

## Time Management and Job Performance in Selected Parastatals in Kenya

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### ABSTRACT

*The study aimed to examine the relationship between time management strategies and job performance in organizations with a particular focus on parastatals. The general objective was to find out the effects of time management strategies on the performance of selected parastatals in Kenya. The design / methodology and approach were a complex research design where statistical models of regression and correlation were used. Stratified random sampling technique was used to get the population from which we would randomly select the respondents. To test the hypothesis, z-scores were used. Further correlation coefficient revealed that there exists a positive correlation of 0.674 between time management performances. Correlation also showed that there is low positive relationship of 0.337 between the understanding of time bound performance that is measurable. The researchers conclude that time management and work performance are directly related and there is need. One recommendation that we are making is that parastatals heads should sensitize management by objectives which are measurable within a specific time frame as explained by Drucker (2000.) this is based on the fact that the research showed that 52% of the respondents do not understand results based management style driven by objectives.*

**Keywords:** *Time Management, Job Performance, Parastatals, Kenya*

### 1. INTRODUCTION

#### 1.1. Background of the study

Ultimately, the effectiveness of organizations comes down to the effectiveness of time usage, which is the concern of many managers. The management of time is an issue which is fundamental to job performance. In the past attention to the relationship between time and job performance was restricted to manual workers, and then, by means of organization and methods, to clerical workers. The consideration of time utilization for managerial and professional grades has not received much attention until recently. Current approaches are based on the assumption that personal effectiveness at work is primarily a function of the individuals management of his/her time. The subject of time management and personal effectiveness overlaps with those dealing with such issues as leadership delegation and communication. The interest in time management as a topic of attention in its own right has drawn together these other issues. The principle issues of time management can be classified under three headings, that is, those related to the nature of the job, those related to the personality and attributes of the job holder and those related to the people who make up the job holder's role set.

The nature of a person's job is fundamental to the amount of control over time that is both desirable and necessary. For example a person whose job involves regular contact with others is always going to be under greater pressure from interruption than someone whose work is of a solitary nature. Similarly a person who is employed in a new and developing job is more likely to suffer from conflicting priorities and unpredictable events than someone working in an established position, where predictability and routine are the order of the day. An important issue for any job holder is the identification of the priorities in the job. In case where management by objectives or some form of target setting is practiced the individuals will have had experience of identifying and working towards priorities or key result areas, in the job. However, by far the great majorities of managerial and professional employees do not work under such systems, and are therefore unused to a systematic approach to prioritizing key tasks. A useful method is to encourage individuals to identify the task they alone are responsible for and the task that either require the greatest effort or produce the greatest return. Once individuals have identified what they see as key tasks or responsibilities, they can discuss these with their

immediate boss or with a job counselor. It is not enough, however, just to consider job priorities. It is also important to consider what the individual job holder has to do in order to fulfill them. Some jobs call for administrative skills and a sound knowledge of organization procedures, others demand social skills and sensitivity to people-needs, and yet others require technical and specialist knowledge and the ability to apply it. Individuals, therefore, need to examine the processes associated with their jobs.

Some people work well early in the day, while others work best later in the day. Some people like to space out their work effort while others prefer to concentrate their effort into short intensive periods. Some people can only deal with one issue at a time whereas others can juggle with several simultaneously. Some people are task oriented whereas others are people oriented. Some people like to delegate as much as possible, where as others prefer to keep tasks to themselves. Some people are tidy and methodical others are untidy and disorganized. Some individuals are more skilled or experienced than others. In the final analysis an individual will find that better use of time will probably come about by developing personal strengths and attempting to off-sets weaknesses – in a word self-discipline.

The context of a person's job consists of the members of his or her role set, the physical surroundings and the culture of the organization. For people who work alongside an individual the roles-set is always an important influence on that person's use of time. An interfering boss, for example, can be very disrupting. By contrast, a boss who is an effective delegator can be a positive source of help in identifying job priorities. Subordinates' abilities to work effectively on their own, rather than seeking advice from their manager all the time, can enable the latter to work on personal tasks without undue interruptions. Colleagues can be a frequent cause of wasted time, especially when they call into your office at a time when they themselves are less busy, or want a short break from what they are working on. Senior or experienced members of any group will find that they are regularly sought out by junior members wishing to clarify a point or discuss an immediate problem. All these activities have their benefits, but the cost of any one individual's time.

