

**ASSESSMENT OF TIME MANAGEMENT IN IMPROVING
ORGANIZATIONAL PERFORMANCE IN MANUFACTURING INDUSTRY IN
DAR ES SALAAM, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN
INTERNATIONAL COOPERATION AND DEVELOPMENT
DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC
ADMINISTRATION
THE OPEN UNIVERSITY OF TANZANIA**

2022

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a Research Proposal entitled: **“Assessment of Time Management in Improving Organizational Performance in Manufacturing Industry in Dar es Salaam, Tanzania”**. In partial fulfilment of the requirements for the award of a degree of Master of Arts in International Cooperation and Development of The Open University of Tanzania

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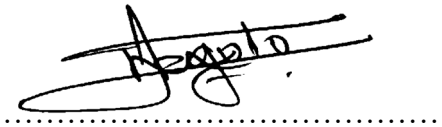
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DECLARATION

I, **Edward Jonas Mpogolo**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Arts in International Cooperation and Development of The Open University of Tanzania.

A handwritten signature in black ink, appearing to read 'Edward Jonas Mpogolo', is written over a horizontal dotted line.

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my adorable father Jonas Lukelo Mpogolo and my mother Mrs. Martina Jonas Mpogolo for investing their resources in my studies, time and efforts which in turn have brought me to where I am today.

ACKNOWLEDGEMENT

My gratitude first goes to GOD who has given me strength and courage to undertake this research. His wisdom led my ways throughout the process of accomplishing this mammoth task. My special gratitude is extended to my beloved wife Ms. Regina E. Kumba who was always there to support me and during the long historical way for me in this study she gave her everything to ensure I excel both mentally and physically.

Together with our beloved children Harrison, Harrieth and Haroun who encouraged me during the troubling times along the way. My success is the product of their consistent and ceaselessly encouragement on which I built and retained my confidence for success.

I am so grateful to my supervisor Dr. Felician Mutasa for safely guiding me tirelessly in each step along the long journey towards completing this research. I have benefitted greatly from his inspiration, his challenging critique and his insight. Dr. Mutasa has greatly shaped my ways of thinking and my professional career.

I would like also to thank management and all staffs of Kinondoni, Ilala and Temeke municipalities where my study was conducted for the support and great cooperation that was given to me during the process of undertaking this research report. I thank my friend Daniel Anderson for his readiness and assistance in collecting data.

Last but not least in importance, my heart is full of gratitude to manufacturing

industries reached during the study which showed cooperation and support during data collection part of the study. I appreciate the constructive comments that was helpful feedback and personal support provided by them. May God bless them all.

ABSTRACT

The study assessed effectiveness of time management in improving organizational performance in manufacturing industry in Dar es Salaam city, Tanzania. The specific objectives of the study were as follows; firstly, to find out the awareness of workers in managing time effectiveness. Secondly was to examine the effectiveness of time management by the company officials in manufacturing industry. Thirdly was to find out if time management could ensure timely completion of assigned duties and fourth to describe challenges facing manufacturing industries in implementing time management in manufacturing industries. The study reviewed literature related to effective time management among employees which supported the formulation of the study. The study employed a descriptive research design as a model of investigation whereby respondents were grouped according to their factories. Data was collected using questionnaires, interviews and observations; and presented in terms of tables, percentages and charts. The target population was 105 employees and managers drawn from 21 industries in Dar es Salaam. The sample size was 78 respondents. Generally, the findings revealed that time management had a great role to play in organizational performance in manufacturing industry in Dar es Salaam Region. It was also found out that more than a half of employees in studied industries were aware that there was a positive relationship between managing time effective and performance of manufacturing industries in the city. The study recommended that every individual in manufacturing industries must perceive time as a company resource in every aspect of the organization and concern and not on an individual basis.

Keywords: *Time management, organisation performance, manufacturing industry*

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CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 Introduction

This chapter assesses the effect of time management in improving organizational performance in manufacturing industry with reference to Dar es Salaam Region Tanzania. The chapter gives a highlight on the background of the study, statement of the problem, objectives of the study; research questions; significance of the study and assumptions of the study. The chapter provides the foundation of the study.

1.2 Background to the Problem

Time is the period in which processes and actions take place. Healthier, (2005) says that time is a resource which is scarce and must be well managed. Time management is the use of tools and activities which help an individual to manage and strategize time effectively (Healthier, (2005), Hellsten (2012) identified the key elements to perfecting time management involve, setting goals, delegation and decision making. Effective organization of time, planning for the future, scheduling activities, writing to do lists and avoiding time waste are activities that mostly employed by time management (Hellsten, L.M., 2012).

In manufacturing industry, time has to be managed because with less time high production will be attained and get more profit. The needs for time management is greater than ever, as the pace of life increases the perception of time changes although time management had its start over a hundred years. People concentrate on a single task at a time or a few simple tasks because they attend more rumors than work and

become bored sometimes. (Prasad, 2007). The performance of employees can only be accumulated by time spent on doing a specific task given, by describing all of their work-linked behaviors, which also represent their contribution (Prasad, 2007).

According to Jackson (2009), the key elements of time management are; goals, organization, delegation and relaxation. Effective time management is the investment of time in such a way that suitable results are achieved from activities within a specific period of time, time range and it emphasizes on effectiveness rather than efficiency in the organization. One's ability to choose between the important and unimportant activities are determined, a manager follows the correctly chosen sequence of events as a key determinant of effectiveness in time management. Increased focus along with properly prioritizing the schedules will help to achieve efficiency in manufacturing industries and thus improving performance and keeps moving towards attainment of sustainable development goals (Bindra, 2015).

Among the major issues impedes economic growth in developing countries have been how to improve their industrial capabilities. As Roemer (1984) asserted, the post colonial economic optimism faded in the first two decades when all economic growth hopes died and pessimism settled on fog due to varying reasons, one of them being security concern in these countries, unfavourable weather condition that hindered agricultural prospects among many others, poor management of those established industries and Tanzania is an example of such countries.

Time Management is the process of organizing, planning and mastering how to divide time between specific activities or in other words refers to managing time effectively

so that the right time is allocated to right work. Corollary, time management includes but not limited to vital planning, setting goals or targets or objectives, setting time limit for the respective tasks, delegation of responsibilities, prioritizing activities and spending the right time on the right task etc. Good time management enables you to work smarter rather than work harder so that you get more work done in less time, even during tight deadlines and high-pressure situations. Failing to manage time destructs efficiency and effectiveness to deliver the desired results and causes loads of stress; so, time management is the key factor to effective and efficient productivity. Time management plays a vital role not only in organizations but also in personal lives (Kirillov, 2015). One of the most valuable assets for any industry operations is how its managers and employees spend their valuable time at work. Time schedules and structures are important aspects in each and every organizational industry. There are certain conditions that may vary from industry to industry due to the size, kind and the level of service, the number of different departments as well as other management requirements that have to be coordinated and conducted. Creating an effective common schedule is not possible for every individual situation. However, each manager should create a basic time and timing schedule outline as well as creating and maintaining list of activities and tasks to be accomplished (Odumeru, 2013).

As a valuable resource, unless time managed properly, achievement of organizational goals can be difficult. Bregman (2013,) described time as “a unique resource, it is indispensable, intangible, irreplaceable, irretrievable and therefore invaluable. It is equitably and uniformly distributed”. Similarly, Osawe (2017) describes time as a “scarce

resource and universal, which cannot be replaced by man. “Time cannot be accumulated like money, be stocked like raw materials nor be turned on and off like machine”. Since time is biologically, socially and professionally determined, it therefore follows; time management which requires both person and the skill, tools and techniques to manage. According to Bregman (2013), biologically determined time pertains to “bodily functions, social pertains to self-sanity and social and professional pertains to professional activities such as time spent at work”. As a result, it can be observed that time management should be viewed as embracing a holistic approach in its determinants.

In manufacturing industries, time management needs to be taken into account that, the implementation of organizational performance needs to be aligned with time management that needs to be adapted and linked with operational and strategic goals of specific manufacturing industry (Armstrong, 2006). Proper time management brings about greater productivity thus enhances manufacturing company’s profitability.

Today’s economic grounds make it wiser to focus on time management in all areas of production as the pace of life has increased the perception of time changes in developing countries. Proper time management may help to elucidate beliefs, attitudes, practices and general way of life of developing countries peoples not only in the traditional set up but also in the modern situation (Makgara & Phebe, 2011 & Mbiti, 1975) especially in industrialization era. This study intended to gain knowledge about how to manage manufacturing industry with special reference to the

time management so as to optimize the manufacturing industry profitability and sustainability in Dar es Salaam, Tanzania.

