

The effects of time management strategies on employee's performance efficiency: Evidence from Jordanian firms

Faraj Harahsheh^{a*}

^aFaculty of business, Department of business Administration, Isra University, Amman, Jordan

CHRONICLE

ABSTRACT

Article history:

Received: April 18, 2019
 Received in revised format: April 28 2019
 Accepted: May 18, 2019
 Available online:
 May 18, 2019

Keywords:

Time management strategies
 Employee performance
 Jordan

Time management is very important for human being and organizations and it is a precious asset for achieving desire performance and accomplish duties. Fresh water is also another important valuable resource on the earth. Water provides many benefits for organizations, nature, human and plays an important role for development of economies. The aim of this study is to identify the effects of time management strategies on employee performance in Yarmouk Water Company in Jordan. In this study, time management strategies consists of five factors; namely fulfillment obligations strategy, time organizing strategy, utilization of resources, time planning strategy and priorities status strategy. The study population consists of 66 directors and heads of departments working for Yarmouk Water Company in Jordan. The study sends a designed questionnaire in Likert scale to all the population, manages to receive 62 and by excluding incomplete questionnaires 57 questionnaires are analyzed representing approximately 86% of the survey. Using some statistical tests, the study indicates that all five factors; namely fulfillment obligations strategy, time planning strategy, utilization of the resources, time organizing strategy and priorities status strategy of resources positively influence on employee performance. There is also a positive altitude from study sample towards time management strategies. As recommendation, the employees must distinguish between important and unimportant tasks, the employees should determine the goals before starting the work, the managers must delegate some tasks to subordinates, and the employees pay attention to complete their work on time, The researcher recommends conducting further studies about the impact of time management strategy on employees' performance efficiency from the view of customers perspective.

© 2019 by the authors; licensee Growing Science, Canada

1. Introduction

Time management is very important for human being and organizations and it is a precious asset for achieving desire performance and accomplish duties (Steers & Porter, 1974; Evans & Davis, 2005). Fresh water is also another important valuable resource on the earth. Water has many benefits for organizations, nature, humans and plays an important role for development of economies. Water supply and sanitation in Jordan can be specified by severe water scarcity exacerbated by forced immigration (Haddadin, 2006). The country is one of ten most water scarce countries in the world and several issues have influenced on the issue such as high population growth, the depletion of groundwater reserves and the

* Corresponding author.

E-mail address: faraj_harahsheh@yahoo.com (F. Harahsheh)

effects of climate change. Therefore, it is necessary to perform suitable programs for the best utilization of water resources. Al-Omari et al. (2009) performed a survey for water resources management of Jordan and reported that domestic and industrial demands except agricultural demand could be satisfied for any circumstance through the best utilization of the available resources. Abdulla and Al-Shareef (2009) proposed a roof rainwater harvesting systems for household water supply in Jordan. Abu-Sharar et al. (2012) discussed the feasibility of farming and water needed to generate all crops growing in Jordan based on net return per unit volume of water and role of virtual water (VW) embedded in unit mass production. The results of these analyses indicated that there were regional changes in crop profitability and net return from unit volume of irrigation water. El-Naqa and Al-Shayeb (2009) provided a state-of-art discussion on groundwater protection and management strategy in Jordan.

2. The proposed study

The aim of this study is to identify the effects of time management strategies on employee performance in Yarmouk Water Company in Jordan. In this study, time management strategies consists of five factors; namely fulfillment obligations strategy, time organizing strategy, utilization of resources, time planning strategy and priorities status strategy (Tracy, 2014). Fig. 1 shows the structure of the proposed study.

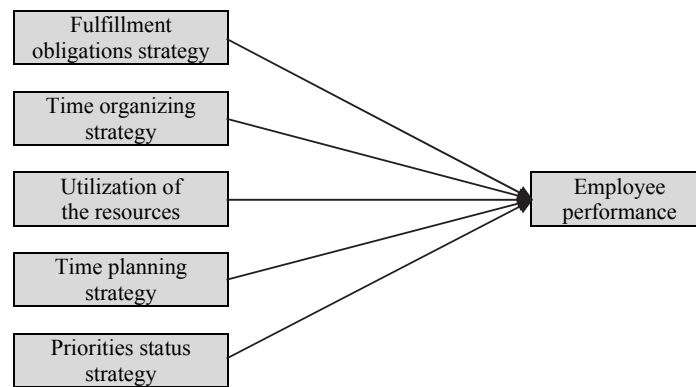


Fig. 1. The proposed study (Tracy, 2014)