In these days of continuous job improvement and just in-time methods of supplying line units, each person in an office, factory, or whatever is being encouraged to regard workmates and colleagues as customers? This adds extra pressure on people to deliver their particular service on time as well as effectively on their role-set. Given the prime importance of the external customer or client to the organization as a whole, it is likely that the manager in this case will often have to respond reactively, and sometimes even immediately, to customers who are directed towards him or her. It is well high impossible for such a job-holder to fob off this kind of interruption to planned activities. Some customers will be referred by the line departments, and again the same considerations will tend to apply. In this example, the manager's best tactic would be to ensure that his or her own manager and staff respect the demands of the outside world and thus will adapt their expectations of the role-holder's priorities accordingly. The reference to training and personal staff is made because customer complaints usually point to some deficiency in training or personnel, or both, and this normally requires the customer services manager to alert the former concerning possible shortfalls among the staff. Physical surroundings may help or hinder a person's effort to make better use of his or her time. Clearly, if you do not have an office, then there are no real physical barriers that you can erect between you and all those who, however well intentioned, wish to interrupt your work. Those who do have an office of their own can always shut the door, even at the risk of a certain amount of unpopularity.

A government-owned corporation, state-owned company, state-owned entity, state enterprise, publicly owned corporation, government business enterprise, commercial government agency or Parastatal is a legal entity created by a government to undertake commercial activities on behalf of an owner government. Their legal status varies from being a part of government into stock companies with a state as a regular stockholder. There is no standard definition of a government-owned corporation (GOC) or state-owned enterprise (SOE), although the two terms can be used interchangeably. The defining characteristics are that they have a distinct legal form and they are established to operate in commercial affairs. While they may also have public policy objectives, GOCs should be differentiated from other forms of government agencies or state entities established to pursue purely non-financial objectives. In Kenya, there are a wide range of parastatals and related agencies and learning institutions. Some of them include: Kenya ports authority, Airports authority, public universities, Kenya posts and telecommunications, national cereals and produce board, Kenya seed agency among others.

The GoK adopted a strategy and policy framework which outlines a clearly defined and time-bound program of privatization focused on the country's largest and most significant enterprises. The framework includes additional institutional and process feature and overcoming weaknesses. Specifically, a centralized institutional framework, led by the minister of finance is empowered to undertake all privatization transactions and to ensure that the privatization policy is enforced consistently and transparently. A transparent, competitive divestiture

process, including an active communications, information, and public relations effort, will be undertaken with respect to principal stakeholders.

### 1.2. Statement of the problem

When it comes to the corporate world, time is regarded as money, and therefore, we see that the organizations which inculcate the habit of time management in their employees are high in productivity. This article throws some light on a much sought-after topic in the corporate world - employee time management. Time equals productivity, and productivity equals money. This makes time management one of the most important aspects of a successful business. The fact that the concept of time management is prominent in all spheres of life is well-known, but lately, an addition to this concept, referred to as the employee time management - which stresses on time management in the workplace, is making the rounds of business circuits. However in the recent past, parastatals been accused of mismanagement of time. Parastatals have experienced massive interruptions due to unplanned visits by individuals who seek the attention of the manager or other employees. This has led to distractions and a reduction of productivity. The company has also experienced a lot of idle talk. Also given the same factors over a period of time, it has been proven that parastatals perform poorly compared to their counterparts in the private sector. This has been witnessed by increased calls for privatization for key bodies in the country and enhanced privatization of many institutions in Kenya. The researcher aims find out how time management may have affected the performance of selected parastatals in Kenya.

### 1.3. Purpose of the study

The main purpose of the study was to determine the effects of time management strategies on the performance of some selected parastatals in Kenya. Basic assumptions of the study Most managers in parastatals do not recognize that time is an important asset that the organization has and should be effectively managed just as other capital, financial and human aspects of the organization in order to enhance performance.

## 2. Scope of the study

The study will be conducted on selected parastatals in Kenya that have subsidiary branches in major towns in the country. The subsidiaries that will be considered are those within Mombasa County.

### 2.1. Objectives of the study

#### 2.1.1. General objective

To find out the effects of time management strategies on the performance of selected parastatals in Kenya.

#### 2.1.2. Specific objective

- i. To investigate the effects of time management on the performance of the parastatals.
- ii. To find out the extent to which time management has affected the performance of parastatals.

## 3. RESEARCH HYPOTHESIS

**H<sub>0</sub>:** There is a direct relationship between proper time management strategies and performance of the organization.