1.3 Problem Statement

In manufacturing industry there are number of resources which must be utilized such as money, materials, buildings, machines and people which are all important. But there is one resource we all have in common which is time. Time is an essential resource; it's irrecoverable, limited and dynamic (Osawe, 2017). Time has to be managed so as to improve performance (Gardiner, 2007).

Njagi and Malel (2012) have argued that the effectiveness of organizations arises from the appropriate utilization of one key resource which is time. The management of time is fundamental to job performance. Time management typically involves goal setting, establishing priorities, budgeting, the amount of time given to a particular activity and planning and scheduling the steps required for the accomplishments of goals (Lucchetti, 2011 and Allen, 2001;).

Companies are faced with problems and challenges coming from not efficient in its time management (Benson and Brown, 2007). The performance in manufacturing industry revolves around efficiency i.e., doing things right and effectiveness i.e., doing the right thing. Although time management can be perceived as essentially matter in manufacturing industry performance, it is also affected by external factors such as; market, culture, the qualities of leadership, investment policies, taxation policies and perception of 'African Time Syndromes' that exist within community.

Therefore, the researcher intended to assess effective and efficiency of time management in enhancing the performance in manufacturing industry.

1.4 Objectives of the Study

The study was guided by the general and specific objectives. The general objective of the study was to assess the effectiveness of time management in improving organizational performance in manufacturing industry in Dar es Salaam Region, Tanzania.

1.4.1 Specific Objectives

The specific objectives were as follows:

- i) To assess workers awareness in time management
- ii) To examine benefits of time management of time management in manufacturing industry;
- iii) To determine time the relationship between management and organizational performance in manufacturing industry; ad
- iv) To determine the challenges facing manufacturing industries officials in managing time for improving performace in the manufacturing industrial sector in Tanzania.

1.5 Research Questions

- i) What is the level of workers awareness in time management?
- ii) What benefits is accrued from time management in manufacturing industry?
- iii) What is the relationship between management and organizational performance in manufacturing industry?

- iv) What challenges does manufacturing industries officials face in managing time for improving performance in the manufacturing industrial sector in Tanzania.

1.6 Justification of the Research

This study aimed at providing knowledge in time management on improving organizational performance in manufacturing industry and to make recommendations in order to re-orient the mindset towards time and organizational performance. Therefore, the study expected to be of much value to a number of people such as; members of organization including the human resource management will be informed and sensitize their workers on the importance of time management in increasing performance. Also, it will help decision makers to formulate different strategies which will help the implementation of time management. Moreover, manufacturing industries managers and officials will be informed about relationship between proper time management and productivity (both human and capital). Furthermore, the challenges facing the manufacturing industries in time management will be in place. Not only the relationship between time management and manufacturing industries productivity but players in manufacturing industries, agricultural – industrial linkages, local, regional and international markets will be useful. Finally, increased manufacturing industries productivity leads to increased volume of commodities and finally investors and government revenue increase.

1.7 Scope and Limitations of the Research

This study's scope and limitations can be geographical, theoretical and in terms of limitations.

1.7.1 Geographical Scope and Limitations

This researcher collected data from manufacturing industries available in Dar es Salaam City. Areas for research covered manufacturing industries in Dar es Salaam Municipalities namely Ilala, Temeke and Kinondoni .

1.7.2 Theoretical Scope and Limitations

The research focused on two areas of management as stated by Macan (1996) namely: Time management and Performance. Some literature and data were drawn from both qualitative and quantitative information to unveil facts on how time management could influence industrial performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature from various publications such as; books, journals, reports, websites, internet sources, periodicals and arts related to the research topic. The chapter identifies particular sections of literature and blend them to form relationships that exist between time management and performance of manufacturing industries. Moreover, it provides the basic ground whereby the whole study was built upon. The study aimed at assessing how time management could be a cornerstone in improving the performance of the manufacturing industry. Through this chapter, the study established conceptual overview, theoretical and empirical studies in order to generate practical research ideas focused on research objectives and questions.

2.2 Definition of Key Terms

There a number of technical terms used in this research such as;; time, time management, organization and performance. All these were defined from industrial development perspectives.

Time: According to Collins (2011) in physics, time is a quantity measuring duration, usually with reference to a periodic process attributed to *the rotation of the earth or the frequency of electromagnetic radiation emitted from certain atoms*. In ancient time; time was measured using a reflection of an object on the ground to observe the clockwise movement of the reflection and associate it with events in real life. This

way of measuring the reflection was later revolutionized with the technology of the modern clock as a tool used to measure time. Time is absolute in the sense that the time of an event is independent of the observer or the tool used to measure time or the event that takes place at a given point “in time”.

Time Management: According to North, (2004), time management as the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjust events that would interfere with its completion so that completion is reached in an appropriate time. Time management enables us to organize and plan how we should divide the time between specific activities so as at the end to work smarter rather than harder but with greater efficiency and output. Time management involves making plans and actively exercise control of time used on specific activities so as to get greater effectiveness, efficiency and productivity. Time itself cannot be managed therefore time management enables us to maximize the overall benefit from the activities planned.

Manufacturing: Manufacturing industry are the industries which deals with manufacturing and processing of goods and value addition. Usually, the final products of manufacturing are either finished goods for consumption or serve as intermediate goods used in the production process.

Organizational performance: The resultant impact of time management on the different aspects of organizational activities is the overall performance of the organization. Therefore, the positive effect of time management on productivity, job

performance, job satisfaction or motivation, for instance, should result in overall organization performance (Abdullah et al., 2012; Claessens et al., 2009). The positive contributions of time management practices by employees on their productivity, efficiency and effectiveness in discharging activities leads to organizational success.

Organizational performance could be captured or represented in different way. A quantitative way of expressing organizational performance could be through financial analysis. For instance, an organization's market share, efficiency, profits or capital bases relative to competitors or changes over a period of time (Osawe, 2017; Njagi and Malel, 2012;). A nonfinancial aspect could include service delivery, customer satisfaction, employee welfare, and other measures of productivity such as reduced staff turnover and stress; and improved health of the community.

The measure of organizational performance is also dependent on the type of organization. For instance, measures of organizational performance would be different from profit making organizations to non-profit making organization. Thus, whilst financial analysis or aspects related to profitability would be suitable to profit-oriented organizations, these would not be appropriate for a non-profit making organization.

Other aspects of measuring organizational performance become necessary, therefore, for non-profit making organization. The effectiveness of the organizations would be perceived as more important for such organizations, as performance is then judged in respect to their objectives and the effect that their activities have on beneficiaries (Ramadan and Borgonovi, 2015). In this respect, the performance of an organization is

the extent to which, “by the use of certain resources, fulfils its objectives or desired goal without depleting its resources and without placing undue strain on its members and/or society” (Ziekye, 2016: 4).

2.3 The Concept of Time Management

The concept of time management starts from the very normal saying that “Time is money”. This phrase emphasizes people to use time productively. Time management starts with the commitment to change, it can be achieved if goals have been set and then all future work is prioritized based on how it moves the individual or organization towards meeting the goals. The value of time management lies in a fact that people have too many tasks they need to do but not enough time for the things they want to do (Macan, 1996).

Time management involves discarding echoes that lead to wastage of time and paying focus on the most important issues that need to be addressed first (Chatman,1991) or develop a very useful concept of time-management training program. Chatman, (1991)developed five critical elements which are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by training people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks.

According to Barling et al (1996) performance is the function of effective time management. In other words, performance is determined by among other factors, effective time management. In the other side, poor time management can result into

high stress and strain (Jex & Elacqua, 1999), emotional exhaustion (Peeters & Rutte, 2005).

According to (Orlikowski & Yates 2002), there has been an ever-increasing importance of temporal dimension of work due to expansion of global competition and increased demands for immediate availability of products and services. Time management as a behavior aims to achieve the economical use of time and should be related to certain purposeful activities.

Claessens (2004) defined time management as behaviors that aim at achieving a cost-effective and effective use of time, and he added that these behaviors have three major components which are: First is the awareness of past, present and future and the recognition of one's time use (attitudes, cognitions of time), that help complete tasks and responsibilities that match the limit of one's capabilities. This is called time assessment behaviors. Second component is coming up with behaviors. It includes setting up goals, arranging tasks, identifying priorities and disruption lists. Third component is observation of behaviors. This involves giving a clear structure for time management and self-monitoring system which provide a room for efficient task performance and limiting the disruptions (Claessens, 2004).

2.3.1 Time Management and Job Performance

Different studies on time management have suggested that there is a significant impact of time management to job performance (Barling et al., 1996). Empirical findings have revealed the presence of positive relationship between time management

and job performance (Macan et al., 1990). There are also some data which support that time management behaviors have little impact on objectively measured job performance (Macan, 1994).