As we can observe from Fig. 1, there are five factors normally influencing employee performance. According to *fulfillment of obligating*, there are some fixed duties associated with each person which must be accomplished and cannot be executed by other people and left for them (Macan, 1996). *Time organizing strategy* is associated with activities to be achieved, and making sure the actions help finish duties and responsibilities on time and accomplish all tasks and duties without delay (Noe et al., 2017). *Utilization of the resources* refers to the process of making the most resources available in order to achieve the objective that needs to reach (Cascio, 2015). *Time planning* helps an individual learn what he/she needs to do urgently, and what can be done a little later, planning helps accomplish urgent and critical tasks ahead of deadline (Lado & Wilson, 1994). *Status of priorities* includes the process of arranging goals, tasks, works, and most important duties to achieve, or things are placed in a particular order according to their importance (McNulty et al., 2013). Finally employee performance is considered as dependent variable. Therefore, the following five hypotheses are proposed.

H₁: Fulfillment of obligating influences on employee performance efficiency.

H₂: Time organizing strategy influences on employee performance efficiency.

H₃: Utilization of the resources influences on employee performance efficiency.

H₄: Time planning influences on employee performance efficiency.

H₅: Status of priorities influences on employee performance efficiency.

The study population consists of 66 directors and heads of departments working for Yarmouk Water Company in Jordan. The study sends a designed questionnaire in Likert scale to all the population, manage to receive 62 and by excluding incomplete questionnaires 57 questionnaires are analyzed representing approximately of 86% of the survey. The study designs a questionnaire in Likert scale with 30 questions where fulfillment of obligating consists of seven questions, time organizing is measured by six questions, utilization of the resources includes of six questions, time planning is studied by seven questions and finally status of priorities is investigated by four questions. Moreover, employee performance is also measured by 14 questions. The questionnaire was first presented to some experts in order to validate the overall survey. Cronbach alpha is also calculated as 0.969, which is well above the minimum desirable level and confirms the reliability of the questionnaire. In our survey, 42 people (73.7%) of the participants were male and 15 people (26.3%) of them were female. In terms of job position, there were 7 managers, 10 assistant manager and 40 head of department. Moreover, while 11 people only finish high schools, 40 people hold bachelor degree of science and 6 people hold graduate studies. Fig. 2 shows other personal characteristics of the participants.

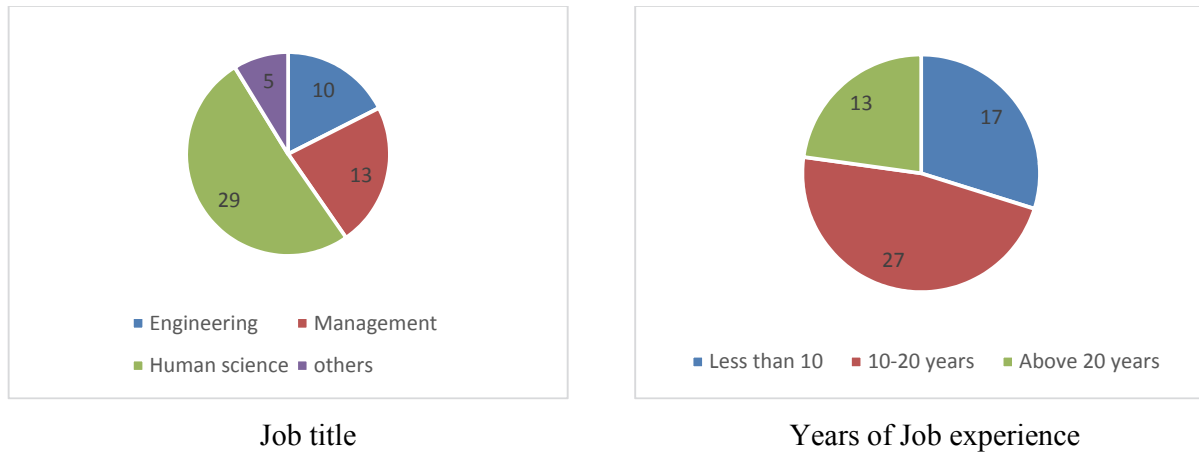


Fig. 2. Personal characteristics of the participants

3. The results

In this section, we present the results of testing the effects of five independent variables on employee performance.