**H<sub>1</sub>:** there is no direct relationship between proper time management strategies and performance of the organization.

## 4. REVIEW OF RELATED LITERATURE

### 4.1. Time Management Theories

The theories put forth by scholars and philosophers help us to know the importance of time in every sphere of life. Understanding the importance of time management is essential for everyone. A conscious control when imposed over the amount of time spent in doing day-to-day activities would enable you to divide your priorities and set a deadline for them. Thus, you would be able to accomplish them within the set time limit. Time management is possible by understanding the theories, principles and techniques proposed by scholars and philosophers who have understood its significance. Unless you have a clear concept regarding the purpose of your life in the organization, one cannot frame an effective time management strategy. Whether it's your personal or your professional life, you should know what to do and how much time will you require. The tool and techniques are dependent upon your work and the amount of time required for completion. We shall refer to the most popular theories that help people to understand the importance of time management in every sphere of life.

### 4.2. Pareto Principle: 80-20 Rule

Vilfredo Pareto was an Italian economist and philosopher who formulated 80-20 rule. His observations were based on the fact that 80% of land in Italy was owned by 20% of population. His research work became the thumb rule of many business organizations, where 80% of productivity came from 20% of working employees.

This 20% comprised the most efficient people who conducted their work within a specific span of time, thereby contributing to high rate of productivity. Based on this theory, business and quality management pioneer, Dr. Joseph Juran said that, 'vital few, trivial many' build organizations. The 80-20 rule could be applied everywhere where time plays a major role to uplift productivity and success of organizations. The key element of this theory is the 20% that matters the most. If you consider all the things that you are doing entire day, you will actually find out that it's the 20% of your work that produces the net result. Thus, you should try different ways that will allow you to effectively manage the minor portion. Within the limited time (20%), you have to categorize your work and activities for achieving the goals in your life.

#### **4.3. Pickle Jar Theory**

The pickle jar theory is very simple to understand and execute. The experiment is actually a time management model that will aid you in prioritizing your work and in reaching the milestones of your life. To understand the concept, you can try it practically. Take a pickle jar and fill it with rocks. You observe that the spaces in between the rock stones could be filled up with pebbles. The jar becomes more compact after filling up with pebbles but still there are inconspicuous spaces that can be compacted with sand. Now pour water over it and close the lid. The pickle jar is the replica of your life. The major responsibilities of your life or your goals are represented by the rocks that occupy most of the space. This infers that, you should dedicate more time to such goals. The chipped stones or the pebbles symbolize your hobbies that require comparatively lesser time than the important goals. Lastly, the daily chores of your life are the sand particles that get placed perfectly between your goals and hobbies. The distractive force in your life that takes away your attention from the path of success is the water. Apart from teaching us the right way to manage time, this theory also makes us aware of the fact that distractions that lead to mismanagement should be avoided completely in order to follow the right track.

#### **4.4. Maslow's Theory**

Also known as the theory of hierarchy of needs, Abraham Harold Maslow, an American professor of psychology, effectively combined time management with our needs. He built a hypothetical pyramid where our physiological level needs (food, water, and shelter), etc., were put at the base of the pyramid while self actualization was placed on the top of the pyramid. In between these two extreme levels, safety, human bonding and self-esteem were positioned. The 5 levels were examples of different strata of human life. The theory doesn't specify the time period required to attain them, but it actually helps you to understand the importance of these elements in your life. Once you understand your needs, you can differentiate between them and set a time period during which you can fulfill them. For example, the first motive behind earning money is to meet the physical demands of our body and then we become capable of taking care of our family and other concerns. A greater portion of our life and most of the time is dedicated to improving standards of living by satisfying ourselves in every possible way. Once we have plenty of resources to spare, we knock at the door of self actualization, that requires minimum time. You can plan your road map by referring to the theory of hierarchy of needs with incorporation of effective time management strategy.

With the theories elaborated in the aforementioned content, I'm sure you have understood the significance of time and how to manage it efficiently. In short, we can contrive the concept from the wise lines of Ralph Waldo Emerson, 'this time, like all times, is a very good one, if we but know what to do with it'.

#### **4.5. Performance management**

Managing performance requires us to reconcile caring for and developing our people with ensuring that departmental and organizational aims are achieved. Managing performance requires us to strike a balance between compassion and accountability. Good modern managers strive to balance these two areas according to the situations in which performance needs managing. This involves judging each different situation on merit and deciding a course of action and management style that is right for the situation. For instance, we need to be caring and compassionate if, for example, an employee needs help and encouragement to get through difficulties or challenges. On the other hand we need to focus on accountability responsibility where, for example, matters of health and safety or essential processes or policies are concerned.