2.4 Theoretical Framework

2.4.1 Pareto Principle: 80-20Rule

The famous Italian economist and among the greatest philosophers, Vilfredo Pareto introduced the 80-20 rule. He used to classify how an Italian land was owned and found that about 80% of it was owned by only 20% of the national's population. His observance became a cornerstone to many studies and business behaviors where various organizations applied the system of 20% of employees had to produce about 80% of total production. Businesses ensured that they employed the most efficient labour who conducted their jobs within an identified specific work span therefore contributing to high rate of productivity.

Based on this theory, business and quality management pioneer Dr. Joseph Juran said that, "vital few, trivial many" (Bellos, 2015). This rule was then applied everywhere time had a crucial role in enhancing productivity and business success. The core of the theory is that when used effectively, only few resources are needed to bring about greater productivity at a given time. In our daily life we might be doing a lot of chores but in reality only 20% of our time do produces the net result.

2.4.2 Maslow's Theory

Maslow developed a theory of which is also termed as a theory of hierarchy of needs.

In his theory he combined time management with human needs. He ranked our needs in a hypothetical pyramid where at the base he put psychological needs (food, water, shelter etc) while self-actualization was placed at the top of the pyramid. The two extremes were separated by safety, human bonding and self-esteem (Wahba & Bridwell, 1976).

Although the theory doesn't directly point the position of time, it provides us with understanding of the importance of these elements in setting priorities in time management. The more critical requirement in manufacturing industry requires a strictly time management otherwise the whole value chain of manufactured goods will be negatively affected. The Maslow theory is illustrated in figure below;

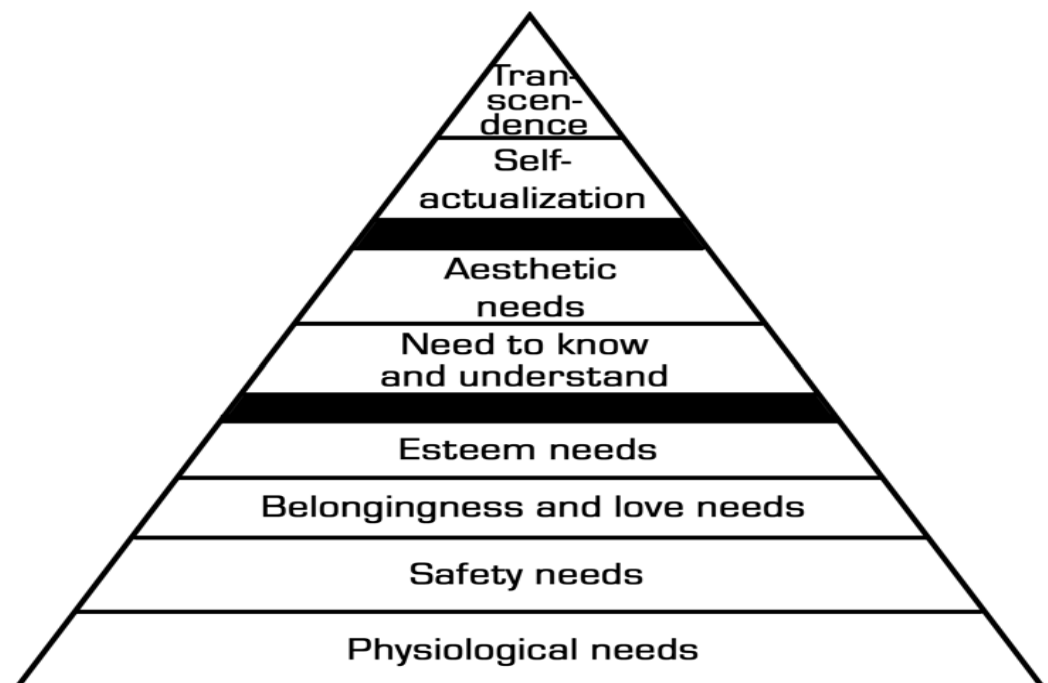


Figure 2.1: Maslow Theory

(Maslow, 1943)

2.4.3 Parkinson's Law

Parkinson, (2001) developed a theory about time management which asserts that work expands to fill the available time. According to the theory, workers are always appearing busy so as to show that they do the assigned work. With that view in mind, employees will rush their duties to be seen busy. The law is revealing the concept of concentration threshold that level which above it, work is done and its level below no work is produced. The law can therefore be summarized as workers allocate their precious time to complete specific tasks.

2.5 McGregor Theory X and Theory Y

In his theory McGregor developed two distinct perceptions of how people observe human behavior at work and organizational life. He believed that companies follow one of the two opposing approaches. He called these approaches theory X and theory Y (Laric, 2003).

McGregor argues that in theory X, management has the responsibility to ensure that the productive elements of the enterprise are organized such as; money, materials, and people with the purpose of meeting economic ends. People have an inborn dislike of work and tend to avoid it whenever an opportunity arises which we call time wastage. Further, people are inborn selfish, indifferent to the needs of the organization, peoples efforts need to be directed through motivation, controlling their actions and modification of their behavior so as to fit organizational needs, they always need to be directed to take responsibility and have little or no ambition but above all everything they seek is security.

Due to the lazy inherent nature of human beings, they are not able to perform well in their own initiative. In order to make people to achieve the organizational objectives they need to be persuaded, rewarded, coerced, controlled, directed or threatened with punishment. The role of management is to coerce and control employees. If management does not have an active intervention, people tend to remain passive and resistant to the needs of the organization (Heil, Bennis, & Stephens, 2000).

On the other hand, theory Y stipulates that management is charged with the responsibility to organize the elements of productive enterprise such as; money, materials, equipment and people with the aim of meeting economic ends. To people work is a natural thing; they are not passive or resistant to organizational needs and are always ready to express self direction when committed to the objectives because people are naturally not lazy. Unlike theory X, people accept and seek responsibility at all times. However, the only way management can ensure that people are committed is to provide them with the right conditions and operation methods to enable them to achieve their goals through the direction of their efforts to meet objectives of the organization on time (Heil, Bennis, & Stephens, 2000).

In the assumptions suggested in theory Y, management's role is to develop employee's potential and help them to release that potential towards the achievement of common goals. Management in accomplishing its tasks uses these assumptions as guides and this leads to a variety of possibilities which fall between two extremes. In one extreme side management can be hard or strong and on the other hand management can be soft or weak. Theory X is the standpoint that traditional

management has taken towards the work force while many modern organizations are now taking the enlightened position of theory Y (Situma & Iravo, 2015).

2.6 Empirical Review

The research conducted at Malaysia Private University about the relationship between time management and job performance identified a positive relationship between time management and job performance and inverse relationship with time wasters. Time management has a significant contribution to job performance as it increases efficiency in the workplaces. LiuQunhui1& Hu Yang (2011) studied about the effects of organizational structure on time-based performance in the Chinese automobile industry revealed that time is one of the factors that affect organization performance.

Adejo & Adeyinka (2012) identified that effective time management is a key remedy to organization effectiveness which can boost productivity, better jobs scheduling, improving priority settings, recording and guiding the organization towards achieving its set goals. Being well organized in respect of the use of time does not necessarily means a fixed state of quality. It can be acquired through learning and developing through consistent practicing and experience. Time will only work if the person is committed fully to it thereby removing doubts.

The most important and crucial ingredient is confidence; this is split into two aspects. Firstly, one needs to believe and have the full confidence that learning is possible and also the development of the skills is possible as well. Secondly, the time management strategies must be trusted because if not, there is no way it can work. If the two

aspects can be achieved, then the level of effectiveness would be immense (Waters & Waters, 1992).

Maganga (2014) identified three key areas where job performance is hindered in time management for banking industry in Tanzania. The three key areas were; low equipment capability of organizations, lack of incentives to workers and poor communication between managers and employees. However, different organizations in different sectors may encounter different impediments to time management. Manufacturing industry in particular time management behavior is vital in the provision of services to patients.

Moreover, (Qteat & Sayej, 2014) studied how workers used their time in government sectors and found out that the most notable time wasters were delays in the morning on official business, calls for special purposes, reading magazines related to work, tea and coffee, hospitals review, leave the office before the end of the day and other wasting.

Booyens (1996) study titled the performance in health facilities with proper planning. recommended that nurses should plan for patient care focusing on how much time can be managed during their procedures. This calls for better time allocation for each nurse to be done.

Another study which was done by Norrie (1997) in North America about how intensive care nurses were using their time, with the study sample of 36 nurses found

out that nurses consume at least 7% of their times in non-nursing duties. These findings were compared with the North American studies where similarities of the results were found out by giving some support to the reliability and validity of the tool used.

