HAAGA-HELIA
University of Applied Sciences

Work Deadlines and Time Management process
Case: Galileo Tanzania

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Thesis

Degree Programme in Tourism

2009

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The title of your thesis Work Deadlines and Time Management process Case: Galileo Tanzania	**Number of pages and appendices** 46+ 3
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Contemporary literature on time management claims that the more you engage in time management, the better results you will achieve in terms of increased job performance, higher job satisfaction and less job tension. Since Galileo Tanzania is one of the successful organizations in the country in the aviation industry holding 85% of the market share against 15% market share of its main competitor Amadeus and other airlines, this attracted the interest of the researcher to choose Galileo Tanzania as the case study so as to observe if there was correlation between job performance and time management.

The empirical part of this study uses a number of data collection methods such as questionnaires, interviews, observations and documentation to obtain data on the problem. Also literature on time management and self management, and Internet sources were used to build the theoretical framework.

The findings show that in the case company time management is rather poor despite the company's success in the aviation industry; this was revealed as failure to comply with nature of their business which demands a quick response to clients' needs. However, from the study perspective, the recommendation is that Galileo should, in order to better serve their customers the employees should strongly meet the rules and regulations of the organization particularly as far as time management is concerned. It is necessary to take positive action against time waste, e.g. by introducing seminars on time management to employees.

Key words
Time management, time wasters, time study

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1 Introduction

Galileo Tanzania is the national distribution company (NDC) of Galileo international. It was formed in 1997 as a division of Air Tanzania Co-operation ltd. Galileo Tanzania is the main leading service provider in the aviation industry. Unlike worldwide in which Amadeus is main service provider with the biggest market share, Galileo Tanzania is likely to have a big market share and has been outnumbered its main competitor Amadeus for such a long period of time. Galileo is an important system used by travel agencies and tour operators in Tanzania. The system covers all necessary passengers' information required in a booking such as: checking flight availability, working with timetable displays, booking an itinerary, building a booking file, passenger servicing, Galileo fares and fare quotations.
Moreover dividing and repeating booking files are allowed in Galileo system, altogether with Galileo information system and thematic information (health and visa information). Also the system can allow you to issue a basic airline ticket.

The whole business process in Galileo Company is conducted under the major three departments which are Administration, Business continuity, and IT department. Other supportive departments are human resources management, accounting and finance. All these together are made to support the customers and to sell Galileo system at a profit. (Galileo Tanzania, 2008)

Normally, Galileo system provider Company is always providing new computers, internet connection, printers and computer maintenance services to its potential agencies (agencies with very high productivity). Therefore travel agencies have to make sure that they sell a lot of airline tickets by using Galileo system whereas the GDS costs will be involved and therefore the Galileo Company will get profit out of it.

The company does its best to create good customer relationship and royalty to its agencies by giving them different promotion materials such as Galileo t-shirts, umbrellas, calendars, diaries and key holders. The company also has a refreshment week where one employee from each company is allowed to come for free Galileo refreshment training. Not only that but also the company has created Galileo sport day in which each agency is allowed to participate on that day where a lot of games are conducted and the prizes are given to the winners.
Furthermore the company tries to create a motivation to its agencies by establishing vuna competition whereby per each segment booked on Galileo, a travel consultant is receiving

prize as vouchers from shopping malls, airlines, supermarket, hotel and restaurants, household goods, etc (Galileo Tanzania, 2008)

The main customers of Galileo Tanzania are:

- Subscribers; these are customers using Galileo product to access travel information, to make travel reservations e.g. travel agents.
- Vendors; they include airlines, hotels and car rental companies. They sell their airline seats, hotel rooms and car rentals via Galileo system. The vendors utilize Galileo systems to store, manage, display and record booking, available flight schedules, fares etc.
- Individual travelers; with advent of web based booking solutions, individual passengers can plan and make their own travel arrangements directly through internet based reservation system.(Galileo Tanzania, 2008)

Despite of its big success in aviation industry, Galileo Tanzania is still aiming to win more market share than it has at the moment. However, the competition is becoming tougher and tougher since Amadeus is also growing speedily. This seems to be a big threat to Galileo Tanzania and regarding to the time management and work deadline problem that is facing at the moment. No good sign for Galileo to keep getting good fruits from its customers since it has a drop down of annual revenue of 0.3% in this year due to the failure of responding to client needs urgently as well as meeting work deadlines. The provision of services to its customer requires a good management of time as in people have to be served immediately when they call for a service unless otherwise it is an open gate for its main competitor Amadeus to take over the chance of providing services to Galileo's customers.
The main problem is in business continuity department whereby the employees do not meet the clients need on time and thus cause the client to change the service provider and shift to Amadeus instead. Also the problem is transferred to administration department since the managers do not take a serious major or action on this issue and thus cause the problem to keep growing every day by day.

1.1 Research problem and research questions

Since time is the most important resources in any organization, Galileo being with no exception. In order to facilitate smooth operation of the organization time management has to

be considered as much precious as other resources such as financial resources, human resources. And yet time is indispensable and irretrievable resources, it can neither be preserved nor purchased it is the most inexorable and inelastic element in our existence therefore proper management of it is of great importance need to be consider.

Time management is the essence of improved performance effectiveness and efficiency in organization. Unlike other resources the question of time management is really a self management. Time management has been an issue under discussion due to a member of time wasters including people, procrastination, and lack of planning. Ineffective communication, ineffective delegation lack of self discipline, power cuts.

A statement of research problem is "To assess the problem of not meeting work deadlines on time due to poor time management in Galileo Tanzania at Dar-es-salaam region."

Therefore the focus of this study is to assess whether there are activities that are not effectively accomplished due to poor time management in Galileo at Dar-es-salaam Region.

Time management could have any impact on organization either positive or negative. However, in many cases it is always about the time wasters that prevent an organization from making better use of its time allocated to accomplish various activities.

The constraints that limit an organization to realize the time management do not anticipate the establishment of any penalty that could be administrate to those who failed to observe effective use of their time at their respective work place. Therefore an organization should think of what should be done to ensure effective time management.

The study was based on getting accurately answers from the study population through the following designed questions:

a) What is causing delays meeting deadlines at Galileo?

b) Which factors contribute to that problem?

c) Which strategies could Galileo adopt to improve time management situation in Dar-es-salaam region?

1.2 Research Aims objectives and hypothesis

The aim of the research is to identify whether there is positive or negative impact on concept of time management as practiced at Galileo as well as suggesting the possible ways of overcoming the reasons for delaying to meet work deadlines on time.

The idea is to improve the work efficiency of the employees while maintaining the required standard of work quality in specified time. Therefore, the study focused on the following objectives:

a) To examine the types of time wasters that were preventing Galileo from making the best use of time allocated to accomplish various activities?

b) To know the causes of the time wasters identified above.

c) To find out if there is any relationship between time management and organization success

d) To come up with recommendations and solutions on what should be done by Galileo to ensure proper time management in the course of daily delivery of services to their client.

As the research concentrated on improving efficiency of the company as well as to standardize the quality of work provided by each employee, and therefore the hypotheses were derived as follows;

- Reporting late and leaving early from work leads to a failure of meeting work deadlines before or on time.
- Interruptions from informal visitors reduce the work quality and waste time.
- Mismanagement of time causes failure to quickly respond to clients need.

1.3 Limitation and significance of the study

As it is well known that in every research there are must be some limitations, therefore the conducted research was also limited to some extent during the study period at Galileo. The study was about the question of time management. This study was carried at Galileo which is based on Dar-e-salaam region; however the study did not include employees recruited in a year 2009 due to the fact that they did not have enough information needed to make analysis such as observation and documentation.

Moreover, this study is a continuation of a small project conducted before in Galileo by a researcher during the period of work placement. The aim of the project was to find out what other activities are done by Galileo employees during the work hours apart from their normal assigned duties by using only observation method.
Therefore according to a researcher, employees recruited in a year 2009 did not exist in the company and thus are not mentioned or considered at all.

Growth, development, success and quality of service rendered by organization, Galileo being no exception are depending by the way organization perceives time management in their mode of operation of their daily routine. As long as time cannot be renewed, therefore the aim of conducting this study was to meet the **following significance**;

a) This study will be as alarm and provide practical reference about usefulness of time and time management to the top management and employees hence know how to manage it.

b) The study will be of great help as starting point of other study in years to come who are interested to investigate more about the topic.

c) The findings of this study are expected to highlight other organizations which make a wish of effective utilization of time.

d) The study will contribute to the enhancement and expansion of stock of knowledge about time management both to the researcher and other people subjected to it.

1.4 Structure of the thesis

The thesis consists of main five chapters, whereas the first chapter (1) introduces a reader into a research problem, its aim and objectives as well as the main significance to the study. Also it gives an overview of Galileo Tanzania and the problem of time management in the organization.
The second chapter of the report (2) covers the theoretical framework in a way that time management process and how to design the tasks is explained in brief. Also the concept of how human resources organization is presented in a company with the vision of creating motivation and job performance to employees is briefly detailed. Chapter three (3) explained the whole research approach and the methods used to conduct this research as in the whole approach of data collection process, data analysis as well its validity and reliability.

Chapter four (4) consists of the findings and discussion, meaning the results of the collected and analyzed data and the data presentation. The chapter tells more about the interview respondents and its implications, while chapter five (5) presents a sum up of the report; conclusion and recommendations which include concrete suggestions on how to improve the situation in the future.