3.1. The first hypothesis: The effect of fulfillment of obligating

The first hypothesis of the survey investigates the effect of fulfillment of obligating on employee performance efficiency in Yarmouk Water Company. Table 1 demonstrates the results of ANOVA test and the results indicate that F value is meaningful when the level of significance is one percent. Moreover, Table 2 presents the results of regression analysis where the independent variable is fulfillment of obligating and dependent variable is employee performance.

Table 1

The results of the ANOVA test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.753	1	9.753	44.196	.000 ^a
Residual	12.136	55	.221		
Total	21.889	56			

Table 2

The results of the regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
Constant	1.421	.388		3.666	.001
Intercept	.595	.090	.667	6.648	.000

Adjusted R-Square =0.435

Based on the results of Table 2, we can confirm that there is a positive and meaningful relationship between the independent variable (fulfillment of obligating) and the dependent variable (employee performance) when the level of significance is one percent. Note that the Adjusted R-Square is equal to 0.435 which means the independent variable explains only 44% of the changes of the dependent variable. Thus, the first hypothesis is confirmed.

3.2. The second hypothesis: The effect of time organizing strategy on employee performance efficiency

The second hypothesis of the survey studies the impact of time organizing strategy on employee performance in Yarmouk Water Company. The results of ANOVA test in Table 3 indicate that F value is meaningful when the level of significance is one percent. Moreover, Table 4 shows the results of regression analysis where the independent variable is time organizing strategy and dependent variable is employee performance efficiency.

Table 3

The results of the ANOVA test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.089	1	16.089	152.553	.000 ^a
Residual	5.800	55	.105		
Total	21.889	56			

Table 4

The results of the regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
Constant	.635	.273		2.327	.024
Intercept	.802	.065	.857	12.351	.000

Adjusted R-Square =0.730

According to the results of Table 4, we may confirm that there is a positive and meaningful relationship between the independent variable (time organizing strategy) and the dependent variable (employee performance) when the level of significance is five percent. Note that the Adjusted R-Square is equal to 0.730 which means the independent variable explains 73% of the changes of the dependent variable. Therefore, the second hypothesis is confirmed.

3.3. The third hypothesis: The effect of utilization of the resources on employee performance efficiency

The third hypothesis of the survey attempts to find the relationship between the utilization of the resources and employee performance in Yarmouk Water Company. The results of ANOVA test in Table 5 indicate that F value is meaningful when the level of significance is one percent. Moreover, Table 6 indicates the results of regression analysis where the independent variable is the utilization of the resources and dependent variable is employee performance efficiency.

Table 5

The results of the ANOVA test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.091	1	18.091	262.017	.000 ^a
Residual	3.798	55	.069		
Total	21.889	56			

Table 6

The results of the regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
Constant	.592	.211		2.804	.007
Intercept	.824	.051	.909	16.187	.000

Adjusted R-Square =0.823

According to the results of Table 6, we may confirm that there is a positive and meaningful relationship between the independent variable (the utilization of the resources) and the dependent variable (employee performance) when the level of significance is one percent. Note that the Adjusted R-Square is equal to 0.823 which means the independent variable explains 82% of the changes of the dependent variable. Therefore, the third hypothesis is confirmed.

3.4. The fourth hypothesis: The effect of time planning on employee performance efficiency

The fourth hypothesis of the survey attempts to find the relationship between time planning influences and employee performance in Yarmouk Water Company. The results of ANOVA test in Table 7 indicate that F value is meaningful when the level of significance is one percent. Moreover, Table 8 indicates the results of regression analysis where the independent variable is time planning and dependent variable is employee performance efficiency.

Table 7

The results of the ANOVA test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.109	1	17.109	196.861	.000 ^a
Residual	4.780	55	.087		
Total	21.889	56			

Table 8

The results of the regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	.239	.268		.892	.376
Intercept	.901	.064	.884	14.031	.000

Adjusted R-Square =0.778

According to the results of Table 8, we may confirm that there is a positive and meaningful relationship between the independent variable (time planning) and the dependent variable (employee performance) when the level of significance is one percent. Therefore, the hypothesis is confirmed. Note that the Adjusted R-Square is equal to 0.778 which means the independent variable explains 79% of the changes of the dependent variable.