Being able to assess situations and adapt our management response is vital to managing people. If we manage people well, we manage performance well too. It's important to recognize a fundamental fact: that everyone is capable of exceptional effort, productivity, output, and performance. There is actually no such thing as a person who is in themselves a 'poor performer'. Where people fail to perform in any respect it is generally because of poor management or a flawed organization. Understanding this - that everyone is potentially a great performer - is a key to being a great manager of people and performance. Recognizing and accepting this principle helps us to focus on helping people to find positive solutions, rather than focusing blame, criticism and recrimination, the traditional resorts of old-style autocratic or incompetent management and organizations.

There is no single universally accepted model of performance management. Various experts have explained the concept in their own ways. Mabey has prescribed the model of performance management system in the form of 'performance management cycle'. This cycle has 5 elements which suggest how performance management system should be implemented in an organization. The elements of PMS cycle include setting objectives, measuring the performance, feedback of performance results, reward system based on performance outcomes, and amendments to objectives and activities.(Mabey et al, 1999).

**5. MODELS**

**5.1. Simple Linear regression**

This is an approach to modeling the relationship between a scalar dependent variable y and one or more explanatory variables denoted X. The case of one explanatory variable is called simple regression. More than one explanatory variable is multiple regressions. In linear regression, data are modeled using linear predictor functions, and unknown model parameters are estimated from the data. Such models are called linear models. Most commonly, linear regression refers to a model in which the conditional mean of y given the value of X is an affine function of X. Less commonly, linear regression could refer to a model in which the median, or some other quantile of the conditional distribution of y given X is expressed as a linear function of X. Like all forms of regression analysis, linear regression focuses on the conditional probability distribution of y given X, rather than on the joint probability distribution of y and X, which is the domain of multivariate analysis. Correlation model will also be used to show the extent of the relationship between time management and job performance.

**6. METHODOLOGY**

Brass and Burckhardt (1992), research on network analysis should be investigated in a closed organization, and the unit of reference is constrained by the size of the group. The larger the group, the fewer members of the employees may contact, resulting in lower network centrality. Conversely, the smaller the group the less constraints the employee has on contacting with others, resulting in the indifference of network centrality among all employees. Thus, a group of 30-50 persons is adequate. Fifteen questionnaires will be distributed in each of the two organizations identified in this study for filling and analysis. Correlation technique and linear regression will be used to make deductions and the hypothesis will be tested using the t distribution test.

**6.1. Validity**

The instrument was pretested for construct validity through questioning 10 managers who were able to indicate the correlation between time management and job performance. Then, the questionnaire was reviewed and revised by strategic management experts. Lastly, the validity of the instrument and the process has been established by similar studies in over 40 managers in a different parastatals.

**6.2. Reliability**

The reliability was established using Cronbach's Alpha ( $\alpha$ ) coefficient. Typically, a value of 0.7 is considered adequate to conclude internal consistency (Nunnally, 1978:245). The Cronbach's Alpha coefficients were sufficiently strong to measure the relationships needed for this study. There were 40 questionnaires with 37 respondents (92.5% response rate).

**Table 1**

Cronbach's Alpha Coefficients		
Variable	Number of Items	Cronbach's Alpha
Time management	5	0.744
Job performance	10	0.8766

**7. RESEARCH FINDINGS**

The following Tables present the quantitative strength of the relationships.

**8. Table 2: Summary of Research Results**

**EXTENT**

code	Item	1	2	3	4	5
		% freq	% freq	% freq	% freq	% freq
100	How long have you worked in this organization	20.8	25	12.5	41.7	
101	What is the highest position you have held so far	41.7	37.5	12.5		8.3
102	What is the highest target based achievement that you have achieved this far	20.8	45.8	25	4.2	
103	Indicate the style of management practiced by the organization?		54	12.5	29.2	4.2
104	Do people clock in and out of the organization	50	8.3	4.2	33.3	
105	Indicate the extent to which people take seriously the clocking in and out system	12.5	37.5	16.6	4.2	25
106	Is there an administrator who deals with clocking in administration? If yes, how do they receive feedback?		50/50			