Study done in the time management among chairpersons of academic departments in the West Bank Universities (Hanna, 1998), according to the findings of the study, the participants attitudes towards importance of time was high (79%), degree of obstacles in time management was very low (47%), unexploited time was (67.2%) and degree of achievement of presented proposal for time management improvement was high (71%).

Moreover, time management was attributed by age for those with 50 years and above, sex in favor of female and experience for those with more than five years. Al-Zahrani (2006) and Sufyani (2001), reiterated that obstacles of the time is the poor management of the organization and that mismanagement leads to the loss of time for many of its employees. They further stated that the said obstacles were caused by unplanned visits, unplanned and excessive meetings, and poor communication systems, fears of timely decision making and mistakes.

Al-Zahrani (2006) and Shamrani (2000) pointed that personal obstacles lead to the loss of time and this can be identified in; reading newspapers and magazines during working, follow-up on own personal needs, the use telephone and the internet for personal matters and without control, receive planned or unplanned visitors, delay the work starting time and leave the work early.

2.7 Research Gap

The concept of time management has been expounded both in literature as well as from the empirical studies done on the subject area. It is evident that management of time has become a common practice among large manufacturing firms worldwide and this is due to the various benefits that is accrued to a firm as a result of managing its labour productive efficiency. Organizations put emphasis on managing time among their workers because time management skills help in structuring work in a way that simplifies accomplishment of goals.

2.8 Variables Description

This study has three variables namely independent variable (Time Management), dependent variable (Organization Performance) and extraneous variable (Time Planning, Time Attitude and Time Waster).

Time Management: Under this study time management is independent variable because when is implemented it affects organization performance. This variable will be manipulated so as to determine whether or not the results obtained from the study is due to it.

Organization Performance: Under this study organization performance is dependent variable, which is being affected by independent variable.

Time Planning, Time Attitude and Time Waster: In this study, these variables stand as extraneous variable because they stand between our dependent variables

which is organization performance and time management as an independent variable.

2.9 Conceptual Framework

A conceptual framework is an analytical tool which can be applied to formulate conceptual dissimilarities and organize ideas. A strong conceptual framework is the one which can capture something real in an easiest and understandable way.

Planning the time is a vital step in time management as it is the first stage for a worker to manage his/her time. Organizational management sets both short term and long term goals to be attained by the organization. Short-term goals can be those to be met within months, a year or two years and long term can be those targets to be met from five years and above.

For a personal level, time management is very altitudinal in nature whereby a person/worker can have the behaviors that encourages or discourages time-wasting in concentrating on his/her assignments ahead. Workers with time management altitude enhance the organization to meet goals and exceed while time wasters drags back organizational performance hence eliminating effectiveness in the organization.

The study extended the research by exploring the relationship between time management and job performance. The following diagram represents the conceptual framework of the study.

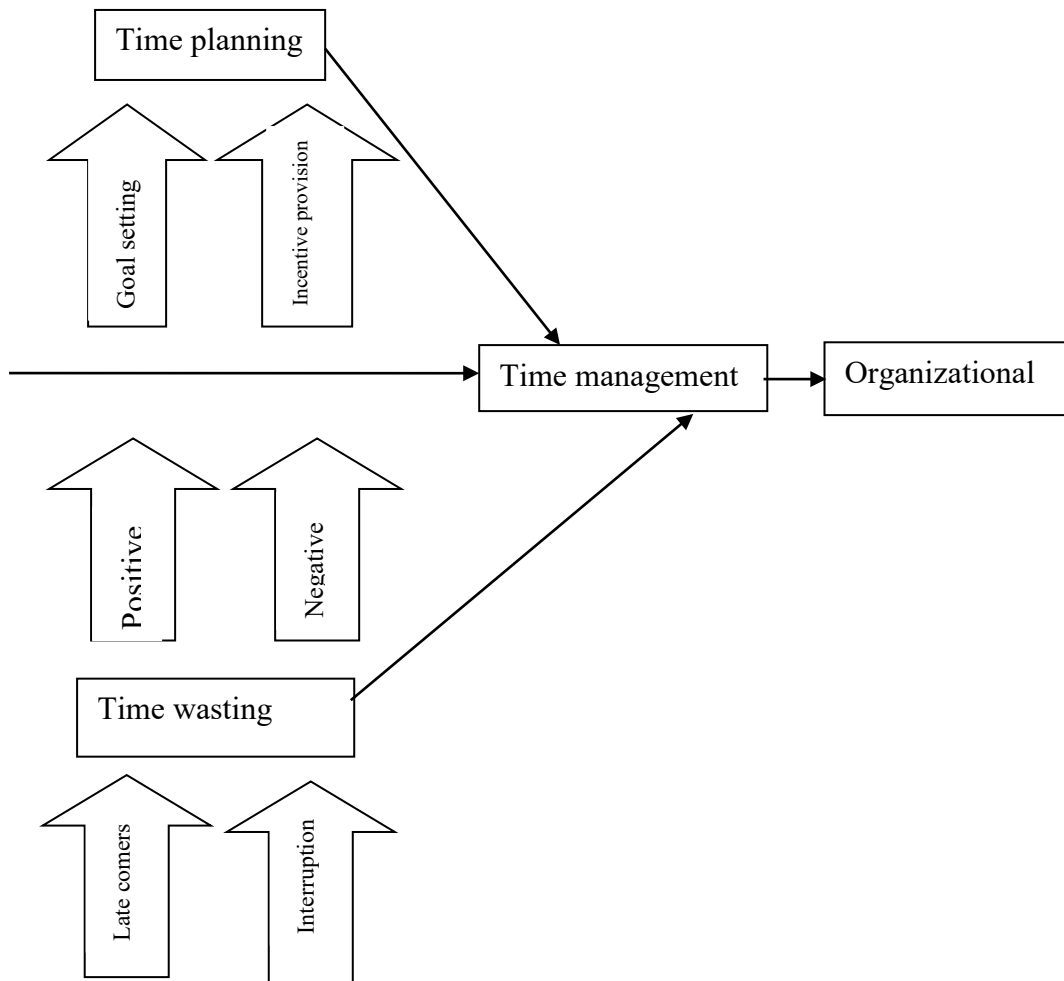


Figure 2.2: Conceptual framework

2.10 Chapter Summary

This chapter on Literature review provides conceptual and theoretical dimensions of the study. It also tries at establishing a theoretical approach of time management as advocated by other scholars. More importantly, it shows the roles of time management in improving performance. The empirical review squarely supports the objectives as set out in chapter one of the study. Therefore, a partial analysis based on this part indicates that there is indeed a research gap on time management in manufacturing industries in Tanzania which needs research, since there are few studies relating to time management in manufacturing industries found in Tanzania.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research design and methodology to be used in data collection and analysis. It presents basic assumptions of what was to be found in the field and tools to be used for data collection. It presents the design and methodology of the samples, sampling procedures and description of the type of research instruments to be used.

3.2 Research Design

The research design was based on descriptive investigation, since the researcher surveyed the current situation of workers in the manufacturing industry within the research area and how that translates to “timed” development terms. This design was used to collect information through questionnaires, focused group discussions and interviews based on the research topic.

3.3 Study Area

The study was based in Dar es Salaam City. The annual survey of industry production and performance of 2016 revealed that between 2003 and 2013, By the time this study was carried out Tanzania had 1,131 large manufacturing industriesl establishments, of which 729 are found in Dar es Salaam which is more than 64.45 per cent of all manufacturing industries in Tanzania (URT, 2016).

3.4 Population Size

Due to big sizes of populations, researchers often cannot test every person in the population because it would be too expensive and time-consuming. A researcher can take samples of 10% of a bigger population and a least 20% for a smaller population and that a sample of above 20 to 500 is a good representation of the population (Sekaran, 2007). This is taken as a rule of thumb.

In this study the population involved employees and managers of manufacturing industries in Dar es Salaam, the total number of study population was 105 people.

3.5 Sample Size

According to Kothari (2002), sample design must result in a truly representative sample, small sampling error, viable in the context of funds available for the research study and cost effective. The industries visited by the researcher were Kiboko pre-plant roofing Ltd (Kinondoni), TOL Gases (Temeke), MMI Steel (Kinondoni), Hunday Construction (Ilala), Fine Wood Workers (Ilala), Twiga Cement (Kinondoni), Sayona. The size is determined by calculation from 709 industries (total population) with confidence interval of 20 and significance level of 95% using online calculator. The sample size should neither be too large or too small therefore the researcher used 105 respondents from 21 manufacturing establishments. Each facility had five respondents.