2 Human resource in Organization and time Management

A term "organization" means a social arrangement for pursuing collective goals. An organization is made up of elements with varied functions that contribute to the whole and to collective functions. It brings together resources to achieve desired goals and outcomes, produce goods and services efficiently, facilitate innovation, adapt to and influence a changing environment, create value for owners, customers and employees, accommodate ongoing challenges of diversity, ethics, and the motivation and coordination of employees. (Mullins 2007, 6)

2.1 Human resources in organization

The existence of a human resources department is vital to overall productivity and efficiency of the strong workforce in any thriving company. In most professional organizations, the role of the human resources department is not sidelined or eclipsed by other departments. In fact, good human resources can be one of the most valued and respected departments in an organization; their job is people, and people are the company's most important asset. (Mullins 2007, 487). The important thing in any organization is the ability to possess main four pillars of management, which are planning, organizing, leading, controlling. Above all the role of human resources can be deeply explained by pointing out the key objectives which are to be achieved in organization. Those objectives are:

1. Staffing objectives: As a human resource manager, the main concern is to ensure that the business is well staffed. This involves designing organisation structure, identifying exactly kind of contract for employees to work before recruiting, selecting and developing the employees required to fill the roles. The major issue is to select the right people with the right skills for the right job. Also to develop employment packages which are attractive enough to maintain required employee skills levels. (Derek, Laura & Stephen 1998, 7)

2. Performance objectives: This is another objective of human resource managers which is to ensure that employees are well motivated and satisfied with their job and thus can achieve the required job performance. It also plays the role of training and development of its employee together with reward system so as to maximize effort and focus on the tagged performances. Creating a friendly work environment in a way

that employees can feel comfortable to be at their workplace as well as to keep them enthusiastic with their jobs. (Derek, Laura & Stephen 1998, 7)

3. Change-management objectives: In many organizations changes are part of their business operation. As their businesses tend to grow bigger and bigger so do the changes occur each time. Changes come in different forms, it can require human resource managers to restructure the whole organization form and divide the new tasks to each employee or it could be the ongoing changes that each employee is well acquainted about those changes. The key activities involved include recruitment or development of employees with different skills such as leadership skills. (Derek, Laura &Stephen 1998, 7-8)

4. Administration objectives: This can be seen as a general objective which is focused on facilitating the smooth running of an organization. The main objective is to keep and maintain the records of each employee in the organization, in terms of their performance, attendance, training records, terms and conditions of employment and their personal details. Moreover, it also makes arrangements for the deduction or increasing certain payments such as taxation, insurance and pension. Also for the side of value and royalty, under this objective human resource manager covers the arrangement for paternity and maternity leaves as well as holidays. (Derek, Laura & Stephen 1998, 8)

The human resource function has gone from the traditional hire and fire role to a strategic planning of different course of actions for different needs for the organization. The job of human resources, as is the job of all such departments, is to ensure that the business gets the most out of its employees. Another way to put this is that the human resource management needs to provide a high return on the business's investment in its people. This makes it a highly complex function because it deals with not just management issues but human ones as well. (Mullins 2007, 480)

Persons in human resources roles support the core business, the management to achieve their targets, the positive development of competitively. They should maintain and develop principles, patterns and systems which help organization to develop and operate tasks to ensure that the personnel has enough competency, knowledge, well-being, motivated and committed. (Mullins 2007, 483)

Also Human resources department is responsible for giving clearly job description to its employees in a way that personnel shall know what to do at work and what are the work boundaries that he or she is not allowed to cross. For better development of any organization, employees should be aware of the following job description;

- Job title and department
- Responsible to and relationships
- Purpose of job, objectives
- Duties and responsibilities
- Physical, economic conditions (Mullins 2007, 483 - 485)

Therefore if employees are well aware of their job description it's pretty obvious that there will be no delays on meeting work deadlines as well as managing the crucial time at work. However, job description only is not enough to confine employees from working beyond the scheduled time hence more of personnel specification is need to accomplish that.

2.2 Definition and meaning of time

According to Merriam Webster online dictionary, time is referred as a measurable period during which an action, process or condition occurs. Also time can be measured in units such as centuries, decades, years, months, days, hours, minutes and seconds. Not only that but also time can be measured in terms of events which successfully occurred from past through present to future. On the other hand time can be regarded as a season within which specific features occur. For instance summer season, it is a period of time in a year whereby the there is a huge rise in temperature or in other words it is the hottest season of the year which is classified by time in terms of months. (Merriam Webster online, 2009)

The concept of time has been viewed differently through ages. Different cultures and different individual in these cultures attach different meaning to time; in fact the concept of time is an integral part of one personality and culture. (Gupta 2001, 80)
Time is very precious resource for an individual as well as for an organization. Unlike other resources time cannot be reviewed or replaced. While raw materials supply can be increased more workers can be hired and additional capital can be raised, the supply of time cannot be increased over twenty four a day. (Gupta 2001, 81)

Time has always been used in many different purposes such as arranging appointments, holding events as well as for scheduling different programmes such as school time tables and work schedules. Above all time in most cases has been playing greatest impact on initiating and shaping lots of business meetings.

However, if time is not used in good aspects it then brings very big negative impacts in a way that it will cost much to overcome the negativities. This is to say that time is an essential tool that can never be replaced and once it passes by it will never come back. Therefore in our daily base life, everybody should know how to make the best use of each time spent.

Many business people believe that time is making ability and thus in every time they spend on their business matters they develop or gain something that can be regarded as a profit to them. It could be through exchanging ideas during the meetings and therefore one can easily get new ideas in which could be needed in his work or to develop more of his personality.

> *"Time- all men neglect it; all regret the loss of it; nothing can be done without it"* (Merrill & Donna 1993, 1)

2.3 The concept of time management in organization

The origin and essence of the concept of time management can be traced back to the old period. In order to manage time effectively, the need of time study becomes essential in organization. Time study experts can assist managers and administrators in making better use of time, whereas return in time may become in future as important as success criterion as return on capital. (Gupta 2001, 81).

Time management refers to a process constituted a series of steps in which involves the analysis of our time habits, clarification of our objectives, establishment of our priorities, planning for appropriate results and taking positive action against time wasters. Time management is nothing but it is an issue which is fundamental to job performance. Effective use of time is the most precious and scarcity resource that cannot retrieved once it goes, hence managers as well as subordinates must take necessary measures to ensure that there is no lost of time. (Gupta 2001, 82-83). Time management refers to the development of processes and tools that increase efficiency and productivity. Time management is a process that is

constituted with a series of steps which involves the analysis of our time habits, clarification of our objectives, establishment of our priorities, planning for appropriate results and taking positive action against time wasters.

Time is a uniquely personal concept; learning to manage time is to be effective in living. For many of us this is easier than done, our approach is governed by the assumptions we hold about the nature of our jobs and the nature of events around us.

> "*Good time management has always been an important skill but it is arguably now more essential than ever. Factors such as widespread corporate restructuring, accelerating change information overload and the need to balance priority and working lives have put the squeeze on managers. Time management is about effectiveness and efficiency of what you doing and how you do it".* (Mullins 2002, 737)

Management of time has become more important because organizations realize the cost of lost of time. Effective use of time produces increased profits and efficiency. Different approaches have been developed to utilize time better but the major objective has always been to maximize productivity within the given time frame.

Time management can be especially useful strategy for managers trying to cope with numerous and sometimes conflicting demands. Time management includes various techniques that help people to make better use of and accomplish more with their time making lists of what needs to be accomplished in a certain relatively short time period (such as a day or a week), prioritizing tasks to clarify which ones are most important and which ones could be delegated or put off and dividing ones day(s) accordingly.

The management of time is an issue which is fundamental to job performance. The consideration of time utilization for managerial and professional grades has not received much recently. Current approaches are based on the assumption that personal effectiveness at work is primarily a function of individual's management of his or her time.

Furthermore, time management is obstructed by the so called time wasters which prevent us from making the better use of our time. Therefore, it is very important to learn how to prone time wasters in different angles as follows:

- Plan your calls both incoming and outgoing
- Specific time should be set for visitors to see the managers

- Effective organization of meetings is essential for successful management of time
- Unnecessary travel should be avoided by making use of telex and telephone services and finally delegation should be a central to effective time management. (Gupta 2001, 85)

Therefore for a better time management taking action in scheduling and reviewing goals is essential. Organizing the daily schedule with a strong focus on the goals which have to be accomplished will definitely assisting employees to become time masters. Moreover, there are times that you have to look back and learn from your regrets so that could be easy to take actions on similar matters which have appeared before and hence saving time. (Merrill & Donna 1993, 159-163)

> *" In order to determine whether the time management tool is important to your home or business, you need to weigh its probable benefits against its potential drawbacks"(Mancini 2003, 134).*

Therefore, in order for organizations to have effective time management then the above ways proposed in which time wasters must be bear in mind to rectify the situation of time management.

2.4 Indicators of time management

As for many people see time management as a rather narrow or single issue, however, time management is multidimensional thus reaches into every aspect of our daily life. No matter how hectic or tight is our daily schedule still time has to be managed effectively.

According to Douglass, time mastery system includes five steps, which are;

1. Analyzing time use: Discover what is happening and what should be changed.
2. Setting priorities: Focus on the most valuable items.
3. Clarify objectives: Establish a basic for evaluating the best use of your time.
4. Planning time: Make sure that activities land to the stated objectives.
5. Evaluating progress: Determine if things are working out well. (Merrill & Donna 1993, 184-186)

There are many tips for becoming a top time master. Based on the nature of this study, here are the tips for a good time management;

1. Develop a personal sense of time- In order for one to develop a good personal sense of time then should be aware of the fact that time is his most precious resources and thus shall never be taken for granted. Therefore employees should always keep a time log by recording how much they have spent over a period e.g. in a week or months. By identifying how you truly spend your time, you can then easily figure out the next step to invest it for the future benefits.