**Section B: time management**

**Extent**

code	Item	1	2	3	4	5
		% freq	% freq	% freq	% freq	% freq
200	In your own understanding, do you think the performance contacts have a clear time frame?	8.3	45.8	20.8	20.8	
201	Is the time frame realistic and achievable? (SMART)	50/50				
202	To what extent do you agree that the organization has a sound time management system?	8.3	37.5	33.3	20.8	
203	Are all tasks accountable in terms of the amount of time allocated?	8.3	33.3	37.5	16.7	4.2
204	Do you agree that the management of the organization fully practices performance based management	16.7	37.5	16.7	16.7	4.2
205	What is the motivation towards performance at every level especially where time is a factor?	25	45.8	12.5	8.3	4.2

**Section C: Link between time management and job performance**

code	Item	1	2	3	4	5
		% freq	% freq	% freq	% freq	% freq
301	Indicate the extent to which the organization matches jobs to the time available	8.3	45.8	29.2	12.5	0
302	What do you associate with the performance indicated in 102 above (in case one selects more than one item, they must rank them)	29.2	0	12.5	29.2	16.7
303	Does this organization value overtime pay	29.2	12.5	0	0	4.3
304	What extent do you agree with overtime payment practices practiced in some organization?	16.7	33.3	33.3	8.3	0
305	According to you, overtime results out of:-	0	12.5	8.3	62.5	8.3
306	Indicate a measure of relationship between time management and work performance	20.8	66.7	8.3	0	0
307	What extent do you agree with the clocking in and out time management system?	29.2	45.8	33.3	4.2	4.2
308	Indicate the extent to which you agree to the following statements a) This organization is doing well in terms of managing time ( )	8.3	45.8	33.3	4.2	4.2
	b) There is proper match of time and amount of work ( )	4.2	29.2	45.8	12.5	4.2
	c) This organization practices performance based management system. ( )	25	20.8	29.2	12.5	8.3

After careful analysis of the data it was realized that 20.8% of the good performing managers and heads of parastatals were using delegative style of management. 50% of the respondents revealed that the organizations were using clocking in and out as the main system of managing time. There is no clear means of measuring what an individual is doing while in the office. 25% of the respondents revealed that they actually do not value those systems as much. 45.8% of the respondents revealed that they agree to a large extent that parastatals should embrace reward systems based on performance and one best means of measuring that is amount of time allocated. 37.5% of the respondents agreed that the tasks should be apportioned appropriate time frame. The need for overtime pay arises not because of the heavy work load, but as a need for more pay as indicated by 62.5% of the respondents.

Correlation coefficients revealed that there is a positive strong relationship (0.674) between matching tasks to amount of time. There is also a strong relationship of 0.78 between Job performance and time management tactics and strategies. Further multiple correlation of 0.337 showed that there is poor understanding of the concepts of time management as most managers 51% indicated. The most visible way of managing time as seen in these organizations is by ensuring that the staff is at the work station yet we know with the advent of technology and the social media network, one could actually be sitting at work doing very little. Simple linear regression models concurs with correlation coefficient

## 9. CONCLUSION AND RECOMMENDATIONS

The researchers were able to make the following recommendations:

1. Managers in the parastatals need to put in more efforts in educating the staff on the management by objectives
2. There is a direct relationship between management by objectives principle as explained by Peter Drucker and target setting. Good and reasonable targets have a time frame.
3. Time frame for any given task is only achieved if the time and objectives are well communicated.
4. The most common way of managing employee's time as shown in the study is by clocking in and out. But, the same organizations are quick to identify that what each of them does at each time after clocking in cannot be measured effectively.
5. There is a direct relationship between work performance and how one handles available time.

After careful consideration of the conclusions made, the researchers are able to recommend the following.

1. Effective management involves among other things proper time management. Therefore, all management at all times must ensure that proper strategies are put in place.
2. All organizations need to understand a simple slogan that time is money, and ensure that every employee accounts for his time at the workplace.
3. All organizations should invest more on crafting better strategies to manage time and link it to performance

### Limitations of the Study and Assumptions:

The study concentrated only on establishing the direction and strength of the relationships. Participants were only expressing their managerial perception without any input from any other source. The consistency of the answers within the same company was not examined. The study treated all answers the same. Finally, researchers assumed that participants were truthful and were expressing their opinions.

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**APPENDIX 1: Questionnaire**

**Dear respondent**

Hello, Jane Malel and Lucy Karimi are carrying out a study on the relationship between time management and performance of organizations. Your organization being a parastatal was randomly selected for the purposes of this study.