3.6 Sampling Technique

In this study the researcher used both random probability sampling to obtain

manufacturing industries, managers and employees. And a non-probability sampling by using purposive sampling method was applied.

3.7 Data Collection Methods

The study used questionnaires, interviews and field observation methods to collect data. The use of multiple instruments was meant to maximize data validity and data reliability.

3.7.1 Interview

According to Kothari (2009) interview method is the instrument of collecting data involving presentation of oral verbal stimuli and reply in terms of oral- verbal responses. Interview is a two-way systematic conversation between an investigator and an informant, initiated by investigator for obtaining information relevant to a specific study (Krishnaswami, 2003).

In collecting data, the researcher conducted personal interview with selected correspondents from these facilities as identified by the study so as to get the first hand information from the word of the mouth about time management behavior in their workplaces. With their limited time, the method was used to collect data from managers so as to get clarifications rising from other data collection. The sample for interview questions was attached with this proposal. The use of this method was deliberated to managers who, according to the researcher's view, have limited time. The method was also meant to enhance clarification on various issues raised by employees/workers during data collection (Sekaran & Bougie, 2016).

To ensure that effective collection of data, interview schedule was designed before the interview, the researcher visited every interviewee before the actual interview in order to arrange the day and the area where the interview was conducted. Although, some of the interviewees were busy which made difficult to the researcher to meet them, this problem was uncovered through the use of telephone interview employed to ensure that data were collected.

3.7.2 Questionnaire

According to Kombo (2006) questionnaire is the instrument that gathers data by using questions which are in written form and the respondents respond by writing. The method was used to collect data from the staff members in the selected departments and involved the open-ended questionnaire for the intention of getting the feelings from the respondents, and closed questionnaire were used to draw the intention of the researchers. The researcher preferred the method because of limited resources and the need of data from many people that could be achieved by the use of other methods.

Also, this type of questionnaire provided both qualitative and quantitative information on the impact of time management on work performance. The scripts of questionnaires were distributed to 84 people and 78 of them managed to return the questionnaires despite the fact that the researcher emphasized correspondents to return the questionnaires. Different reasons were involved, one being respondents to have been assigned duties outside their office which took them time beyond the agreed period for returning questionnaires.

3.7.3 Observation

According to Wehmeier (1948) observation is the act of watching somebody or something carefully for a period of time specially to learn or collect information. This relies on the researcher seeing, hearing, testing and smelling things. However, this study employed observation method in order to get the hidden information that could not be easily reached by questionnaire or interview. Observation could grab other untold information like employee's adherence to time while on duty, their behavior during break times and departing time after working hours.

In order to verify information from sampled population, the researcher also employed observation method by paying a visit to the sampled factories. The observation was non-participatory so as to observe how time was managed in the manufacturing industry. A researcher observed how workers adhered to timetables and engagement into unrelated issues during working hours. During the study period the researcher observed if the employees reported on time and performed better the activities and therefore, this helped to validate the information provided by the respondents. The researcher went through attendance register and observed the attendance and this was used for this study because it helped the researcher to eliminate subjectivity and bias during data collection as during interview others provided information in favour of their positions.

3.8 Data Analysis Procedures

3.8.1 Data Processing and Analysis

Processing and analyzing data involved a number of closely related operations, which

are performed with the purpose of summarizing the collected data and organizing these in a manner that they answer the research questions (Kumar, 2005).

3.8.2 Data Processing

Kumar (2005) argues that collected data was processed prior to analysis. In this study, data processing involved editing to detect errors and omitting them, verification and classifying data before coding into numeral form to make them agreeable for analysis. The process ended by entering into the computer using Statistical Package for Social Science (SPSS) software.

3.8.3 Data Analysis

Asika (2000) defines data analysis as the use of categorization, tabulation, percentages; all these tools helped in representing data information that was being collected. The data collected from the field were organized in relation to the research questions. Data were systematically analyzed by using SPSS Computer package that particularly involved computation of frequencies and percentages (Catherine, 2002). The analysis of data involved both quantitative and qualitative approaches.

The study used both qualitative and quantitative data. Quantitative data was put in a proper manner by organizing them into categories, labeling and was coded and analyzed using a Statistical Package for Social Scientists (SPSS) for Windows Version 20. Content analysis was used to analyze open ended questions.

3.9 Research Ethics Statement

This study was conducted with full compliance of research ethics norms, and more

specifically the codes and practices established by the Open University of Tanzania research policy by observing anonymity and confidentiality of respondents, honest and truth.

3.10 Research Ethics

In conducting this study, the researcher adhered to the following ethics: obtaining permission to access the area of study, ensuring voluntary participation, informed confidentiality and anonymity. In obtaining permission, the research sought an introduction letter from the Open University of Tanzania, which helped in getting the release of permission letters from the authorities. During fieldwork the researcher asked respondents to participate in the study voluntarily, giving them an explanation of the reason for conducting the study in order to establish confidence for them so as to provide the information. In addition privacy, secrecy and confidentiality of individual respondents was highly taken into consideration to ensure that they were free to air their opinions and feelings.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1 Introduction

This chapter presents the findings that the researcher obtained during the study and their analytical implications of time management on organizational performance. The results are from 84 questionnaires distributed to workers from 21 sampled industries in three municipalities of Dar es Salaam City namely Ilala, Kinondoni and Temeke. The 21 managers' responses and 78 employees are presented in the discussion chapter.

All findings addressed the specific objectives of the study which were:

- i) To find out the awareness of workers in managing time.
- ii) To examine the effectiveness of time management by the company officials in manufacturing industry.
- iii) To find out if time management can ensure timely completion of assigned duties.
- iv) To describe challenges facing manufacturing industries in implementing time management.

4.2 Demographic Variables

In this study the demographic variables which the researcher used includes gender, education and employee's work experience. The researcher used these variables to know if they had influence on the study parameters.

4.2.1 Respondents Gender

This part presents the demographic results in gender of the respondents. The demographic results as presented in Table 4.2 indicate that males respondents had a highest percentage which was 40 (51.3%) than female who were 38 (48.7%) respondents. The researcher was interested in determining which gender is more sensitive to time management. This was because by default most organizations tend to prefer employing male than female.

Table 4.1: Gender distribution of the respondents in manufacturing industry (N=78)

Gender	Frequency	Percentage (%)
Female	38	48.7
Male	40	51.3
Total	78	100

Source: Field Data, 2019

4.2.2 Respondents' Level of Education

The education level under this study was presented under the following categories; Master's Degree, Degree, diploma, secondary level and other. With regards to highest level of education reached as presented in Figure 4.3, showed that those with the Master degree were 9 (11.5%), degree 39 (50%), diploma 21 (10%) and secondary level were 08 (10.3%). The point which the researcher was interested in this variable was the existing understanding about the concept of time management across these different education categories and their implementation.

Table 4.2: Education level of the respondents in manufacturing industry

Education	No of respondent	Percent
Other (Certificate, Postgraduate)	1	1.3
Master's degree	9	11.5
Degree	39	50.0
Diploma	21	26.9
Secondary level	8	10.3
Total	78	100

Source: Field Data, 2019

4.2.3 Employee Working Experience

The researcher enquired about workers duration on job since being employed by their organization and the following were the results. Results showed that in in the last five years organizations had recruited new employees for various posts in organizations whereby 44% were employed in the duration. The findings revealed the experience of workers who were retained for six to ten years were 25.6%, while 24% have been employed recently. All these categories were very important because they had relatively holding some information's and experiences regarding time management.

Table 4.3: Employees working experience in manufacturing industry (N=78)

Working experience	Responses	Percentage
Less than a year	19	24.4
01 to 05 years	32	43.6
06 to 10 years	20	25.6
Above 10 years	5	6.4
Total	78	100

Source: Field Data, 2019

4.3 Awareness of Employees on Effective Time Management

The study was aimed at enquiring on the impact that time management had on

improving organizational performance in manufacturing industries. This primarily means exploring awareness of the concept of time management among workers and its applicability on daily performance of the organization. The response were as illustrated in the Figure 4.1.