   Furthermore, you should value other employees' time as well as your own; otherwise there will be a waste of time to both sides. The main idea of having a time log is to analyze the gap between what you think you are doing and what are you actually doing. (Adair & Allen 2003, 21-23)

2. Indentify long-term goals- Goals are always different as in what could be a long-term goal for some managers would be middle-term goals for others. All in all when planning saving time by setting long-term goals, then the goals should have a specific purpose, object, ending, mission, vision, and intention of performing that specific goal. Also the aims of the goals should be set clear in order to minimize confusion of what is supposed to be done at that particular time and hence time will be managed and well saved. (Adair & Allen 2003, 25-30)

   "*What gets measured always gets done" (Adair & Allen 2003, 31)*

3. Make medium-term goals- When setting medium-term goals, objectives for that term should be very specific as it makes sense to define it in your job. Also time budget should be included in each specified objective together with target average time required to perform the tasks so that there would be no underestimation of time to achieve particular results. At the end of the middle term the performance can be reviewed in order to find out if there was any time wasters and how to avoid them in the future. (Adair & Allen 2003, 32-34)

4. Plan the day- Nothing can be complete done in a last minute, therefore a day objectives should be planned at least a week ahead and in detail so that the objectives can be well achieved as planned. Compiling a daily program it is a productive thing that employees can do since it allows them to gain a sense of control, direction of

what to do next and of course freedom of mind. Time limit has to be set for all tasks as well as establishing priorities on each given task. Therefore before beginning a new day, employees should be already know what they have to do on that day so as to minimize time wasting and get to meet work deadlines. On top of all saying "No" will not make them bad people but will be saving their times and will not have to become servants to the priorities of others.(Adair & Allen 2003, 38-40)

"It is not enough to be busy; the question is what are busy about?"(Adair & Allen 2003, 44)

5. Make the best use of your best time- From Pareto Principle *"20% of your time produces 80% of your high quality work" (Adair & Allen 2003, 45).*

   This means that in everything employees should always develop a habit of recording and analyzing how they spend their time. This will help them to understand what went wrong and how to overcome the situation in the future and hence meeting the work deadlines.

Moreover, Merrill and Donna (1993) made it easier by pointing out the main important indicators of time management that could be used in any organization in order to eradicate the problem of meeting work deadlines, the indicators are as follows:

1. Eliminate recurring crises from your life
2. Make your to-do list for tomorrow before you leave today
3. Allow flexibility in your schedule for the unexpected things that you cannot control
4. Schedule the most important things
5. Try to eliminate at least one time waster every week
6. Develop strategies for handling and avoiding interruptions
7. Make sure projects have priorities, due dates and time estimates
8. Make sure meetings are productive
9. Conquer procrastination
10. Take time for yourself to relax. (Merrill & Donna 1993, 185)

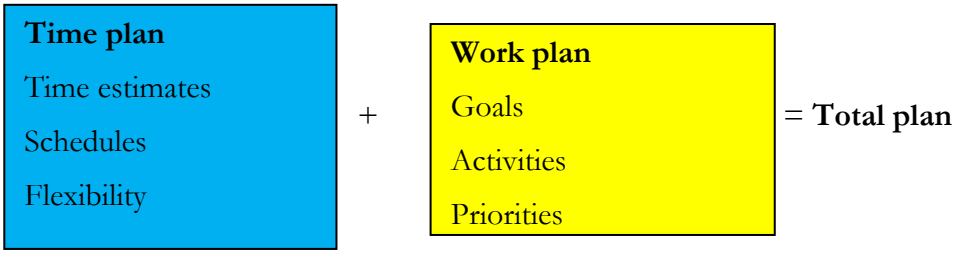

Figure 1: The key components of a total time plan (Merrill & Donna 1993, 58)

Therefore to conclude the theory of time management, employees should always remember that working faster will not save more of their time, neither will working long hours. However, changing time- squandering behavior can lead them to less stress, a more balanced life and great accomplishments. (Merrill & Donna 1993, 184-186)

2.5 Job design and motivation

Management can be most effective if it devises rules and procedures to govern the way in which the task is to be undertaken. Management is assumed to be more effective than labour at devising methods for executing the work and then at planning and organizing.

Job design is essentially a process of allocating task functions among organizational roles. Job design and work organization is the specification of the contents, method and relationships of jobs to satisfy technological and organizational requirements as well as the social and personal requirements of job holder. Job designers would appear to have ignored the psychological and social aspects of work to the detriment of the organization, the workforce and society as a whole. For instance, high levels of task rationalization are associated with high levels of boredom, which in turn is associated with job dissatisfaction and counterproductive worker behaviour.

The main criteria used by many job designers in designing their jobs are such as:

- Maximum specialization through the limitation of both the number of component tasks in a job and variations in the tasks.
- Maximum repetitiveness.
- Maximum training time. (Derek & Laura 1991, 420)

Therefore job design is just one approach to improving individual performance, where others include training, personal development, performance appraisal, clear roles, standards and expectations. Moreover job design is linked to motivation, job satisfaction as well as job performance. This means that if a job is well designed it's obvious that the needs can be fulfilled, then the employee will perform to a high standard because he or she is satisfying personal as well as organizational requirements.

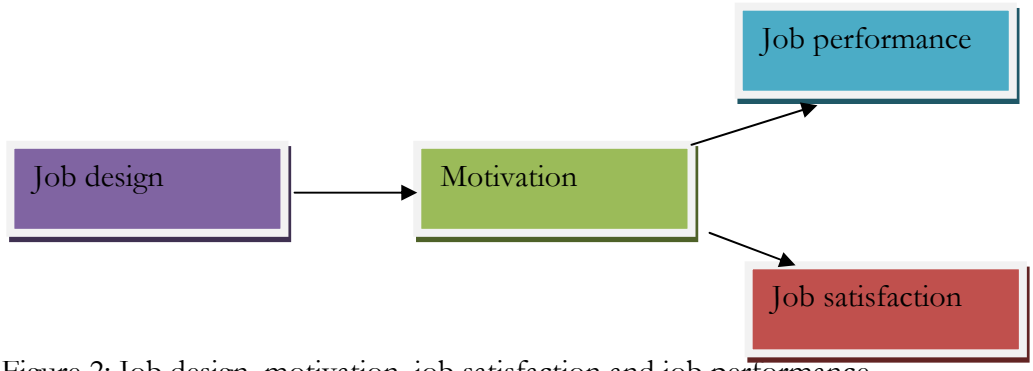

Figure 2: Job design, motivation, job satisfaction and job performance.

Source: Derek & Laura 1991, 423

2.5.1 Job Motivation

One of the major issues faced by human resources departments and specialists is the issue of employee motivation. In the workplace, motivation is a primary factor when it comes to getting work done. No matter how skilled the workers in any specific department may happen to be, the goals of the supervisor will not reach the desired levels of success and timeliness if the proper employee motivation is not in place.

Motivation refers to an extent to which an individual is engaged by the work role he or she occupies. From a managerial perspective the behavioural consequences of low motivation and job satisfaction have to be contrived. The role of a manager in the workplace is to get things done through employees. In order to achieve the manager should be able to motivate employees. Performance is considered to be a function of ability and motivation. (Mullins 2007, 250)

As staffing needs will differ with the efficiency of the workforce therefore good personnel policies are advisable. Employees will rather do what they want to do or otherwise motivated to do. There are basic strategies that could be used to motivate employees such as; treating people fairly, Satisfying employees needs and setting work related goals. (Mullins 2007, 251)

Motivation theories are divided into two categories which are termed as content motivation and process motivation, whereas for the process theories stress the difference in people's need and focusing on the cognitive processes creating these differences. (Rational cognitive process). However, for the content theories based on assumption that a firm can attribute a similar set of needs to all individuals (needs satisfaction). All effective employee motivation programs depend on including an employee motivation reward system. People like to be

rewarded for a job well done, or for effort put in above and beyond the call of duty. To effectively motivate employees they must be rewarded. However, these rewards must be based solely on job performance if they are to successfully motivate. (Mullins 2007, 256-257)

A scientific Abraham Maslow has developed and elaborated these theories in a clear model presenting the growth of the needs based on the psychological growth