You have been selected by chance as a participant in this survey and your cooperation will highly be needed. The information you will provide will be treated with highest confidentiality possible. Therefore you do not have to worry about it. Honesty is key for the success of the survey. It’s important you understand that the information obtained from this survey will be published for academic use ONLY.

Welcome to the survey as you read through and fill the questionnaire in 15 minutes.

**General information**

Questionnaire number \_\_\_\_\_  
 name of the organization \_\_\_\_\_  
 Employee terms of employment \_\_\_\_\_ county \_\_\_\_\_

**Section A: general information**

code	Item	Rank (choose one and tick)
100	How long have you worked in this organization	1. 0-3 years 2. 4-7 years 3. 8-10 years 4. Above 10 years
101	What is the highest position you have held so far	1. None 2. Supervisor 3. First line manager 4. Branch manage 5. Functional manager 6. Others. Please specify ----- -----
102	What is the highest target based achievement that you have achieved this far	1. Excellent performance 2. Very good performance 3. Good performance 4. Good 5. Not very good 6. Poor 7. Very poor
103	Indicate the style of management practiced by the organization?	1. Laissez faire (free rein) 2. Delegative 3. Authoritative

		4. Consultative 5. Others. Please specify----- -----
104	Do people clock in and out of the organization	1. Every time 2. Once in a while when asked by the supervisor 3. When taking a corrective action 4. Not at all
105	Indicate the extent to which people take seriously the clocking in and out system	1. To a very large extent 2. Large extent 3. Some extent 4. Small extent 5. Not at all.
106	Is there an administrator who deals with clocking in administration? If yes, how do they receive feedback?	Yes ( ) or No ( ) (please tick one) ----- -----
107	Do we need a	1. To a very large extent 2. Large extent 3. Some extent 4. Small extent Not at all.

**Section B: time management**

code	Item	Rank (choose one option and tick)
200	In your own understanding, do you think the performance contacts have a clear time frame?	1. Yes to a very large extent 2. Yes to a large extent 3. Yes to some extent 4. Not sure 5. Not at all
201	Is the time frame realistic and achievable? (SMART)	Yes ( ) or No ( ) (please tick one)
202	To what extent do you agree that the organization has a sound time management system?	1. To a very large extent 2. Large extent 3. Some extent 4. Small extent 5. Not at all.
203	Are all tasks accountable in terms of the amount of time allocated?	1. To a very large extent 2. Large extent 3. Some extent 4. Small extent 5. Not at all.
204	Do you agree that the management of the organization fully practices performance based management	1. Strongly agree 2. Agree 3. Undecided 4. Disagree 5. Strongly disagree
205	What is the motivation towards performance at every level especially where time is a factor?	1. The organization recognizes good performance 2. There is a reward tied to performance 3. The targets are easy to achieve 4. Passion 5. Others. please specify ----- ----- ----- -----

**Section C: Link between time management and job performance**

code	Item	Rank (choose one option and tick)
301	Indicate the extent to which the organization matches jobs to the time available	1. To a very large extent 2. Large extent 3. Some extent 4. Small extent 5. Not at all.
302	What do you associate with the performance indicated in 102 above (in case one selects more than one item, they must rank them)	1. The passion for my Job 2. Easy to achieve targets 3. Support form top management 4. Good time management skills 5. Personal efforts 6. Good planning 7. Others. Please specify----- -----
303	Does this organization value overtime pay	Yes ( ) or No ( ) (please tick one)
304	What extent do you agree with overtime payment practices practiced in some organization?	1. To a very large extent 2. Large extent 3. Some extent 4. Small extent 5. Not at all.
305	According to you, overtime results out of:-	1. Laxyty on part of the management 2. Need for extra cash 3. Unclear policies 4. Work overload 5. Others. please specify ----- -----
306	Indicate a measure of relationship between time management and work performance	1. Very strong 2. Strong 3. Not sure 4. Weak 5. Very weak
307	What extent do you agree with the clocking in and out time management system?	1. Strongly agree 2. Agree 3. Undecided 4. Disagree 5. Strongly disagree
308	Indicate the extent to which you agree to the following statements d) This organization is doing well in terms of managing time ( )  e) There is proper match of time and amount of work ( )  f) This organization practices performance based management system. ( )	1. To a very large extent 2. Large extent 3. Some extent 4. Small extent 5. Not at all.