficient staffs are retrenched performance improves.

Table 4.1.1.1 Result summary for the frequency of Inefficient Staff Retrenchment and its Impact on Performance.

	Frequency	**Percentage**
Strongly Agree	27	33.75
Agree	40	50.0
Undecided	6	7.5
Disagree	7	8.75
Total	80	100.0

Source: Field data, 2019

4.11.2: Avoiding Problem People (inconvenient individuals) help in Managing your Time.

From the table underneath, it demonstrates that, 16 (20.0%) strongly agreed, 26 (32.5%) agreed, 23(28.75%) undecided, 10 (12.5%) disagreed while 5 (6.25%) strongly disagreed this idea. From the responses, the greater part of the respondents agreed that avoiding problem individuals can help in dealing with their time.

Table 4.1.1.2: Results showing frequency of avoiding problem people help in managing your time

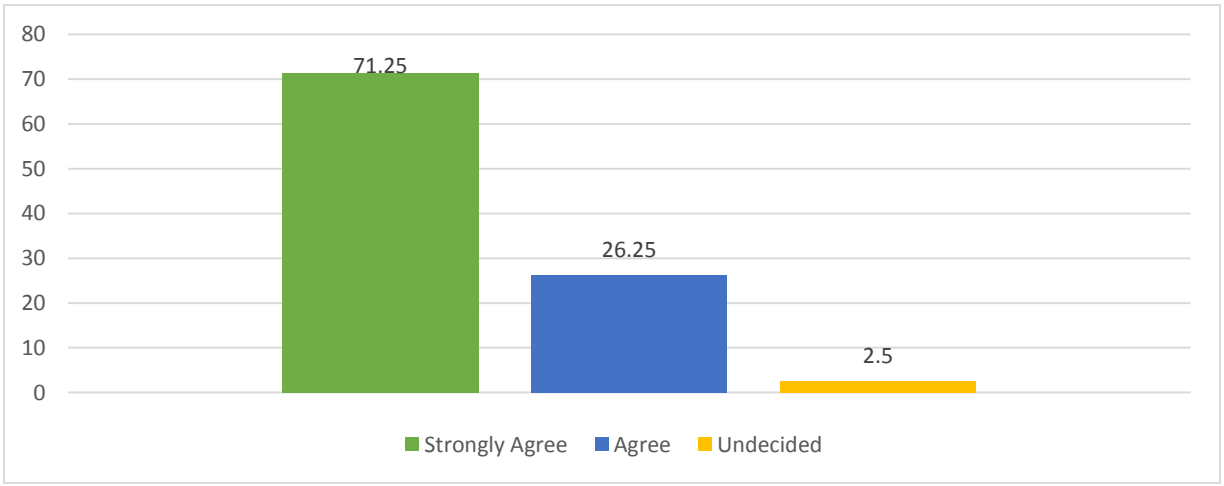
	Frequency	Percentage
Strongly Agree	16	20.0
Agree	26	32.5
Undecided	23	28.75
Disagree	10	12.5
Strongly Disagree		6.25
Total	80	100.0

Source: Field data, 2019

4.1.1: Time Management will Increase your Organization's Performance.

From the Figure underneath, it demonstrates that 57 (71.25%) strongly agreed, 21 (26.25%) agreed while 2 (2.5%) undecided. From the reactions, the vast majority of the respondents strongly agreed that time the management increases organization's performance.

Figure 4.1.1: Time Management will Increase your Organization's Performance.

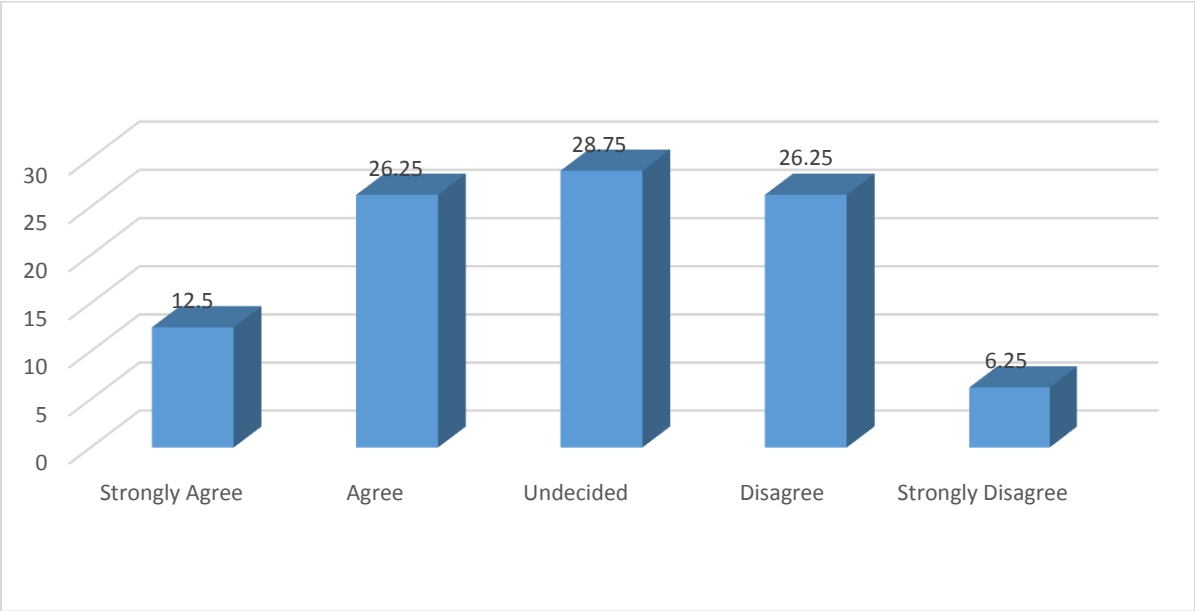


Source: Field data, 2019

4.1.2: Management of your Company Hold Seminars on Time Management.