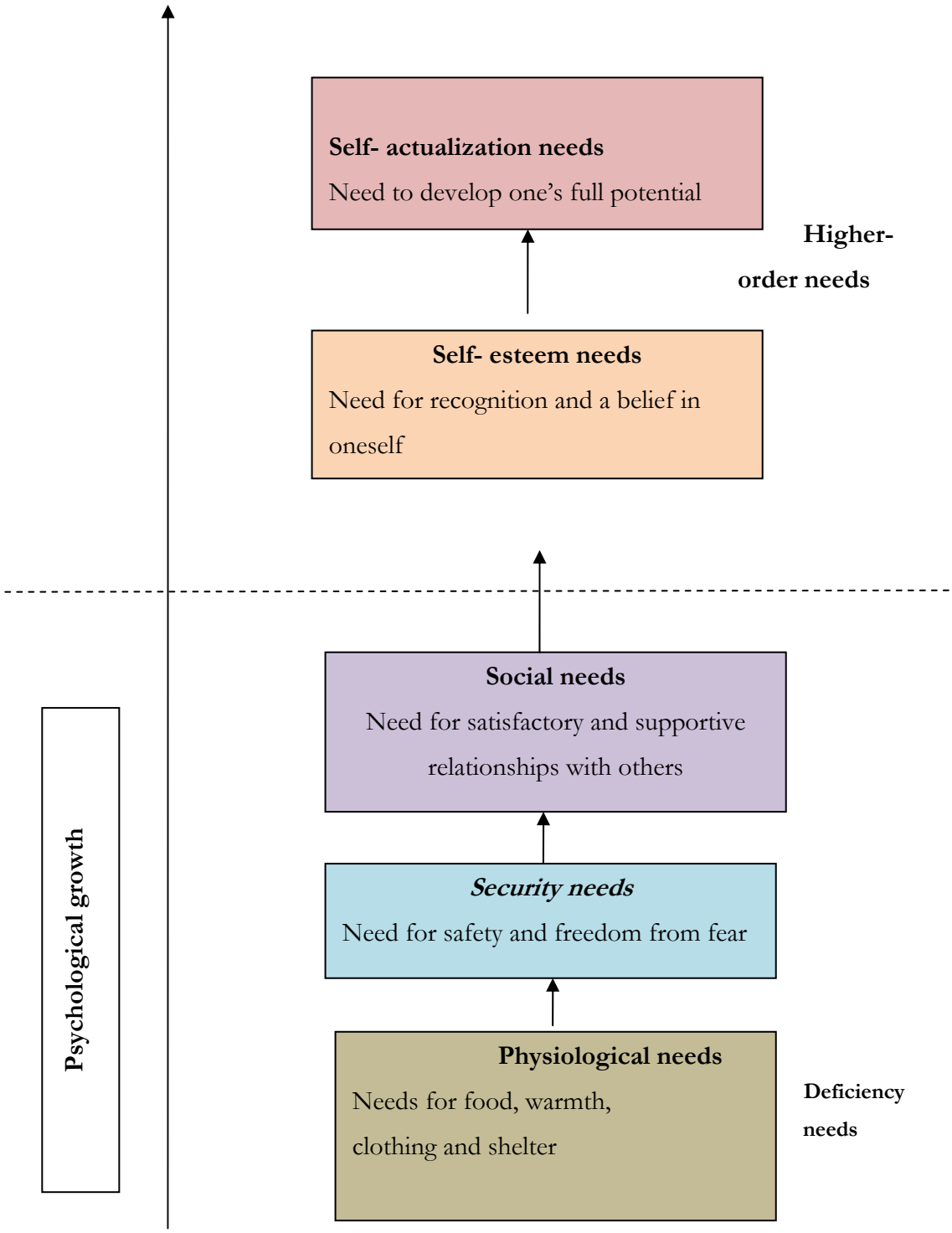

Figure 3: Maslow's hierarchy of needs (Fincham & Rhodes 2005, 195)

Therefore organization should understand how motivation affects employee performance and how to use motivation to improve performance since the need of satisfaction is an effective way of explaining subjective well being within an organization.

2.5.2 Job performance

Job performance is the work performance in terms of quality and quantity expected from each employee. The ability for employee to perform effectively in his or her job requires that he or she has and understand a complete and up-to-date job description for his or her position. Moreover, he or she must understand the job performance requirements and standards that he or she expects to meet. Always supervisors should review employees' job descriptions and performance requirements with them. (Spector 1997, 56)

Individual performance is generally determined by motivation, the desire to do the job, ability, the capability to do the job, and the work environment, the tools, materials, and information needed to do the job. However, motivation plays a vital role since it might influence negatively performance and because of its intangible nature. Enjoying the work environment will obvious make a person work happily at the same time feeling motivated which in return will make a person work harder and hence perform better. (Spector 1997, 55-56)

If no enough motivation is given therefore there will be no satisfaction to the employees and hence their level of performance will be poor. This is to say that one cannot be as efficient as supposed to if he is not provided with job requirements that can enhance his job performance. In simple and clear description providing what employees need reduces stress at work and makes them work happily as in they become motivated, and motivation leads to satisfaction and satisfaction provides great performance. Therefore Job satisfaction is a result of a good job performance. (Spector 1997, 56)

In many cases performances reviews often take place annually; however, it can also be scheduled more frequently. The assessment of job performance process varies, depending on the position or title in which employee belongs to.

2.5.3 Personal goals

It is impossible to plan well without knowing your goal. Most people have some ambiguous impressions to work with however; the actual goal evades them in which it brings the results of wasted time for all the matters it concerned. In order to achieve this more effectively there is the need to further develop these approaches to job and work organization design which facilitates these broader criteria being incorporated into the design process as well as the tools with which to achieve the task.

For any employee if wants to control time and increase his effectives, then he must determine exactly what his goals are and keep them updated frequently. This means that goals protect employee from aimless rambling and direct him in a positive path, hence without goals employees are likely to themselves being diverted by all kinds of outside influences from a point to point.

The effectiveness use of time is determined by the goals set. Goals are important elements in maintain personal stability. In other words is likely to have something ahead to look forward to as in there is no effort made without goals which makes a goal to become a possibility.

> "*Without goals, time management is like a hammer without a nail. With goal, however, time management becomes a magic key to success"* (Merrill & Donna1993, 12)

Furthermore, if there is no goal set then the focus is on activity. The approach of time management can only be done in two ways which are either to focus on the aimed results intended to achieve or to focus on the activities that are currently doing. Although there is a relationship between goals and activities but still goals are achieved while activities are done. Moreover time can simply be managed by creating proportionality between the short-term goals and long-term goals. The author Merrill.E.Douglass derived some good ideas that help to minimize a gap between short-term goal and long-term goal for the better management of time, which are:

a. <u>Keep a master To-Do list</u>- Priority is given to long-term goals or any other goals that links to long-term goals.
b. <u>Be sure there is a due date assigned to each project</u>- Knowing the due date beforehand so as to reduce the pressure of working close to the deadlines.

c. Estimate the time required to complete the project- If the due date and the time needed to complete the work are known then one can easily determine when to start working on the assigned task or project.

It is never easy for someone to set well-defined goals that could bring back a good grip of fruits. Always motivation is led by good goals, therefore no motivation without good goals. One should always bear in mind that goals have to be individual, written down as well as compatible with one another. Good goals can be developed through the following (SMART):

1. Goals should be **S**pecific- If goals are stated in ambiguous base it's very obvious that will narrow the direction and make it very difficult to know where to start making a step.
2. Goals should be **M**easurable- Also goals need to be measurable in terms of quantity in a way that will make it easier to follow the progress of it. This means that if a goal is converted in terms of money will make it easy for one to achieve it rather than following the terms. For instance say "I want to make £ 50,000 in five years" instead of "I want to be rich".
3. Goals should be **A**chievable – Set a goal that can be reachable otherwise it can never be a goal. Neither the daydreams nor fantasies will do it; therefore a goal should be attainable.
4. Goals should be **R**ealistic – The truth will always remain constant no matter what. This means that one should be realistic to himself while setting a goal as in determination should be put based on the facts and not cuts.
5. Goals should be **T**imed – Every goal is limited by time. Time schedule is needed in every step of a goal for attaining better results.

If goals are well set and followed will bring the greatest value to the company along with personnel satisfaction. However, it should be remembered to differentiate between important and urgent while setting a goal. Important things are those that contribute significantly to our goals and have a high value while urgent things have short-term consequences and they have to be done now. Therefore a focus should be on the things that really count. (Merrill & Donna 1993, 11-20)

2.5.4 Job satisfaction

Job satisfaction is a result of employees' perception of how well their job enables them to meet their important demands. Job satisfaction refers to a collection of feelings that an individual holds toward his or her job. A person with high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied with his or her job holds negative feelings about the job. (Spector 1997, 2-4)

Jobs require interaction with co-workers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal and the like. This means that an employee's assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements. (Spector 1997, 5-7)

Always organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees. Dissatisfied employees are more likely to miss work and other factors have an impact on the relationship and reduce the correlation coefficient such as level of performance at work.

However, job satisfaction is not similar with job motivation since there is no clear nature relationship in a way that personnel may have a motivation in his job but still cannot feel satisfied with his job. Moreover the theories of motivation tend to sum up the direct relationship between job satisfaction and job performance. (Mullins 2002, 646)

Therefore, in any organization the physical and mental fitness of its employee is more important in bringing satisfaction at work. Not only can that but also friendly work environment along with enough support within the organization influence the highest level of job satisfaction and hence good performance of the whole organization. Also low level of job satisfaction may lead into a low turnover, absenteeism as well as stress at work. (Robert P 1991, 119)

2.6 Stress at work and time management

Stress refers to ”ongoing process which involves individuals interacting with their environment making appraisals of that interaction and attempting to cope with and sometimes failing to cope with the problems that arise” (Robin Fincham & Peter Rhodes 2005, 62).
A person become stressed when lacks a fit or control in terms of personality, aptitudes or abilities and his own environment. Therefore stress is essentially a response to external events and physiological demands. However, stress is not necessarily something bad it all depends on how a person takes it. Stress at work is caused when the requirements of a job do not match the capabilities, resources or needs of the worker. These requirements can be work environment, job uncertainty, work colleagues issues and performance pressure.

The symptoms of work stressors can easily appear to a person when is experiencing one of the following;

- Shift working
- Excessive fatigue due to manual jobs
- High work pace and intensity
- Lack of variety in work
- Lack of authority to make decision in personal work environment
- Unpredictable, long and unsociable work schedules
- Lack of support at work. (Robin Fincham & Peter Rhodes 2005, 55)

Therefore if employees are experiencing any of the mentioned symptoms will definitely become stressed and will lack control or become poor in designing and managing workload, work scheduling, work design, physical environment and other sources of demand. Moreover employees will lack skills discretion, decision authority and of course support from other each other. In many cases stress affects people at work in different ways that can lead to a poor job performance as well as job quality itself. Some of the causes of stress at work are such as;

- Physical environment- Poor working conditions such as lack of privacy, insufficient space to operate comfortably and safely.
- Organization itself- Its policies, procedures, culture and style of operation can be a stress to its employees.
- Role in the organization- Role ambiguity, conflict and lack of management support.
- Relations within the organization- Poor relations or lack of team work and cooperation within an organization.
- Career development- Lack of job security, underpayment and under promotion.