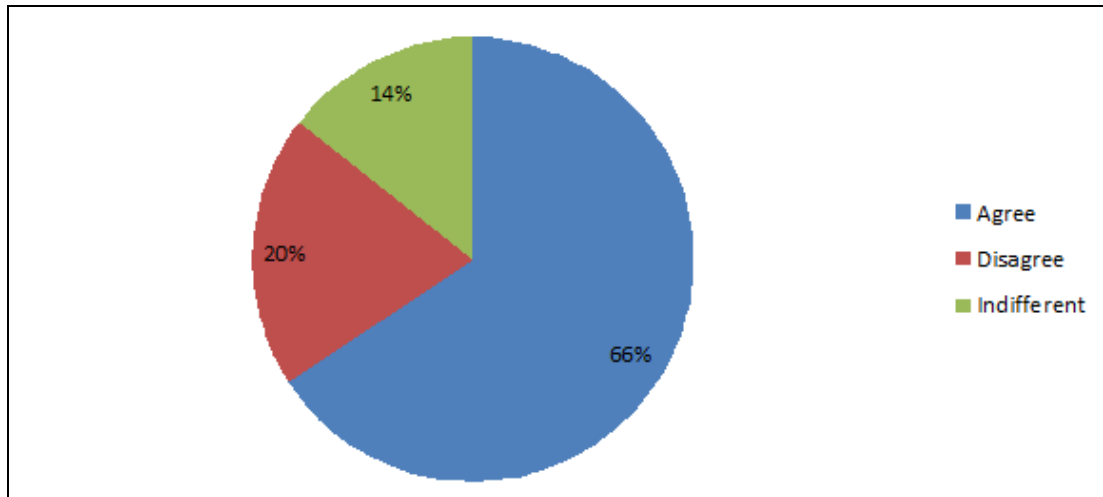


Figure 4.1: Awareness of effective time management in manufacturing industry

Source: Field Data, 2019

The aim of the study was to assess time management in improving organization performance. In order to identify whether the study should asses awareness in time management among employees Response are illustrated in the Figure 4.1 . Among 76 respondents who replied to the questionnaires 66% of respondents agreed that they were aware of effective time management, while 20% of respondents disagreed that they were not and 14% of the respondents were indifferent on whether they were familiar with the concept or not. The data was collected through questionnaires, interviews whereby the researcher visited 21 factories in Ilala, Temeke and Kinondoni to find out if employees understood the importance of time management to improve factory performance.

These findings attributed that Dar es Salaam manufacturing industries employees were more familiar and aware about time management because were able to explain concept of time management and seems to be issue of concern to them. Awareness goes with readiness to adhere to time management principles such as; planning, prioritizing, avoiding multitask, cutting off distractions, doing one thing at a time.

4.4 Time Taken in Accomplishing Assigned Duties

This area planned to find out how effective time management ensures timely completion of assigned duties and how long a customer was served. In this case, different departments from the factories were given questionnaire to fill about this question. The researcher randomized respondents from across different departments from all industries visited. Their responses are summarised in the table 4.5.

Table 4.4: Time taken in accomplishing assigned duties in manufacturing industry

Department	Time taken
Customer Care & Support	30 minutes
Distribution	1 hour
Factory Manager	Undefined
Finance	1 hour
Human Resource	1 Hour
IT Section	30 minutes
Legal Department	30 minutes
Planning Department	1 hour
Procurement and logistics	1 hour
Production Department	3 hours
Public Relation	Unspecified time
Quality control	an hour
Reception	15 minutes
Records Management	30 minutes
Sales and marketing	1 hr
Store	10 minutes
Tax Audit Department	30 days
Treasury Department	10 minutes

Source: Field Data, 2019

4.5 Effectiveness of Time Management in Production

Respondents were asked if time management could ensure timely completion of assigned duties or help in production and the responses are as shown in Figure 4.2

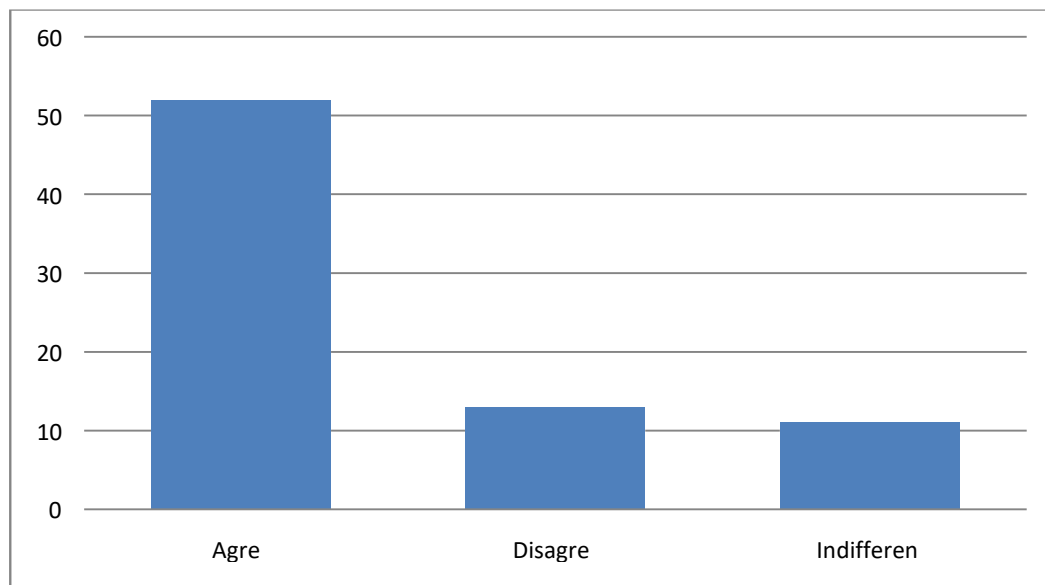


Figure 4.2: Effectiveness of time management in production

Source: Field Data, 2019

The responses in table 4.2 shows that 52 (68%) of respondents agreed that effective time management enhanced production, 13 (17%) respondents disagreed that time management does not enhance production and the last group was indifferent 11(15%) whereby of this group were not sure if time management enhance production.

4.6 Relationship between Time Management and Performance

This part focused on the relationship between time management and performance. Employees were given questionnaires to respond. The findings are summarized in the Table 4.3.

Table 4.5: Relationship between time management and performance in manufacturing industry

Particulars	Frequency	Percent
Positive	52	66.7
Negative	9	11.5
Undefined	15	22.8

Source: Field Data, 2019

The response was that 52 (66.7%) respondents agreed that there was a positive relationship between time management and performance while 09 (11.5%) of the respondents disagreed on the presence of a direct relationship between time management and organizational performance. About 22.8% were undecided concerning the relationships between time management and organizational performance.

4.7 Challenges Facing Effective Time Management in Manufacturing Industry

Response revealed several challenges facing workers in ensuring that time was managed well but the leading obstacle was a single worker to be assigned many tasks beyond normal capacity i.e. overwhelmed (25.6%). The second challenge was interruptions whereby 23.1% of respondents reported to be interrupted while pursuing their duties. The origin of interruptions is from their bosses to assign other duties before completing the previous and their co-workers who like gossiping while working. Also, mobile phones were named as among causes of interruptions. The third challenge was inadequate working tools and equipments which had 17% of respondents in Dar es Salaam manufacturing industries.

The other challenge was lack of education on time management among employees which was about 11% and failure of organizations to make priorities clear makes unnecessary shifting in duties unsystematically which leads to unaccomplished works and hence companies fail to meet their goals.

Other challenges included non-functionality of co-workers which exists when two or more workers are assigned a certain activity but some are under-working which led to the burden of the few devoted ones. This scenario was reported by 1.3% of respondents. As Maganga (2014) put, “lazy workers bring burden to the active one” by forcing the active one to complete the task alone. Machine breakdown and network errors also were named as challenges with the same representation as non-functionality just as it is for transport problem. However, the problem of transport in Dar es Salaam is still an issue whereby workers who live miles away from their working points are affected by the unpredictable traffic jams.

Table 4.6: Challenges of time management in manufacturing industry

Particulars	Frequency	Percentage
Overworking	20	25.6
Company lacking	10	12.8
Priorities		
Interruption	19	23.1
Shortage of working	14	17.9
Tools		
Other challenges (Errors in network, non-functionality of some workers, Machine breakdown and power Tripping	15	19.2

Source: Field Data, 2019

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter presents the discussion of the findings and developing recommendations based on data collected and analyses done.

5.2 Awareness of Employees and Managers about Time Management

This was the first objective; whereby the study finding showed that employees and manager understand the concept of time management whereby about 46 (92%) workers agreed that they understood the importance of time management.. This is large percentages of employee who understands the importance of managing time compared to those who didn't understand the importance which scored 04 (08%) of the respondents. Employees were more aware about time management because they understood the value of time most of the respondents were able to talk about how time management increased performance and the having knowledge of time management but also work on it. Managers as well were more conscious about time management, they talked about the knowledge of time management and how they make sure that employees work through it.

5.3 The Effectiveness of Time Management in Production

The field results revealed that manufacturing industries considers time as an important factor in producing their products whereby about 35(44.9%) of workers revealed that time management was vital in ensuring timely production tasks

involved in the production line i.e. from manufacturing of goods to final delivering and increase profitability of the factory. The findings revealed that time management led to improvement of production whereby 29(37.2%) of respondents appreciated. Moreover, it was indicated that 9 (11.5%) of respondents revealed that an organization could be in the position to increase production and meet demand.