From the Figure underneath, it shows that 10 (12.5%) strongly agreed to table 17 statement, 21 (26.25%) agreed, 21 (26.25%) disagreed while 5 (6.25%) strongly disagreed this idea. From the reactions, a large portion of the respondents were indecisive that their management holds seminars on time management.

Figure 4.1.2: Management of your Company Hold Seminars on Time Management

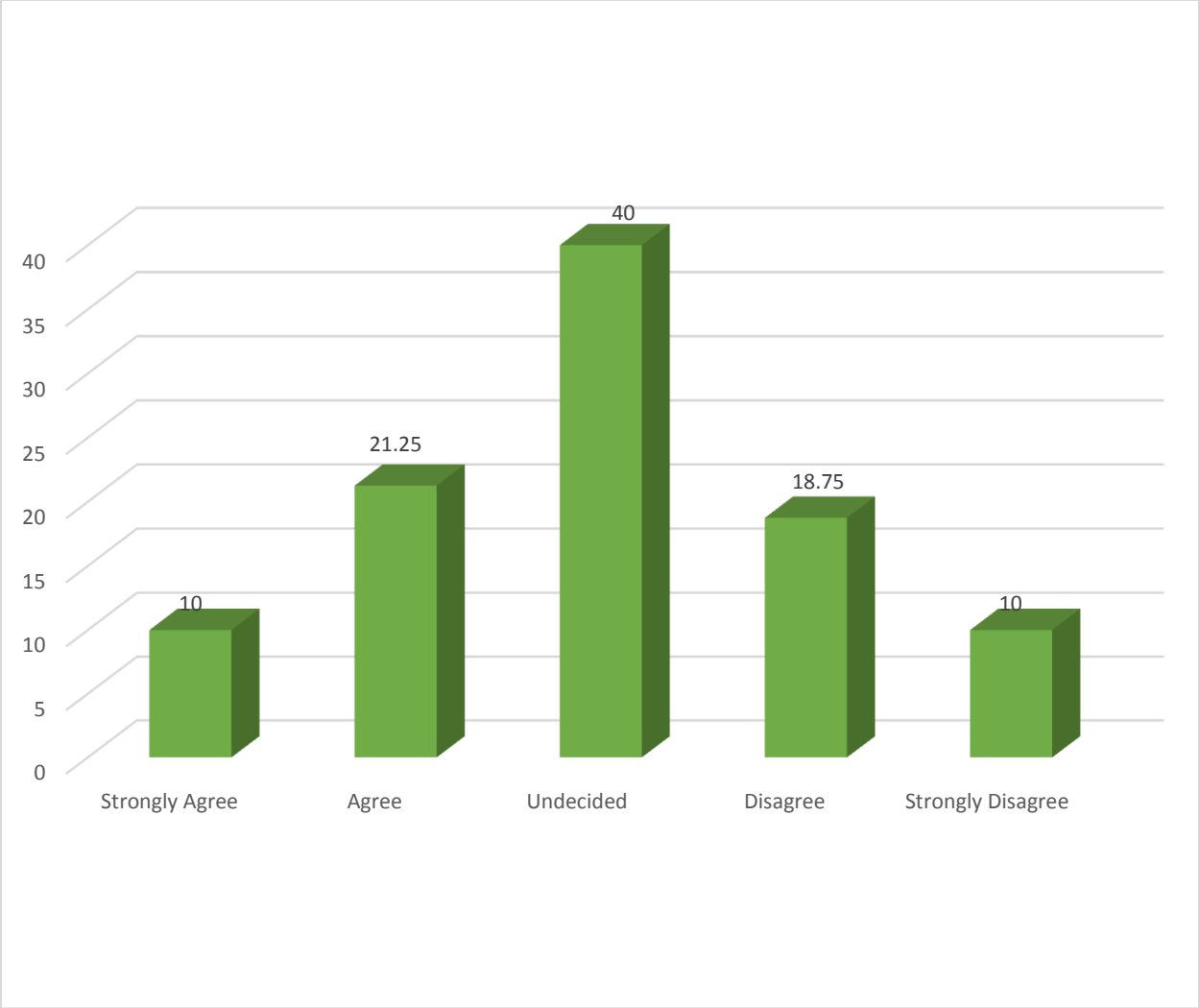


Source: Field data, 2019

4.1.3: Workers had been laid off in light of Poor Time Management.

From the Figure underneath, it shows that 8 (10.0%) strongly agreed, 17 (21.25%) agreed, 32 (40.0%) undecided, 15 (18.75%) disagreed while 8 (10.0%) strongly disagreed this idea. From the responses, a large portion of the respondents are undecided if a portion of their colleagues had been laid off in light of poor time management.

Figure 4.1.3: Workers had been laid off in light of Poor Time Management.