- Personal and social relationships- Racism, sexual harassment and conflicts with family demands.
  (Stranks 2005, 16-19)

Sometimes employees might feel entrapped and burnout in such a way that they feel completely trapped in their roles. This makes them to believe that they are unable to change their jobs because of few opportunities available or qualified to move to another post. Based on that reason, initial enthusiasm for the job is replaced with the negative attitudes and hence burnout occurs amongst employees.
A term" burnout" refers to frustration and apathy that reduces sense of personal accomplishment. This means that a person can never attain his goals unless he is burnout and hence poor work performance. The main factors that cause burnout are;

- Emotional Exhaustion – a feeling of agreeing with pessimistic statements which results from excessive job demands and continuous, such as "I feel used up at the end of the day"
- Cynicism – a feeling of agreeing with depersonalization statements which results into a loss of tenacity, such as " I have become less enthusiastic about my work"
- Professional efficacy- a feeling of disagreeing with self-esteem statements which results into a poor creativity and efficiency, such as" In my opinion I am good at my job".
  (Robin Fincham & Peter Rhodes 2005, 68)

There are some workplace stressors which occur amongst the employees regardless of friendly work environment and other fringe benefits given by a firm. This is to say that a state of being stressed is not only caused by the physical circumstances but also internal affairs at work. Those internal affairs can be such as;

- Under-stimulation – Repetition of similar work all the time
- Over- stimulation- High work pace and intensity
- Daily continual demands- Workplace hassles
- Social stressors- Unfair treatment of individuals to outright harassment and bullying
  (Stranks 2005,3-5)

In any organization the management should think of how much control can be exercised over the work before assigned to employees so that they could reduce stresses to employees and allow them to produce effective work before or on the due dates. This is to say that if there is no any effort made for downgrading the presence of stress at work, therefore it might result

into absenteeism, burnout, reduced productivity, costly mistakes, and poor quality of work as well as failure of meeting work deadlines on time

To sum up all stress related ideas which are mentioned above, it is very possible for managers to identify and manage potential work-stress factors. Likewise an organization should be aware of the fact that any employee can suffer from stress regardless of age, status, gender, ethnicity or disability. It is very important that managers, human resources personnel, safety officers and welfare staff have a clear understanding of the main issues involved with workplace stress prevention and management.

2.7 Time wasting in organization

Time wasters are interruption such as people, events actions and processes that prevent us from making the most use of our time. Time wasters whilst a high level of interaction between people at work can normally be considered as a healthy phenomenon, there are never less potential disadvantages for one individual's personal effectiveness. These time wasters at workplace can be grouped into different categories which are as follows;

1. **Socializing:** Since social skills have become the most important and needed skills in business life or at work places, therefore the managers have started to pay much attention on it and believes that it's a major drain on their employee's productivity. However, what they are not aware of is that socializing occurs quite often than it should be in the company. As it is well observed that employees acquire lots of useful information during their coffee breaks than from the company's daily manuals operations. This is to say that socializing in a reasonable amount boots job satisfaction, morale and consequently productivity. Therefore socializing in general is a tonic that enhances the quality of work. (Mancini 2003, 116-117)

2. **Misplacing things:** Time is also wasted during the normal office hours in finding the lost things. Many employees are untidiness and disorganized in a way that it takes much time to find where they put their files and other important documents. Not knowing which is where is also a time consuming thing that can cause a failure to meet work deadlines on time. In many cases employees are either stackers, stuffers, spreaders, slingers and sorters of their own office stuffs. However, neither of the

characters presents a time saver since they all end up wasting time in one way or another and hence delaying of works deadlines. (Mancini 2003, 120-122)

3. **Forgetting things:** So many things can happen in a day, meaning that for about eight straight office hours employees are going through a lot. The scientific research shows that 50% of all the things you hear or read in a day you will forget them in one minute, which means that employees are not in any capability to memorize everything they have done in a day or they were supposed to do in a day. Sometimes they might be told to perform specific task by sales manager, then later on human resource manager comes up with something else which needs urgent solution, then it's pretty obvious that employees will not be able to remember what the sales manager has told them to do and at the end of the day the work is not done on time. (Mancini 2003, 123-124)

4. **Long-winded people:** In many job descriptions it include answering the telephone, meaning that employees have also to communicate through the telephone with the customers, partners or colleagues. This party of job description involves lots of talking as in creating good relationship and team working. (Mancini 2003, 127-130)

Moreover, there are other factors which could also be regarded as time wasters. Those factors could be grouped into a two forms which are:

- Environmental time wasters: These are the activities that occur in workplace which are normally out of control. The activities included are such as;
  - Interruptions from visitors- People drop in the office with no appointments
  - Incoming mails- Reading and surfing on the internet for non-official matters
  - Meetings- Can be waste of time if has no specific reason, agenda and timeframe. (Mackenzie 1997, pg 71,103,149)

- Self-generated time wasters: Refers to the things that can be caused by a person himself and can be controlled. Those things are such as;
  - Procrastination- Implies the tendency or habit of postponing things.
  - Lack of planning and prioritizing – Leads to drifting and working in a scattered way.
  - Lack of delegation- Doing too much and having insufficient time to focus.
  - Inability to say "no"- Allowing others to ask too much of you.
  - Lack of organisation and untidiness- Cluttered up the desk with less or no memories. (Mackenzie 1997, pp96,121-141)

Therefore if the mentioned causatives of time wasters are not put into a big consideration to take action for the changes, then it's very obvious that employees will fail to manage their time effectively and hence fail to meet work deadlines on time. Setting priorities for all the activities is a mandatory in any time management process since plans will not always work out the way they are written.

Furthermore, a matter of necessity is very important in all aspect in a way that one can only do something when he or she thinks that it is necessary to be done, otherwise it is considered as a waste of time for nothing.

2.8 Summarising conceptual framework

Time study is the process of recording and analyzing systematically the time required performing various operations. The main purpose of time study is to measure the performance of an average employee working at average speed, standardized conditions and methods. It is also used for settings standard times for performance rating similar operations.

Time study can be done through the analysis of the whole day operation meaning that after the work day is over, one can easily starts to figure out what went wrong, what went right, was the time spent in most important work, what caused most interruptions and how could the time wasters be eliminated. As one makes the most analysis of his time log then will not be of any harm to look for patterns and trends as well in such a way he could find out how much of his time does he control himself.

As the purpose of any time log is to help a person study his activities, then the important activities are those that will help the accomplishment of the goals set. For a better time study, one should always remember to consider the question of quality time versus quantity time. Quality time is the most important in time management since it is not only a function of the amount of time you spend but also of whom you spend it with and of what you spend it on. (Merrill & Donna 1993, 44)

The analysis of job is done almost by every employee in any organization. For the effectively analysis of the job employee should always analyze it from three different perspectives which are; what you think you are doing, what you ought to be doing and what are you actually

doing. These will give a variable insight that will help the employee to be able to make decisions about his overall time strategies. (Merrill & Donna 1993, 44-45)

The situation at Galileo Tanzania is that the company has been decreasing its efficiency due to the fact that many works are done beyond the due date and sometimes with less quality standard. There has been a tendency of mismanaging time by employees during the work and thus has developed some negative impacts such as decrease in sales as well as profit.

Therefore the company aims to research on this area so as to point out the time wasters and to suggest the possible alternatives of overcoming the situation. Based on those factors discussed in sections 2.1 until 2.8, below is the guiding conceptual framework which is used in conducting this research.