The findings also gave another reason that recognition could make employees produce better as they know that they were part of the organization hence produce more. They added that one could never perform well if the organization does not recognize his/her presence. The researcher argued that, performance is a wide thing, a lot of factors contributed to it, an employee has to manage his time so as to finish up before deadline so that management can recognize his ability to perform and that is where the fix of schedules and timetables are necessary.

5.4 Time Management in Ensure Job Completion on Time

The study results showed time management was vital for ensuring timely accomplishment of tasks, whereby 53(67.9%) of manufacturing industry agreed on the role of time management on timely accomplishment of tasks. Further, about 11(14%) did not agree while 7(9%) were not sure. The study found out that time management helped in timely completing task without stress and focus on the most productive time of the day. Good time management enables an individual to complete more in short period of time and lowers stress and leads to career success. Good time management leads to improve efficiency and productivity.

5.5 Manager Involvement in the Implementation of Time Management

A researcher wanted to find out whether the organization management was involved in ensuring time management in manufacturing industries. It was found out that 57 (73.1%) employees out of 24(26.9%) agreed on the involvement of managers in the implementation of time management. That they played their role by preparing attendance register to all staff, whereby every staff must have his or her own page which showed the time he gets in and go out the office. Then at the end of each month managers collected the papers from every employee and look at the general attendance. The late comers and absentees were given warning, and if the instance continues one month salary was deducted, more than that an employee was terminated from work. Conversely, employees who always came early at work were rewarded at the end of the year. The motivation to employees led to improved employees' performance and overall organizational performance as well. In this case manager kept the register sheet in staff file as reference. Moreover, it was found out that managers provided working tools for employees so that they could get stuck with the job. But the tools were not much enough in all departments as it was revealed that 48(61.5%) of respondents reported to work with insufficient tools which therefore reduced their productivity potentials.

5.6 Relationship between Time Management and Performance

The findings showed that 52 (66.7%) of the respondents agreed that there was relationship between time management and performance. They believed that without proper management of time, workers could not perform to their potential level hence organization might not meet organizational goals. Time management promotes

timely delivery of goods/services and tasks assigned to the worker could be accomplished within the timeline. As one respondent put it:

“Proper utilization of time leads to higher yields” (Juma, 2019)

On the other hand, 09 (11.5%) respondents disagreed on the existence of any relationship while presence of a direct relationship between time management and organizational performance. Surprisingly, about 22.8% were undecided.

5.7 Challenges of Time Management in Implementation of Time Management

The study aimed to find out how time management improves performance, but there were factors behind that hindered the implementation of time management. The question asked to both managers and employees. The responses are summarised in the Table 5.1.

Table 5.1: Challenges of time management in implementation of time

	Frequency	Percentage
Overworking	20	25.6
Company lacking priorities	10	12.8
Interruption	19	23.1
Shortage of working tools	14	17.9
Other challenges	15	20.6
Total	78	100.0

About 20 (25.6%) of the respondents reported that workers were being overworked. This concurred with workers who were asked about whether assigning many tasks to a worker could improve efficiency whereas 31(42%) disagreed. Overworking was also reported among managers who agreed that in some instances, workers/ employees were being multitasked because organizations were short of skilled labour in some posts.

As one manager reported:

“We are lacking the well-knowledge personnel for specialized tasks thus the available few are being used a bit more on various duties. It is also difficult to trust completely the new recruits therefore they must be given time to be used to our working environment. That’s why the available are being multitasked” (Jackline, 2019).

An interruption was the second most common challenge that employees were facing in implementing effective time management. About 19 (23.1%) of employees reported that they were being interrupted while they were doing a certain assignment. This interruption sums up the organizations’ inability to make proper schedules and adhere to them. The interruptions were also caused by many other factors like; family issues, system failure, power tripping, network problems, problems of traffic jams and small budgets for the given task. All these might hinder the worker’s ability to deliver task on the time given.

Failure to prioritize, 06 (12%) respondents reported that prioritization become hard when an employee was having assigned duty and emergence and each of them had deadline that made an employee failing to do so. Furthermore, some works were interdependent. About 2 (4%) of employees revealed that when there was a work which needed to be done with more than one people and the other person who was lazy became a burden to one part, consequently the job might delay or not done. Additionally, about 8 (16%) of respondents reported that managers only provided deadline without working tools to facilitate task accomplishment. About 08 (16%) of the respondent’s revealed that lack of close and continuous communication between managers and subordinates that limit the performance of manufacturing industries.

5.8 Ways to Improve Implementation of Time Management

About 2 (4%) respondents reported that some of the challenges were there to stay. For instance, acts of God and emergencies could not be overcome by human efforts. However, adequate resource allocation could be managed by human effort. System failure could be overcome by good continuity plan which was set as an alternative and about 7 (14%) of respondents supported the argument.

Also, 17 (34%) of respondents reported that there should be more awareness of time management to employees by conducting periodic training and define relative task for a given period. Not only awareness, also about 15 (30%) respondents reported that provision of transport to employees from manufacturing industry to their homes could increase both personnel and organization performance.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This study aimed to assess time management in improving organizational performance in manufacturing industry in Dar es Salaam municipalities namely Ilala, Kinondoni and Temeke. This chapter summarized as well as concluding and drawing major conclusions of the study.

6.2 Summary

The finding revealed that 92% of respondents admitted that they were more conscious about time management and it was being implemented. Furthermore, results revealed that manufacturing industries considered time as an important factor in production. Additionally, overworking, company lacking priorities, interruption and shortage of working tools at large were the most obstacles on the implementation of time management. Then respondents were asked about manager's involvement in the implementation of time management whereby 57% of the respondents agreed that managers were involved in managing time, as it played their role by prepare attendance register to all staff. Every staff must have his or her own page which shows the time he/she gets in and go out the office. Then at the end of each month managers collected the papers from every employee and look at the general attendance. Respondents were asked if time management could ensure timely completion of assigned duties. The reply was human resource department used only 10 minutes in recruitment process of one employee, thus little time is used to assess

and recruit a new employee in manufacturing industries.

6.3 Conclusions

The findings showed that, time management in manufacturing industry found Dar es Salaam was satisfactory and it has direct link with manufacturing industry performance improvement since majority of the employers and employees understood and implement time management although there were some challenges that limited the implementation.

6.4 Recommendations

From findings, it was obvious that effective time management is a tool for organization performance. Thus, it is recommended that organization should adhere strictly to effective time management in order to improve efficiency and productivity of the factory. The following time management is also recommended:

- i) There is a positive relationship between the time management and organizational performance and thus, an increase in proper time management will bring about a corresponding increase in the organization performance. In order to create a time-conscious organization that one will have to become more time efficient and effective, managers should streamline the time management checkup at department levels;
- ii) Employees in the organization who have been assigned too much tasks, organizational managers should delegate the right task to the right person and if possible, recruitment of the right personnel;
- iii) The manufacturing industries managers should employ a time saving

technologies in their tasks. This will improve the overall performance of the activity;

- iv) Meeting in the organization should be scheduled. This will ensure that employees are involved and knowledgeable of organization progress way of ensuring that all the employees are all aware of it; and
- v) Opportunities within an organization. Well management of time would lead to opportunity and less time wasted on trivial activities and is the qualities of good employee. The ability to prioritize and schedule work is extremely desirable for any manufacturing industry.

6.5 Areas for Further Research

The study was limited to Manufacturing industry in Dar es Salaam (Ilala, Temeke and Kinondoni). Further, similar research may be conducted in other industries Export Processing Zones (EPZ) other than manufacturing industries and located in other places so as to come up with more findings.

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APPENDICES

Appendix A: Research Questionnaires

A. INTRODUCTION

Greetings dear respondent,

I am Edward Mpogolo, a student at The Open University of Tanzania, pursuing Master of Art in International Cooperation and Development, I am undertaking research titled: Assessment of time management for improving organizational performance in Manufacturing sector: Dar es Salaam Case Study. I am requesting for your assistance to fill my questionnaire.

Kindly be informed that your response was accorded with high level of confidentiality and it is purely for academic purposes.

Thank you so much for your kindness.

B. BASIC INFORMATION

Please indicate your answer by putting a tick in the appropriate box provided on your right of each question

1. Gender:

i) Male ()

ii) Female ()

2. Level of education

a) Ordinary/Advance secondary school ()

b) Diploma ()

c) First degree ()

d) Masters ()

e) PHD ()

f) Other please specify.....