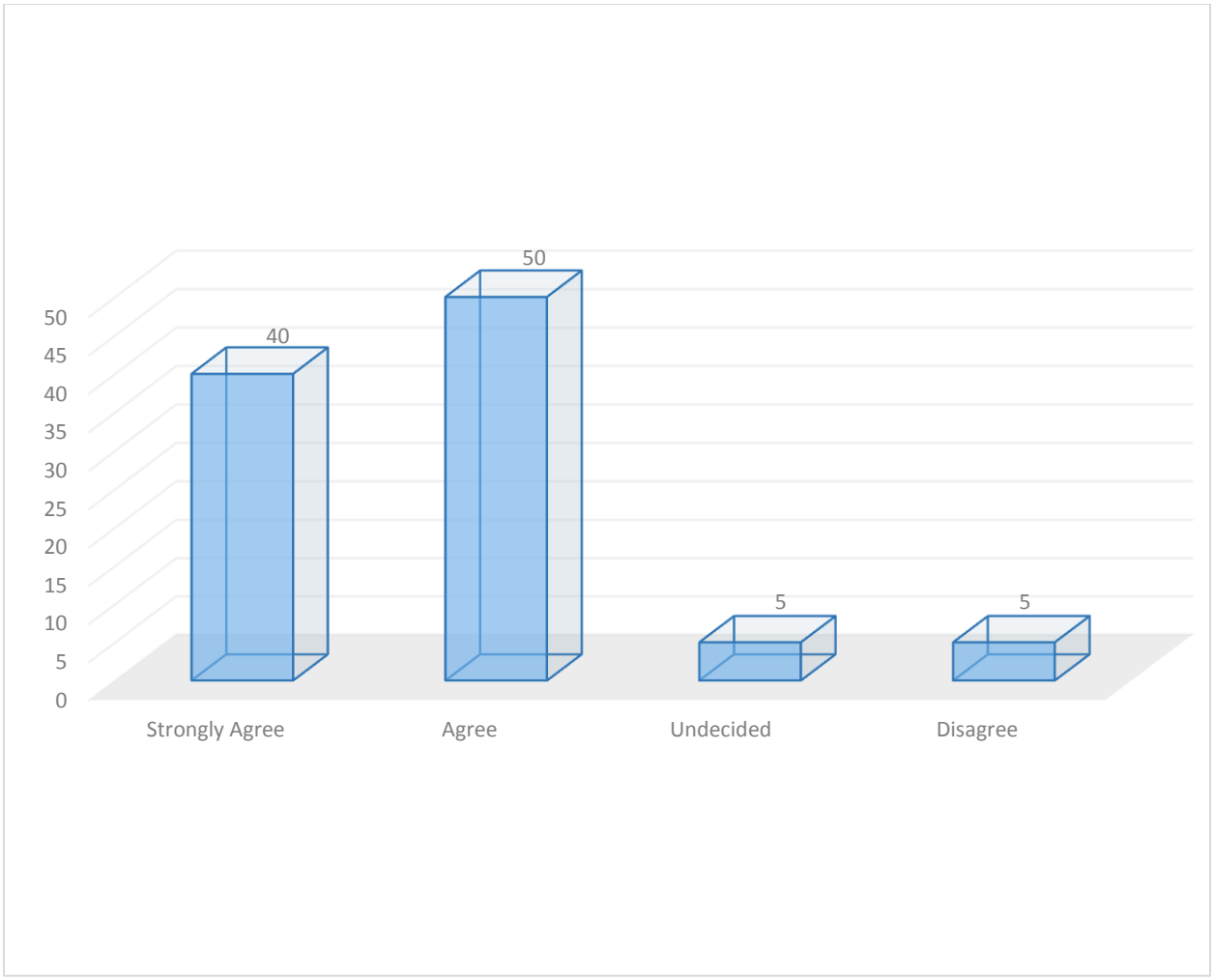


Source: Field data, 2019

4.1.4: Time Management has being useful in the increment of Productivity.

From the Figure underneath, it demonstrates that 32 (40.0%) strongly agreed, 40 (50.0%) agreed, 4 (5.0%) undecided while 4 (5.0%) disagreed this idea. From the responses, the vast majority of the respondents agreed that time management has been useful in the increment of productivity.

Figure 4.1.4: Time Management has being useful in the increment of Productivity.