3.5. The fifth hypothesis: The effect of status of priorities on employee performance efficiency

The last hypothesis of the survey investigates the relationship between status of priorities and employee performance in Yarmouk Water Company. The results of ANOVA test in Table 9 show that F value is meaningful when the level of significance is one percent. In addition, Table 10 also presents the results of regression analysis where the independent variable is status of priorities and dependent variable is employee performance efficiency.

Table 9

The results of the ANOVA test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.109	1	17.109	196.861	.000 ^a
Residual	4.780	55	.087		
Total	21.889	56			

Table 10

The results of the regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	.239	.268		.892	.376
Intercept	.901	.064	.884	14.031	.000

Adjusted R-Square =0.399

According to the results of Table 10, we may confirm that there is a positive and meaningful relationship between the independent variable (status of priorities) and the dependent variable (employee performance) when the level of significance is one percent. Therefore, the last hypothesis is confirmed. The adjusted R-Square is equal to 0.399, which means that the independent variable describes about 40% of the changes in dependent variable.

4. Conclusion

In this paper, we have presented an empirical investigation to identify the effects of time management strategies on employee performance efficiency in Yarmouk Water Company in Jordan. For the proposed study of this paper, time management strategies have consisted of five including namely fulfillment obligations strategy, time organizing strategy, utilization of the resources, time planning strategy and priorities status strategy. Through an empirical investigation, the study has determined that all mentioned factors could influence positively on the performance of the employees who worked for the water resource company. The results of this study have indicated that the employees cannot distinguish between important and unimportant works, the managers did not spend reasonable time to complete their works, and the employees did not work under specific goals in work. Moreover, they did not delegate some tasks to employees, and did not complete their work on time sometimes. In our study, time management seemed to be one of the important factors influencing on employee performance and the researchers are recommended on conducting further studies about the impact of different time management strategies on employee performance from the view of customers' perspective.

References

- Abu-Sharar, T. M., Al-Karablieh, E. K., & Haddadin, M. J. (2012). Role of virtual water in optimizing water resources management in Jordan. *Water Resources Management*, 26(14), 3977-3993.
- Abdulla, F. A., & Al-Shareef, A. W. (2009). Roof rainwater harvesting systems for household water supply in Jordan. *Desalination*, 243(1-3), 195-207.
- Al-Omari, A., Al-Quraan, S., Al-Salihi, A., & Abdulla, F. (2009). A water management support system for Amman Zarqa Basin in Jordan. *Water Resources Management*, 23(15), 3165.
- Cascio, W. F. (2015). *Managing human resources*. McGraw-Hill.
- El-Naqa, A., & Al-Shayeb, A. (2009). Groundwater protection and management strategy in Jordan. *Water Resources Management*, 23(12), 2379-2394.
- Evans, W. R., & Davis, W. D. (2005). High-performance work systems and organizational performance: The mediating role of internal social structure. *Journal of management*, 31(5), 758-775.
- Lado, A. A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of management review*, 19(4), 699-727.
- Haddadin, M. J. (Ed.). (2006). *Water resources in Jordan: evolving policies for development, the environment, and conflict resolution*. Resources for the Future.
- Macan, T. H. (1996). Time-management training: Effects on time behaviors, attitudes, and job performance. *The Journal of psychology*, 130(3), 229-236.
- McNulty, N. P., Wu, M., Erickson, A. R., Pan, C., Erickson, B. K., Martens, E. C., ... & Gordon, J. I. (2013). Effects of diet on resource utilization by a model human gut microbiota containing *Bacteroides cellulosilyticus* WH2, a symbiont with an extensive glyco-biome. *PLoS biology*, 11(8), e1001637.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human resource management: Gaining a competitive advantage*. New York, NY: McGraw-Hill Education.
- Steers, R. M., & Porter, L. W. (1974). The role of task-goal attributes in employee performance. *Psychological bulletin*, 81(7), 434.
- Tracy, B. (2014). *Time Management (The Brian Tracy Success Library)*. Amacom.