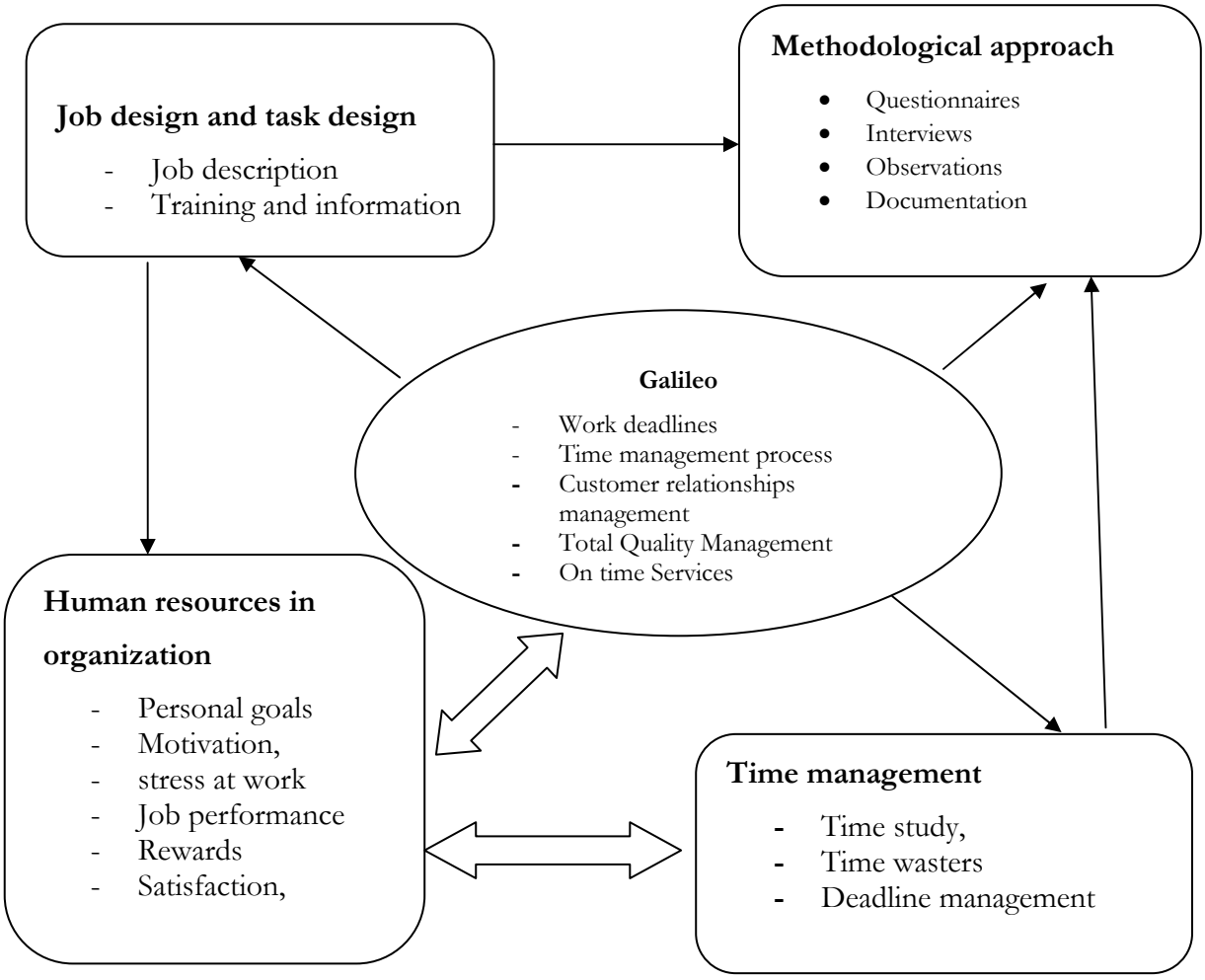

Figure 4: Conceptual frameworks of time management study

Source: Own conceptualization based on literature review

3 Research approach and methods

The purpose of conducting this research is to get a holistic picture of relations and situations in which a base is on situations from an "insider" perspective. This is to say that the focus is on the meaning of time management and how to meet work deadlines on time, whereas the aim is to get authentic insights through studying how phenomena are constructed, while as for preferred data is open-ended interviews with an observation and texts. (Silverman 2005, 11)

Therefore the methods used to conduct this research are both quantitative research method and qualitative research method whereby the empirical part of the research was covered by interviews questions to the top management together with the questionnaires distributed to all personnel within the company. Also a good observation of office employees' on how they use and manage their time together with the documentation was used in completion of this study.

In this case quantitative research method is used to design good questionnaires which are answerable to the research problem. The questionnaires are aimed to focus on the whole organization since it is not a big one whereby each personnel together with the top management gave their clear mind opinion on how much they are aware of time management issue and how they manage situation at Galileo Tanzania.

For the case of qualitative research method, short interview questions were asked to the most concerned people who are direct subjected to the main problem. The main idea is to hear out their experience with the problem and how much they have tried to tackle the problem so that it could be easy to develop strategies on how to improve the situation.

3.1 Research area and population of the study

This study was conducted at Galileo Tanzania in Dar-es-salaam. The reason behind this selection was based on the question of availability of organization to conduct the study, also on the matter of cost reduction in the entirely process of conducting the study, still more; the researcher has done the work placement in the same area.

The entire process of conducting this study, a number of employees from different departments, sections and top management of Galileo were consulted. The whole population

studied was taken from the whole organization. Therefore study was able to be conducted in all three departments of Galileo Tanzania, such as Administration department, Business continuity department and Technical department.

3.2 Sampling methods and data collection process

In quantitative research sampling is always part of research whereby different forms of sampling can be used. The study was deploying the method of random sampling technique which is one of the probability sampling plans. The reason of using this method is to ensure that the middle and operating employees whose are 16 in number has to participate and have the equal chance of being selected in the sample.

The study used various methods of data collection; these include interview, questionnaires, observations and documents. The reason for opting all these instruments is based on complementarities and investigation of the weakness of using only one research method in the course of data.

3.2.1 Interviews

Whenever qualitative research is involved, interviewing people is very natural way of collecting data. Interviews are taken as topic rather than resources as in interview maybe studied as an object itself. Interviews are regarded as potential tools to provide certain bunch of information to which they are supposed to have privileged access. Actual interviews can be regarded as activity in which abilities, responsibilities and rights are put into terms. (Paul 2004, 56-57)

Telephone conversation together with the e-mailed interview was conducted only to those targeted and influential respondents in the sample. Telephone interview enhance much more details and explanations from respondent who did not having time to respond to interview question sent via email. In this case head of Galileo Tanzania and the human resources manager were interviewed respectively.

3.2.2 Questionnaires

Questionnaire represents the vital part in the research. Before questionnaires are designed the sample must be defined, together with the sampling method and data collection. Also a researcher has to determine that will need to be asked for analysis purposes. Therefore questionnaire is an integral part of the research process, however, which can affect the research process and what was to happen in the research process. (Ian 2004, 7-9)
Close-ended questionnaires were administered to the appropriate sample for data collection. There were 16 questionnaires which were distributed to Galileo Tanzania. This method was simple and safe to the respondents as their names are not required in the questionnaire. Questionnaire were basically designed to meet objective of the study, the language used was predominantly English because it's official language of Galileo Tanzania.

3.2.3 Documentation

Documentation refers to various kinds of documents such as texts, photographs and drawing that are produced as part of current social processes that is not for the purpose of the research project in which they used. Documents are constructive part of the project since they provide data and remains of life in many ages. The main purpose of the documents is to fix aspect of current events and actions for future inspection. (Paul 2004, 88). In course of conducting this study various documents in the organization, for this case is Galileo Tanzania was consulted, for example files, attendants registered and circulars which contain relevant information to the topic of discussion or study and thus were remained to be confidential.

Data period	**Document**	**Purpose**
05.01.2009-30.09.2009	Attendance register list	To find out the arrival and departing time of each employee.
05.01.2008-30.09.2009	Personnel's record files	To understand the job description and job performance of each employee.
01.01.2007-31.12.2009	Circular	To understand the defined terms and regulations of Galileo Tanzania Company.

Table 1: List of internal documents

3.3 Data analysis process

This study applied both quantitative and qualitative techniques in the process of data analysis. Qualitative techniques were used to give more explanation to the data relating to the topic of discussion whereas the interview questions answered to the researched problem and the theory used to complete the study, while for quantitative techniques questionnaire were delivered to every employee at Galileo Tanzania.

Therefore, as a researcher I made my analysis based on what they have filled in the questionnaires whereas the main goal was to find out how much they are aware of time management and work deadlines problem within the organization.
Data validity is the correctness and reasonableness of the data. The validity is concerned with case studying successfully at measuring what the researcher set out to measure. Validity of the research is interpreted as the extent to which an account accurately represents the social phenomena to which it refers. (Silverman 2005, 210)

3.4 Reliability and validity

The validity of the research has to be seen crucial. The answers the people have chosen could have been influenced by their moods or in this case also by the distant research as in the employees were reminded about filling in the questionnaires through e-mails and sometimes telephone. It could also be that if questionnaire were delivered hand to hand or on another day could have caused other results as an outcome.
As there were only 16 questionnaires serving as basis for analysis, since Galileo Tanzania is a small organization and those are the present and targeted employees at Dar-es-salaam region where the main research is concentrate on. On the other hand, the results are a good guideline and show a direction in which Galileo should go to improve its problem of time management and meeting work deadlines.

On the side of interview which was conducted through email and telephone (for one who had no time to reply the e-mailed interview), the results were presented in clear and descriptive way. However, it could also be very possible that the answers depend on the mood that the person had on that day (especially for the telephone interview) and also the current activity that the person was doing while answering the interview question as in multi-tasking.

Reliability refers to the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. It means the same results can be acquired each time regardless it has been assessed repeatedly. (Silverman 2005, 286)

In the case of this research it would be fairly easy to get similar results of the questionnaires if it was to be repeated another time. The questions are easy to understand and the chance is high that the outcome would be nearly the same as the answer options are fixed. Of course one should be aware of the fact that there are many external circumstances which affect the outcome.

> *"Data reliability of the research means the degree of consistency with which instances are assigned to the same category by different observers or by the same observer on different occasions".* (Silverman 2005, 210)

4 Key results and discussion

Time management is a set of principles, practices, skills, tools, and systems working together to help get more value out of time with the aim of improving the job performance, rise productivity and even improve quality of life. Time is something that employees need in order to do your work. Time is a unique resource because every organization gets the same amount as another. Once it's gone, it's gone forever and can never bring it back. One thing that you can do with time is to use it effectively.

Hours of Duty

Normal official hours are at Galileo Tanzania is as follows:-

Day	Session 1	Lunch Break	Session 2	Total hours in a week
Monday - Friday	0800-1300	1300-1400	1400-1700	40 hrs
Saturday	0900-1300	_	_	4 hrs

Table 2: Galileo Tanzania hours of duty

An employee working temporarily elsewhere than at his normal place of employment shall observe the hours of duty fixed at the place at which he is temporarily employed, if these are different from the hours of duty fixed at his normal place of employment.

4.1 Questionnaire respondents

The total number of questionnaire distributed was (16) but turn up of questionnaire was just 13 which mean 3 were unable to return the questionnaire. However, the questionnaire delivered a clear analysis of time management at Galileo Tanzania together with the help of interview and documentation.

Below is the table presenting the sampling method used in forming and analyzing the questionnaire. The questionnaires were only focusing on departments present in Galileo at Dar-es-salaam region.