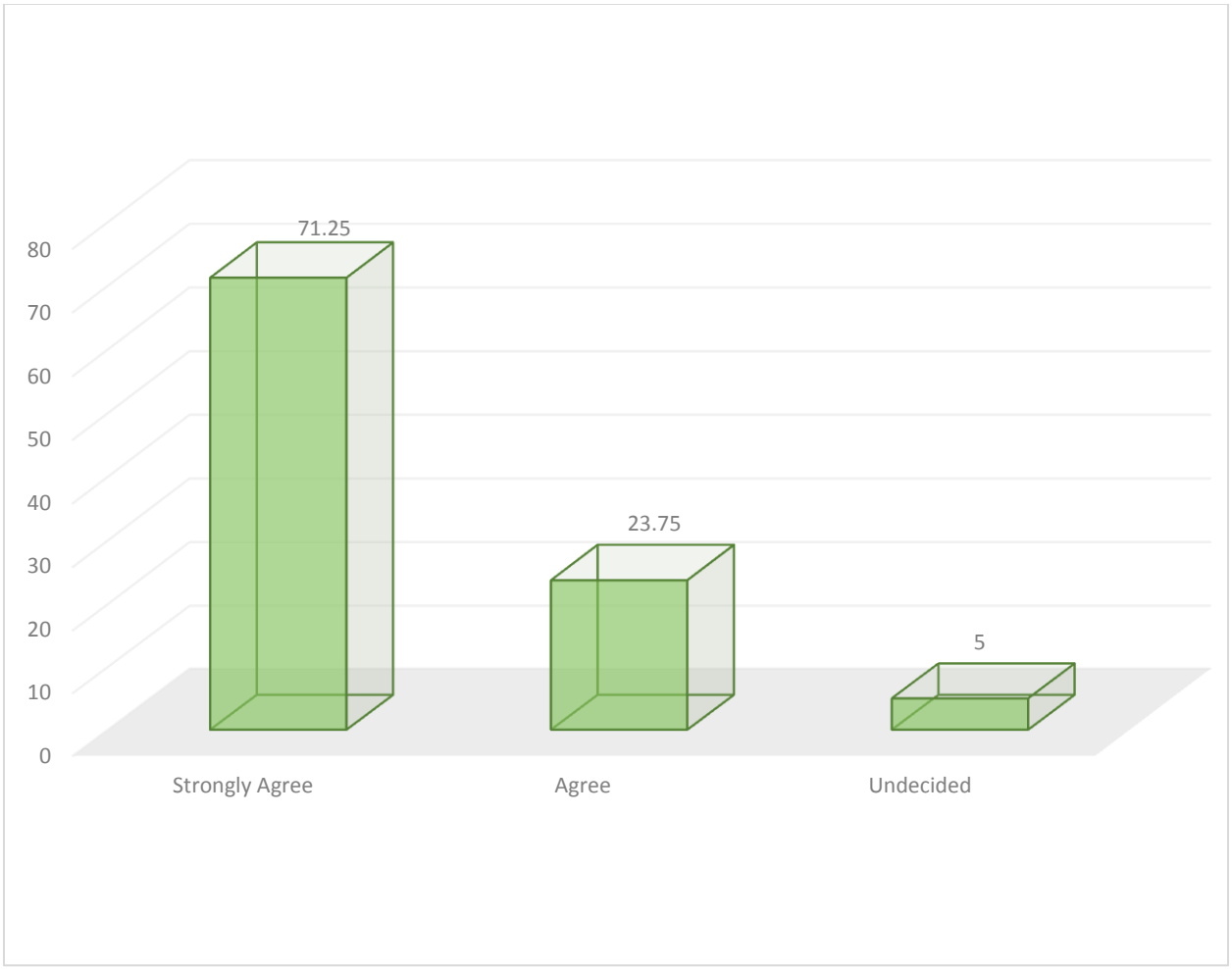


Source: Field data, 2019

4.1.5: Support of Time Management in your Organization.

From the Figure underneath, it shows that 57 (71.25%) strongly agreed to the Figure 5 statement, 19 (23.75%) agreed while 4 (5.0%) undecided. From the responses, a large portion of the respondents strongly agreed that they support the use of time management in the organization.

Figure 4.1.5: Support of Time Management in your Organization.

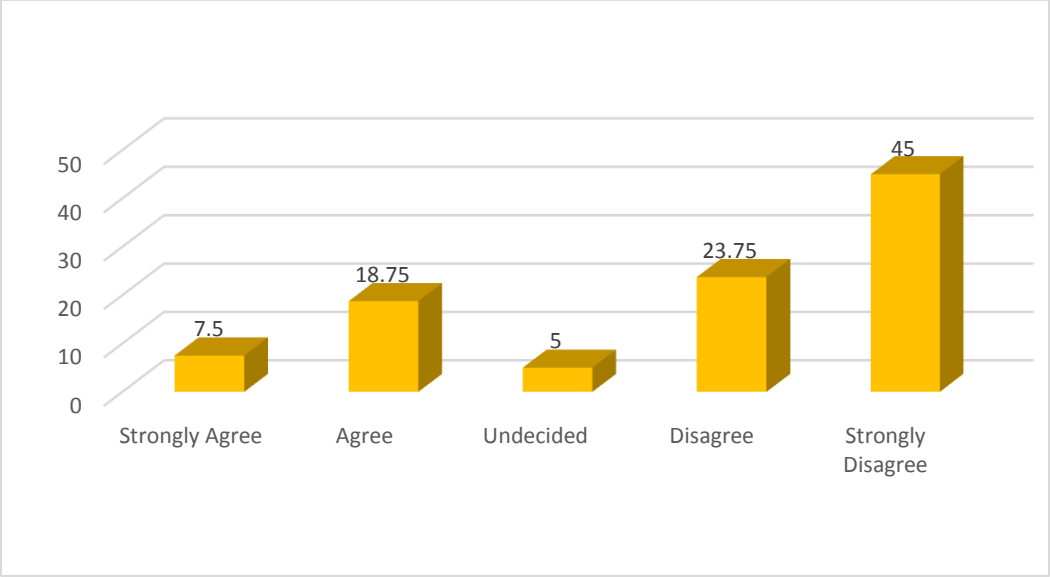


Source: Field date, 2019

4.1.6: Time Management has a negatively effects on Productivity.

From the Figure 6 below, it shows that 6 (7.5%) strongly agreed, 15 (18.75%) agreed, 4 (5%) undecided, 19 (23.75%) disagreed while 36 (45.0%) strongly disagreed this idea. From the responses, the majority of the respondents strongly disagreed that time management can have negative effect on productivity

Figure 4.1.6: Time Management has a negatively effects on Productivity.

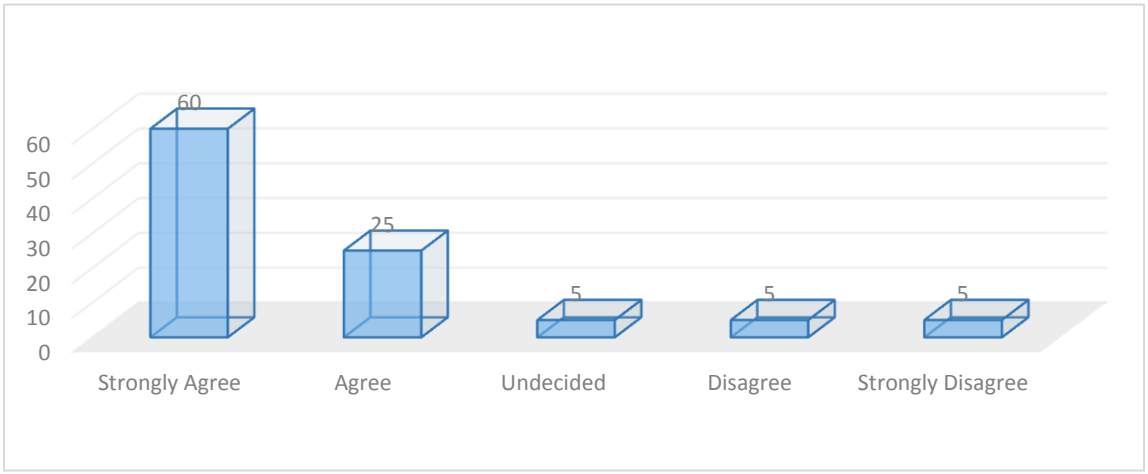


Source: Field data, 2019

4.1.7: Lack of Time Management is one of the Problems affecting Ghana today.