3. How long have you been working in the organization?

a) Less than a year ()

b) One to five years ()

c) Six to ten years ()

d) Above ten years ()

4. What is your department?

.....

.....

C. DETAILED INFORMATION

Please indicate as appropriate the extent to which you agree or disagree with each statement by circling the number that correspondent to or answering the following key.

3= agree. 2= disagree. 1= indifferent.

1. Our organization is highly focused on time management 3 2 1

2. There is general knowledge of time management in our organization 3 2 1

3. Time management is the core factor for improving organization performance 3 2 1

4. Implementation of time management strategies improve organization performance 3 2 1

5. Time management promotes the completion of assigned duties 3 2 1

6. Time management ensures timely service provision to the production 3 2 1

7. Assigning many tasks to a worker enhance effective time management 3 2 1

8. Lack of working tools is one among challenge for time management 3 2 1
9. Production on time is the driving force that propels organization performance,
how long does it take? (Kindly specify the product)
-
-
10. How does time management help you in timely completion of assigned duties?
-
-
11. How does time management help in productivity?
-
-
12. What is the relationship between time management and performance?
-
-
13. What challenges are you facing in implementing time managements strategies?
-
-
14. What do you think are the possible solutions for the mentioned challenges above?
-
-

Thanks for the Cooperation

Appendix B: Interview Guide for Managers in Manufacturing Industries

1. Have you ever conducted any seminar, workshop or training regarding time management at your organization? How many times do you do?
2. Have these seminars for any means, improved your organizational performance?
3. If no, how do you make sure that your employees know the value of time management in increase of productivity?
4. What are the common challenges do you face in managing time?
5. What can you suggest to be the solution to be taken in order to improve productivity?

Appendix C: Research Clearance Letters

THE OPEN UNIVERSITY OF TANZANIA *DIRECTORATE OF POSTGRADUATE STUDIES*

P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.out.ac.tz>



Tel: 255-22-2668992/2668445
ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

Our Ref: PG201610638

Date: 15th May 2017

RAS
Regional Commissioners' Office,
P.O. Box 5429,
Dar es Salaam

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Edward Jonas Mpogolo, Reg No: PG201610638** pursuing **Master Degree of Arts in International Cooperation**. We hereby grant this clearance to conduct a research titled: **“Assessment of Time Management in Improving Organizational Performance in Manufacturing Industry in Dar es Salaam, Tanzania”**, he will collect his data in Ilala, Temeke, Kinondoni, Kigamboni and Ubungu municipalities in Dar es Salaam from 12th June 2017 to 12th August 2017.

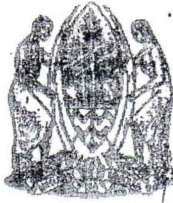
In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

Prof. Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA

THE UNITED REPUBLIC OF TANZANIA
President's Office
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

DAR ES SALAAM REGION
 Phone Number: 2203158.
 Fax number: 2203158
 email: ras@dsm.go.tz
 website: www.dsm.go.tz



REGIONAL COMMISSIONER'S OFFICE,
 3 RASHID KAWAWA ROAD,
 P.O. BOX 5429,
 12880 DAR ES SALAAM

In reply please quote:

Ref. No.

21/05/2017

District Administrative Secretary,


ILALA
 P. O. Box 15486,

DAR ES SALAAM.

RE: RESEARCH PERMIT

Prof/Dr/Mrs./Ms/Miss EDWARD JONAS MPOGOLU is
 student/Research from OPEN UNIVERSITY OF TANZANIA has been
 permitted to undertake research on ASSESSMENT OF TIME
MANAGEMENT IN IMPROVING ORGANISATIONAL
PERFORMANCE IN MANUFACTURING INDUSTRY
IN TANZANIA
 From 12 June 2017 to 12 August 2017.

I Kindly request your good assistance to enable her/his research.


 For, **REGIONAL ADMINISTRATION SECRETARY**
DAR ES SALAAM

Copy: Municipal Director,
 ILALA
 DAR ES SALAAM.

Principal/Vice Chancellor
OPEN UNIVERSITY OF TANZANIA

THE UNITED REPUBLIC OF TANZANIA
President's Office
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

DAR ES SALAAM REGION
 Phone Number: 2203158.
 Fax number: 2203158
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 website: www.dsm.go.tz



REGIONAL COMMISSIONER'S OFFICE
 3 RASHID KAWAWA ROAD,
 P.O. BOX 5429,
 12880 DAR ES SALAAM

In reply please quote:

Ref. No.

01/05 2017

District Administrative Secretary,

TEMKE

P. O. Box

DAR ES SALAAM.

RE: RESEARCH PERMIT

Prof/Dr/Mrs./Mis/Miss EDWARD JONAS MPOGOLA is
 student/Research from OPEN UNIVERSITY OF TANZANIA has been
 permitted to undertake research on ASSESSMENT OF TIME
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PERFORMANCE IN MANUFACTURING INDUSTRY
IN TANZANIA
 From 12th JUNE 2017 to 12th AUGUST 2017.

I Kindly request your good assistance to enable her/his research.

For, **REGIONAL ADMINISTRATION SECRETARY**
DAR ES SALAAM

Copy: Municipal Director,

TEMKE

DAR ES SALAAM.

Principal/Vice Chancellor

OPEN UNIVERSITY OF TANZANIA

THE UNITED REPUBLIC OF TANZANIA
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REGIONAL COMMISSIONER'S OFFICE
 3 RASHID KAWAWA ROAD,
 P.O. BOX 5429,
 12880 DAR ES SALAAM

In reply please quote:

Ref. No.

21/05 2017

District Administrative Secretary,

KINOWA

P. O. Box

DAR ES SALAAM.

RE: RESEARCH PERMIT

Prof/Dr/Mrs./Ms/Miss *EDWARD JONAS MPOGOLO* is
 student/Research from *OPEN UNIVERSITY OF TANZANIA* has been
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MANAGEMENT IN IMPROVING ORGANISATIONAL
PERFORMANCE IN MANUFACTURING INDUSTRY
IN TANZANIA

From *12th JUNE* 2017 to *12th AUGUST* 2017

I Kindly request your good assistance to enable her/his research.

[Signature]

For: **REGIONAL ADMINISTRATION SECRETARY**
DAR ES SALAAM

Copy: Municipal Director,

KINOWA

DAR ES SALAAM.

Principal/Vice Chancellor

OPEN UNIVERSITY OF TANZANIA

THE UNITED REPUBLIC OF TANZANIA
President's Office
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

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REGIONAL COMMISSIONER'S OFFICE,
 3 RASHID KAWAWA ROAD,
 P.O. BOX 5429,
 12880 DAR ES SALAAM

In reply please quote:

Ref. No.

zilos

2017

District Administrative Secretary,

Kigamboni

P. O. Box

DAR ES SALAAM.

RE: RESEARCH PERMIT

Prof/Dr/Mrs./Ms/Miss *EDWARD JONAS MPOGOLU* is
 student/Research from *OPEN UNIVERSITY OF TANZANIA* has been
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PERFORMANCE IN MANUFACTURING INDUSTRY
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From *12th June* 2017 to *12th August* 2017.

I Kindly request your good assistance to enable her/his research.

[Signature]

For: **REGIONAL ADMINISTRATION SECRETARY**
DAR ES SALAAM

Copy: Municipal Director,
Kigamboni

DAR ES SALAAM.

Principal/Vice Chancellor
OPEN UNIVERSITY OF TANZANIA

THE UNITED REPUBLIC OF TANZANIA
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REGIONAL COMMISSIONER'S OFFICE,
 3 RASHID KAWAWA ROAD,
 P.O. BOX 5429,
 12880 DAR ES SALAAM

In reply please quote:

Ref. No.

21/05

2017

District Administrative Secretary,

UBUNGO

P. O. Box

DAR ES SALAAM.

RE: RESEARCH PERMIT

Prof/Dr/Mrs./Ms/Miss *EAWARA JANAS MPOGOLA* is
 student/Research from *OPEN UNIVERSITY OF TANZANIA* has been
 permitted to undertake research on *ASSESSMENT OF TIME*
MANAGEMENT IN IMPROVING ORGANISATIONAL
PERFORMANCE IN MANUFACTURING INDUSTRY
IN TANZANIA
 From *12th JUNE* 2017 to *12th AUGUST* 2017.

I Kindly request your good assistance to enable her/his research.

[Signature]
 For, **REGIONAL ADMINISTRATION SECRETARY**
DAR ES SALAAM

Copy: Municipal Director,

UBUNGO

DAR ES SALAAM.

Principal/Vice Chancellor

OPEN UNIVERSITY OF TANZANIA