Department	N	Percent
Top management	1	50%
Head of departments	2	66.67%
Finance & Administration	2	100%
Technical department	1	33.33%
Sales, Marketing &customer support	7	100%

Table 3: Number (N) and percentage of respondents according to department

4.2 Overall analysis of nature of time management

The respondents had shown a positive attitude and being honesty with the way they evaluate the elements of time management at work. Neither of the department affected the openness of the way respondents evaluate the elements of time management.

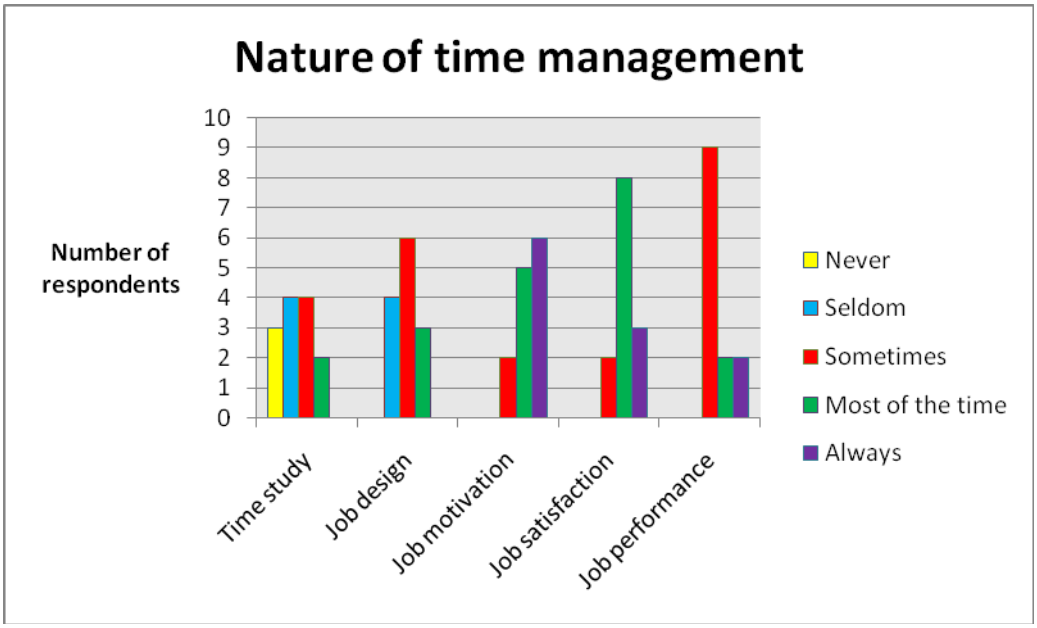

Figure 5: Overall analysis of nature of time management (n=13)

The presented figure shows that most of employees at Galileo Tanzania are aware of the nature of time management. However, 3 of respondents have never take time study habit into a consideration. This means that they have no tendency of using time log which could simply

show them how they spend their time and hence could be easier for them to eliminate any time waster arises.

Besides that 8 of the respondents are seem to be satisfied with their job most of the time. This could be because of good work environment, good salary and remunerations. In case of job motivation, 6 of respondents are always motivated with their job while only 2 of them are sometimes feeling motivated at work. The motivation could be brought by their job satisfaction.

The results also present how much Galileo employees are sometimes thinking of their job performance. The figure presented about 9 of them which is a good sign that they care about their carrier development by improving and maintaining their job performance. Also the respondents tell how much they think of designing their job by setting objectives to achieve. This could be caused by the serious motivation that the company has of rewarding its employees when meeting the target sales.

4.3 Identification of time wasters

In order to solve the problem of time management therefore there is a need to research for the main time wasters in Galileo Tanzania, so that it could be easy to recommend the suitable means to overcome the situation.

Figure 6: Time wasters (n = 13)

From the filled in questionnaires, the results showed that about 5 of employees in Galileo Tanzania are spending most of their time on answering the telephones and replying the

incoming emails. Despite the fact that responding to incoming telephones and emails is part of their job description but still this is not done in a proper way to ensure time management.

However, one of the respondents is seemed not to remember the description of the given tasks or when given another new task then he or she definitely forgets what was supposed to be done or where he or she stopped in the previous task. Also others are facing clutter at work which means that valuable instructional time is lost in scrambling to find small items like office files, floppy or memory discs and etc.
Socializing is regarded as a very common thing in Galileo since 4 of the respondents admitted to spend their time on it during the working hours. Moreover, interruptions from informal visitors seem to be in medium level, as it is a normal behaviour for employees to receive guests without any appointments regardless they are customers, formal or informal visitors.

4.4 Indicators of time management

The questionnaires also had a look on the indicators of time management. The aim was to find out how is time managed at Galileo Tanzania so that it could provide a clear path for suggesting the means of improving better time management

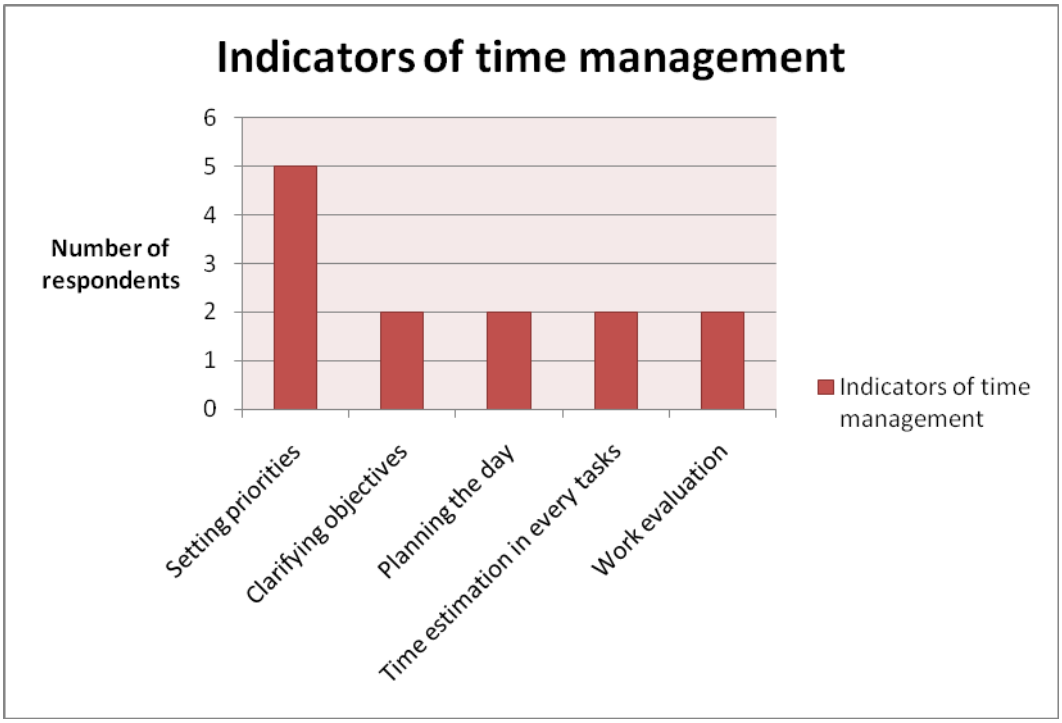

Figure 7: Indicators of time management (n=13)

Based on the results provided by the respondents it shows that 5 of employees in Galileo Tanzania they have a good habit of setting priority codes on each assigned task so that they could still perform all tasks effectively. Since it is one of the main indicators of time management, therefore employees in Galileo they could become good time managers if they also remember to put some efforts on clarifying their main objectives, evaluating the effectiveness of their work as well as planning their day before hand as in to prepare or revise tomorrow to-do list before leaving the office.

4.5 Stress at work

If employees are stressed at work it very obvious that they cannot meet work deadlines and provide a good quality of work. Therefore the questionnaire also had to find out if the employees are stressed at work so that suggestion on how to handle stress at work could be provided.

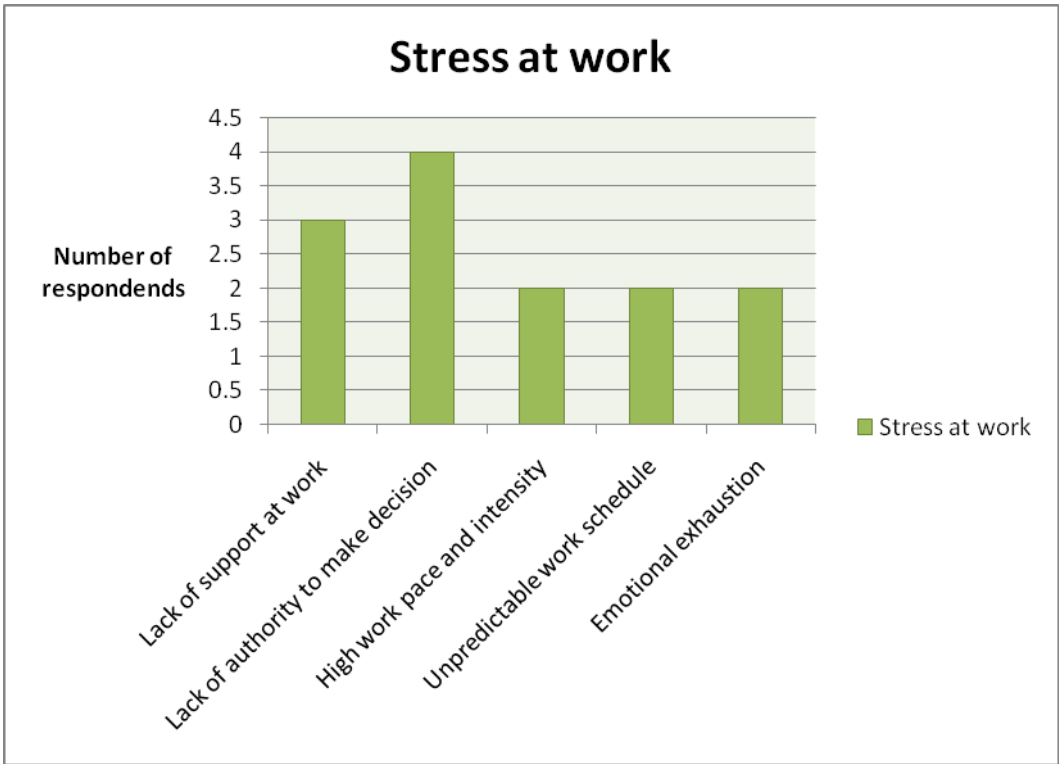

Figure 8: Stress at work (n=13)

The respondents indicated that about 4 of them they feel stressed at work because they lack authourity to make decision concerning their jobs. Every assigned task has to go through the head of department before assigned it to employee, even if it is a job asked by a fellow

employee. Also 3 of the respondents agreed that they lack support at work and thus cause them to be stressed.