From the Figure 7 above, it demonstrates that 48 (60.0%) strongly agreed to the Figure 7 statement, 20 (25.0%) agreed, 4 (5.0%) undecided, 4 (5.0%) disagreed while 4 (5.0%) strongly disagreed this idea. From the responses, a large portion of the respondents strongly disagreed that lack of time management is one of the issues influencing Ghana

Figure 4.1.7: Lack of Time Management is one of the Problems affecting Ghana today.

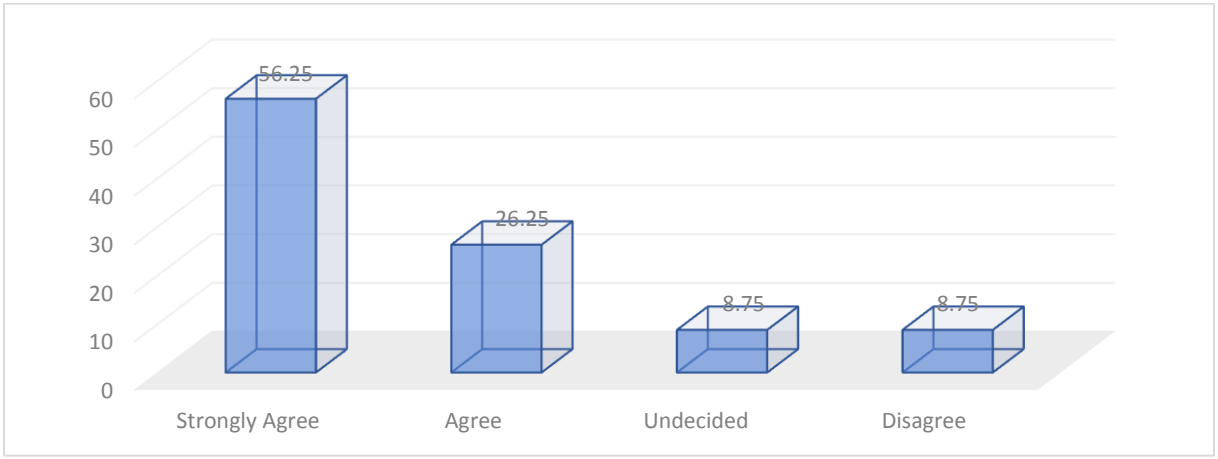


Source: Field data, 2019

4.1.8: Is procrastination a time waster

From the Figure beneath, it demonstrates that 45 (56.25%) strongly agreed, 21 (26.25%) agreed, 7 (8.75%) undecided while 7 (8.75%) disagreed this idea. From the reactions, the majority of the respondents strongly agreed that procrastination is a time waster.

Figure 4.1.8: Is procrastination a time waster

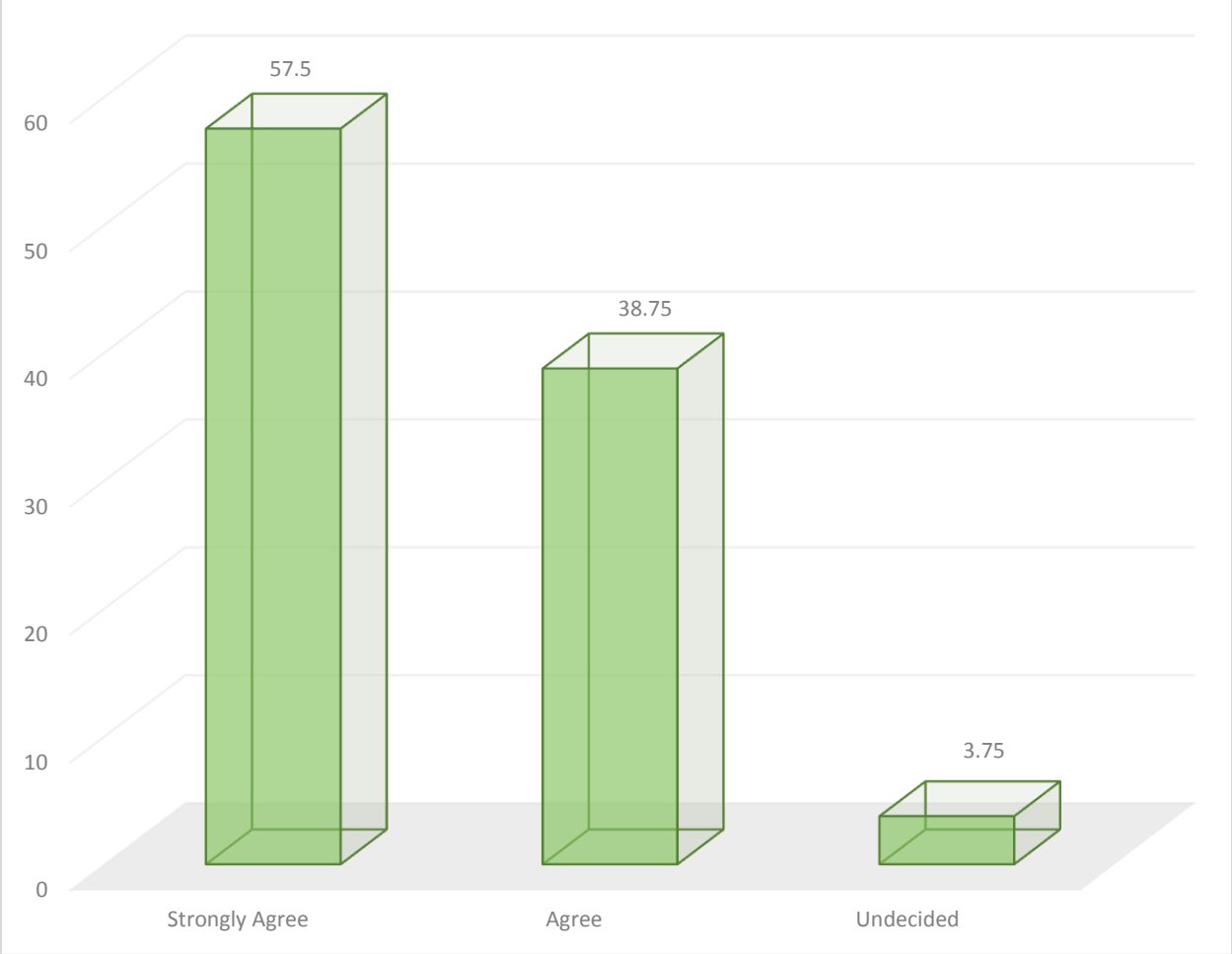


Source: Field data, 2019

4.1.9: Making a Daily List of your Activities help to deal with your Time.

From the Figure underneath, it demonstrates that 46 (57.5%) strongly agreed, 31 (38.75%) agreed while 3 (3.75%) undecided. From the responses, the vast majority of the respondents strongly agreed that creation an everyday list of your activities manages time.

Figure 4.1.9: Making a Daily List of your Activities help to deal with your Time.



Source: Field data, 2019

4.1.1.1: There are Penalties for Poor Time Management in your Organization.

From Figure underneath, it demonstrates that 6 (7.5%) strongly agreed, 26 (32.5%) agreed, 26 (32.5%) undecided, 20 (25.0%) disagreed while 2 (2.5%) strongly disagreed this idea. From the responses, the vast majority of the respondents agreed and are undecided on the way that there are penalties for poor time management in their organization

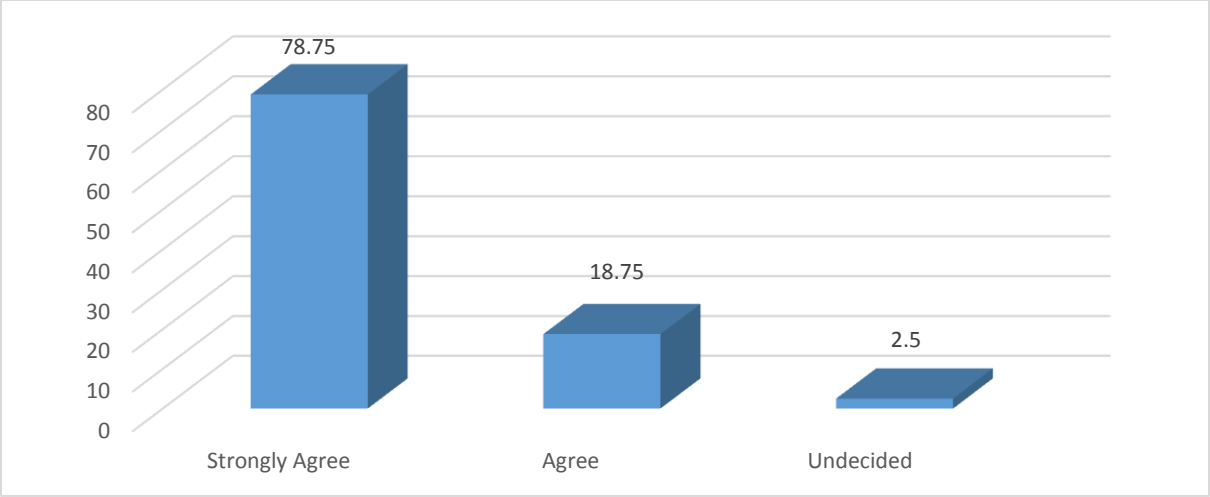
Figure 4.1.1.1: There are Penalties for Poor Time Management in your Organization.

Source: Field data, 2019

4.1.1.2: Planning is key in time management.

From Figure underneath, it demonstrates that 63 (78.75%) strongly agreed, 15 (18.75%) agreed while 2 (2.5%) undecided. From the responses, the vast majority of the respondents strongly agreed that planning is key for time management.

Figure 4.11.2: Planning is key in time management.



Source: Field data, 2019

4.1.1.3: Time Management is the main Determinant for High Performance in Organizations.

From Figure underneath, 12 (15%) strongly agreed, 21 (26.25%) agreed, 12 (15.0%) undecided, 29 (36.25%) disagreed while 6 (7.5%) strongly disagreed this idea. From the responses, the majority of the respondents disagreed that time management is the main determinant for performance in organizations.

Figure 4.1.1.3: Time Management is the main Determinant for High Performance in Organizations.

4.2 Discussion of findings.

4.2.1 Analysis on the nature of time management.

This question clarifies the existence of time management in the organization and how knowledgeable is it to the management and employees of Fan Milk Ghana Limited.

From Table 4.1.3 Results showing knowing of Time management, the majority of the respondent answered they have a knowledge about time management concept which falls at a percentage of 57.5%.

From Table 4.1.5 The Practice of Time Management, has it that the majority of the respondent agreed that the concept of time management is practiced at Fan Milk Ghana Limited which falls at a frequency of 43 respondents and a percentage of 53.75%

4.2.2 Analysis on the influence of time management on employee performance at Fan Milk Ghana Limited.

This discussion clarifies the importance and disadvantages of time management on employee performance, identifies how employees at Fan Milk Ghana Limited utilize time management in his or her performance.

From table 4.1.6: Impact of Time Management in the achievement of set goals. It has it that the majority of the respondents agree that time management is impacts the achievement of sent goals. The frequency of 52 respondents representing 65% of the population agreed.

From table 4.1.7: Impact of Time Management on Output. The majority of respondents strongly agree that time management impacts that level of output of the employee representing 65% of the respondent.

From table 4.1.9: The effects of poor time management on employees' performance. From the responses, the same number of respondents agreed and strongly agreed that poor time management affects employees' performance. The percentage of 36.25% of the respondents represents those that agreed and a percentage of 36.25% of the respondents strongly agreed.

From the figure 4.1.: Time management will increase your organization's performance.

The percentage of 71.25% of the respondents agree that time management will increase your organization's performance.

From figure 4.3 Workers had been laid off because of Poor Time Management

Workers that fail to use their time effectively tend to be laid off because of poor performance on their end. It was realized that 40.0% of the respondents were indecisive about the issue representing the majority.

From figure 4.4 Time Management has being helpful in the increment of Productivity.

It was realized that 50.0% of the respondents agreed to the topic representing the majority.

4.2.3 Analysis on the measures used to improve the nature of time management.

This part focuses on the activities one has to indulge in to improve the set of time management skills. How the organization, management and the employees themselves are providing measures to utilize time effectively.

From table 4.1.1.1: Avoiding Problem People (troublesome people) help in managing your time. The percentage of 32.5% respondents representing the majority agreed that avoiding problem people can help manage time.

From figure 4.2: Management of your Company Hold Seminars on Time Management.

The percentage of 26.25% of the respondents represents the majority that agreed and others also strongly agreed that company should hold seminars on Time Management.

SECTION FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section contains summary of the study findings, recommendations, conclusions and suggestions for further research. This section hence displays the summary of the study findings and conclusions that emerge from them. The part further gives recommendations.

5.1 Summary of Findings

This section presents the major findings that were identified at the end of the study. These major findings include the socio-demographic characteristics of the respondents, factors to improve time management in the organization and the relationship of time management and job performance

5.1.1 Socio-Demographic Characteristics

This study recorded more male than females. The male had a percentage of 60.0% representing 48 respondents and the female 40.0% constituting 32 respondents. The age range was classified into three groups. The age group of (20-29) represents 71.25% which constituting 57 respondents, age group (30-39) representing 22.5% constituting 18 respondents and age group (40-49) representing a percentage of 6.25% constituting 5 respondents.

The marital status revealed that 86.25% were single constituting 69 respondents and 13.75% were married constituting 11 respondents.

The educational qualification reveals that 2 respondents represent 2.5% had the basic certificate, 11.25% represent 9 respondents fell in the category of WASSCE / SSCE, 32.5% representing 26 respondents were HND holders and the category B.A/ B.SC revealed 53.75 constituting 43 respondents.

Findings showed that the length of service of (0-5) years revealed that 28.75% constituting 23 respondents, length of service (6-9) years representing 45% that's 36 respondents and 26.25% constituting 21 respondents fell within the length of service (10-19) years.

5.1.2 Factors to improve time management in the organization.

With the pressure time possess, tasks need to be accomplished within that the target time set. The motive of time management is to serve as a method to assist employees in their performance to accomplish set goals. The general awareness of time management have structures to help individuals and managers improve the set of time management skills; books and time management programs would help increase performance. Amazingly, findings have discovered that time management training programs and effects of time management on work performance. It was revealed that out of 57 respondents representing 71.25% strongly agreed to the support of time management in the organization, 23.75% constituting 19 respondents agreed to improving the factors to support time management in the organization and 5.0% constituting 4 respondents were indecisive about the topic of supporting time management.

5.1.3 Time Management and Job Performance.

From the findings it can be revealed that the two variables in this study cannot be neglected. These two variables are high performance and effective time management in the organization.

As organization are concerned about the high performance, the managers are advised to equally improve the skills, practices and techniques of time management. The findings reveals that 71.25% constituting 57 respondents strongly agreed that time management increase performance, 26.25% representing 21 respondents agreed that time management increase organization performance and 2.5% constitute 2 respondents were indecisive on the topic.

Even though time management is very popular, there seems to be less scientific research focusing how people manage time and from the processes involved in Fan Milk Limited. From the data gathered, time management was a nicely defined concept. The concept of time management does not differ from one person to another.

Effective time management is a remedy or solution to organizational effectiveness and not a placebo. Organizations that are conscious of time management and practices it improves staff performance, preparation of jobs' schedule would be done with ease, energize staff to use their highest skill level to complete tasks, help staffs to prioritize activities to achieve tasks of importance, provide records and guidance to the organization as to achieve the objectives set.

Fixed state of quality is not about one being perfectly organized depicting the effective utilizing of time; the study and development through the persistent practices and experience helps one acquire the set of skills of time management. Full commitment added to the course of action will only get time management skills working which removes the shreds of doubt.

Confidence is the most important as crucial ingredient to time management. It has been categorized into two aspects; Firstly, one has to be fully confident and believe learning is possible and skills develop as well. Secondly, one needs to trust the techniques of time

management to have it work for good. Effectiveness level would increase as these aspects are achieved.

The research found out that majority of the organization workforce are young, single, highly educated and has been working for a short time (5 years), this shows that the organization is in the process of rebranding and lots of initiatives has been taken into account

5.2 Recommendation

In the light of the findings, clearly successful time management is an apparatus for employees' performance. Along these lines, it is recommended that employees ought to cling carefully to be involve in the production of products and services of the best quality to consumers by adhering to effective time management.

i. Write down the conflicting situations that waste time with reasons.

ii. Delegate tasks that seems fit to accomplish within the abilities of the employees to focus relatively more important task

iii. Modern technology helps to save time as it ease and simplifies task. The right jobs should be done with the appropriate technology.

Time must by treated with care by all since time management of its employees influences the productivity of the bottom line of the organization. (Most executives are idle about time management). For an organization to have employees who are time conscious the managers have to be seen as efficient in their time usage and that the organization itself should plan and control the processes. The effectiveness of employees' usage of time now influences the

productivity level of the organization in future. Time is made up of series of events and to effectively manage time means controlling events. Organizations need to skill their employees to work effectively with regard to time since that's the only way organization can control time but cannot control it by itself.

Imagine organizations with employees that fail to perform because he does not have any knowledge of managing time and also top management that have not taken interest in time management. At all gatherings at the workplace, managers should ensure employees are aware of the benefits of effective time management.

5.3 Limitation of the Study

Firstly the study faced many problems since the target company has many branches in the country. The production of ice cream is the main activity of the target company and the company's employees and managers were the respondents to the questionnaires. Because of the numerous branches the organization has, the research focused on two branches and this did not provide us the opportunity to have a thorough research of all the branches.

Moreover, the following were time constraint;

- The start of data collection was a bit hectic since employees feared that results of the questionnaire would have adverse effect on them such management to punish them if they negative answers were given out, all the same the research had to convince them to provide accurate and reliable responds.
- The allocation of time to respond to the questionnaires was an issue with management. A lot of pleading was made before they could answer the questionnaire

- The significant imperatives the research also experience over the span of the study were access to data. Access to date particularly primary data was somewhat challenging. This was on the grounds that most respondents were reluctant to take part. Also, the inspected populace of the study is excessively little and this can affect the generalizing of the study. Besides, few of the respondents were not literates, interpreters would be engaged.

5.4 Suggestions for future Studies

The study was a quantitative study of the influence of time management and its influence of employees' performance, the researcher suggests that more detailed and qualitative research to be conducted on various areas objectives of time management and employees' performance such as the key motivators for job performance, time management behaviors, diverse ways of improve time management. This would add more to the literature on time management and its effect on employees' productivity and thereby expand the knowledge base in this area of study which can also be relied on in future research.

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APPENDIX

UNIVERSITY OF GHANA BUSINESS SCHOOL

MA MANAGEMENT AND ADMINISTRATION

A STUDY ON THE EFFECTS OF TIME MANAGEMENT ON EMPLOYEE PERFORMANCE: A STUDY OF FAN MILK LIMITED.

The information you give will be used exclusively for academic purposes and treated with utmost confidentiality.

SECTION A: GENERAL INFORMATION

Please tick (√) where appropriate.

1. Gender: (a) Male ( ) (b) Female ( )

2. Which of the age bracket do you belong? (a) 20-29 ( ) (b) 30-39 ( ) (c) 40-49 ( ) (d) 50 and above ( )

3. Marital status: (a) Single ( ) (b) Married ( ) (c) Divorced ( )

4. Educational qualification: None [ ] Primary [ ] Secondary [ ] College [ ] University [ ] Other ……..

5. Length of service: (a) <5 yrs ( ) (b) 6-9 yrs ( ) (c) 10-19 yrs ( ) (d) 20-29 yrs ( ) (e) 30 & above( )

6. Position held in the organization: (a) Top manager ( ) (b) Supervisory ( ) (c) Low level manager ( ) (d) others…….

SECTION B: RESEARCH QUESTIONS

Please tick (√) where appropriate.

TIME MANAGEMENT.

1. Have you heard about time management before? (a) Yes ( ) (b) No ( )

2. Does the management of your company hold seminars on time management? (a) Yes ( ) (b) No ( )

3. Are there penalties for the following in your organization?

(i) Coming to work late. (a) Yes ( ) (b) No ( )

(ii) Non completion of task on time. (a) Yes ( ) (b) No ( )

To what extent do agree or disagree on the following statement? Use a scale of 5, Where 1=Strongly Disagree; 2= Disagree; 3= Undecided; 4=Agree; 5=Strongly Agree

No	**Statement**	1	2	**3**	4	**5**
4	You need time management in your organization.	1	2	3	4	5
5	Time management has been helpful in the achievement of your set goals.	1	2	3	4	5

6	Time management will increase your performance.	1	2	3	4	5
7	A worker can know all about time management but still not put it into practice.	1	2	3	4	5
8	Planning is key in effective time management.	1	2	3	4	5
9	Procrastination is a time waster.	1	2	3	4	5
10	Making a daily list of your activities can help to manage your time.	1	2	3	4	5
11	Avoiding chats with colleges during work time can improve your time management.	1	2	3	4	5
12	Time management is one of the problems affecting Ghana today.	1	2	3	4	5
13	Being active on social media during working hours is also a big time waster.	1	2	3	4	5
	EMPLOYEE PERFORMANCE					
14	Time management improves your performance.	1	2	3	4	5
15	The type of objectives set in your company determines the height of your performance.	1	2	3	4	5
16	Performance susceptible to or affected by poor time management.	1	2	3	4	5
17	When inefficient staffs are retrenched faults are minimized and performance will improve.	1	2	3	4	5
18	Workers are laid off because of poor time management.	1	2	3	4	5
19	Time management has being helpful in the increase of your productivity.	1	2	3	4	5

20	Time management has being helpful in your personal life.	1	2	3	4	5
21	Time management has negative effect on productivity.	1	2	3	4	5

THANK YOU VERY MUCH FOR YOUR TIME AND CO-OPERATION