Other respondents they face high work pace and intensity due to changes which happen sometimes, while others they see their work schedule unpredictable in a way that they cannot finish their work at same time everyday. Also seems that emotional exhaustion has become part of daily life due to family issues and other personal problems.

4.6 Interview respondents

In qualitative research techniques, I was able to have a telephone interview with the head of Galileo Tanzania Mr. Omar Ndege and emailed interview with the human resource manager Mr. Mohamed Siu. The interview aimed to have an overview of the whole time management problem in Galileo. Below is the summary of the interview.

Theme	**Head of Galileo-Tanzania**	**Galileo-Tanzania Human resource manager**
Source for the failure of meeting work deadlines	Overlap time limit to accomplish assigned duties, because employees have no culture of setting limits for performing special assigned task. Informal discussion, there is a tendency of employees after arriving at workplace in the morning they went straight to the boardroom and starting their informal conversation.	Traffic jam, despite of company providing transport to all staff still employees are unable to report early to the workplace because of traffic congestion on the road. Laziness, not all employees are committed to undertake their daily and special established routine. Laziness appeared in form of unnecessary and un-programmed movement of employees within and outside the office.

Consequences of poor time management	Failure to deliver equipment to client because of time mismanagement. Delay of installation of link and virus cleaning to travel agents, this is one of the common problems in Galileo Tanzania.	Failure to meet deadline on writing and submitting monthly report. Training feedbacks are not submitted right in time after employees come back from training.
Responsibilities of employees in time management	Shall not be negligent, indolent, or insolent in the execution of their duty Shall, during his hours of duty, devote himself entirely to the interest of Galileo Tanzania and the discharge of his official duties Shall not, leave his place of employment without authority during hours of duty to attend to private business	Unless for official purposes, no private visitors are allowed during official working hours Shall not absent himself from duty, alter his appointed hours of attendance, or exchange duty with any other employee, without authority.
Rules with regards to fail to meet work deadlines	Not exactly. They are given a serious warning and they have to complete the work within next 24 hours.	Yes. They are warned and they have to do the work with the required standard within 24 hours. And of course the warning is written in their work profile.

Increasing employees motivation	We provide good incentives, high salary, training and sometimes promotion	We give them recognition which seems to be important to them, also we increase their salary, give incentives and special training.
Stress handling	We have a specialist who comes after every three months in a year for counseling session with our employees.	We hired a doctor for counseling session with our employees and this is done in four times in a year, so it is after every three months to ensure that no one is working under stress.
Encouragement job design	In our meetings, we always ask employees to set goals of the day and how to accomplish them.	We encourage them to set goals of the day during the meetings, and also when assigning a work to them we give them enough assistance to do the work.
Strategies to ensure proper time management	I think employees need to be more aware of the consequences of poor time management in our organization. Also they have to take their responsibilities at work and obey organization rules.	We need to provide seminars on time management so as to create the more awareness of the problem to employees. Otherwise management should tight the organization rules; if they don't obey they have to be replaced.

Table 4: Interview respondents

4.7 Results from documentation and observation

In the process of data collection also documentation and observation were used to complete this study. Observation was made during the time I did work placement (June 2008-August 2008) whereby I was able to observe every moves of employee at work and to see the way they respond to the issue of time management.

Nevertheless, the use of attendance list to check the reporting time of each employee and the time to leave the work was one of the data collection means. Here are the results obtained;

1. **Reporting late for work**: Human resource policy of Galileo started clearly the suggested corrective action to be taken against employees who reported late for work. Employees were supposed to report at 7:30 am and sign the attendance book but it was observed that about 7 employees, came late but the signature showed they reported on time or others they sign register on behalf of late comers while 9 of employees didn't get bothered for signing register .Therefore cheating was used and no any serious measure was taken against them.

2. **Leaving work early**: At Galileo employees were supposed to leave for work at 5:00 pm but study revealed that 4 employees have the habit of leaving early from the office without permission and no any action was taken against them as suggested by rules and regulation of Galileo.

3. **Extended or unauthorized breaks**: At Galileo there were two authorized breaks, in the morning there was half an hour tea break from 7:30 am up to 8:00 am and afternoon there was lunch break which was supposed to be from 13:00 pm to 14:00 pm but about 10 employees of Galileo extended those breaks up to two hours and above. They made unnecessary movement from office to street to engage in their personal activities

5 Conclusions and recommendations

The central theme of this study was to examine the impact of time management in the effectiveness of organization performance, this chapter is designed to give point of view in form of conclusion and recommendation on possible actions to be taken to ensure time goes hand in hand with administration and management in the performance of the organization.

5.1 Conclusion

In course of conducting this study, weaknesses were noted in the way time was managed at Galileo, which if not dealt with attentively and immediately it may result in pulling back all other effort of making Galileo a Computer Reservation System (CRS) of choice in Tanzania.

The following were analyzed from the study:-

- Lack of authority to make decision; there are some minor decisions that still requires employees to consult their heads of departments before taking actions and thus cause them to feel stressed and hence failure to perform their duty as well as meeting work deadlines.
- Much of time during work is spent on answering to incoming telephones and e-mails, besides that socialization within the company is consuming time which could be used to meet work deadlines.
- Job motivation as well as job satisfaction seems to be in a good rank to make employees feel comfortable with their jobs and increasing their job performance.
- The need for the time study in Galileo Tanzania is essential since employees seem not to take it into a serious consideration.
- Setting priorities on each assigned tasks is not enough, also employees of Galileo need to clarify and revise their objective, estimating the time needed to accomplish a certain task, planning their day before hand and evaluating the progression of the work.
- Support at work is very important in achieving individual and company's goals, therefore Galileo Tanzania should consider supporting its employees at work.
- Lack of reminder system; most of Galileo staff did not have culture of using reminder system hence tend to forget important things which were to be attended at proper time.

- The management of Galileo contributed at large to make her workers fail to observe proper time management at workplace. The management failed to administer the proper penalties as directed by legal provisions. The employees failed to accomplish their task on time bearing in mind that there would be no any strong legal action taken against them such as losing their jobs.

  All those reasons make to conclude that there was time mismanagement at Galileo Tanzania despite time being a crucial factor on organization success. This is supported by failure in meeting of deadline of submitting monthly report, failure to respond quickly to customer needs and delay in delivering equipment to clients.

5.2 Recommendations

After a critical analysis of the situation about time mismanagement at Galileo Tanzania, the following are suggestive comments from study point of view for rectifying time mismanagement which was observed during the study:

- **Use of reminder system**

  In every business office there are many things which require attention in the future, it is essential to have an efficient reminder system which will ensure all important matter are not forgotten i.e. meet clients request are example of important things which should be attended at proper time.

- **Seminar of time management**

  Galileo management should arrange the seminar of time management to equip the employees with right and enough knowledge of time management. Workers should start to recognize time as important resource which a very time once misuse, can never have it back.

- **Write things down**

  A common time management mistake is to try to use memory to keep track of too many details leading to information overload. Using a to-do list to write things down is a great way to take control of projects and tasks and keep organized so each worker is advised to write things down so as to make easy to be remember.

- **Plan a week**

  Employees should build culture of spending some time at the beginning of each week to plan their schedule. Taking extra time to do this will help increase productivity and balance important long-term projects with more urgent tasks. Spend about fifteen to thirty minutes for planning session.

- **Learn to say No**

  Many people become overloaded with too much work because they over commit; they say yes when they really should be saying no. Learn to say no to low priority requests and you will free up time to spend on things that are more important, also should learn to say no to informal interruption of friends and relative.

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Appendices

Appendix 1: Questionnaire

Time management at Galileo-Tanzania, Dar-es-salaam region
(Addressed to top management, Head of departments, Sections and other executives of GALILEO-TANZANIA)

Dear respondent,
Provided below is set of questions that requires your response. The questions have been designed to meet academic objectives. Your cooperation will be highly appreciated to help the researcher meet those objectives.
Data collected will be used for that purpose and not otherwise. The study aims at improving the better use of time at GALILEO-TANZANIA through advices, opinions and suggestions of researcher.

1. Please answer the following question by ticking the appropriate box.

	Never	**Seldom**	**Sometimes**	**Most of the time**	**Always**
I use time log to record and analyze the time required to perform various tasks					
I feel motivated at work by other employees and work environment					
I am happy and satisfied with my job and everything at work					
I set goals to achieve and revise them most of the time					
I understand my job					

description clearly and perform my tasks effectively					

2. During work my time is mostly consumed at this/these activity/activities;
   - ☐ Socializing with local staff
   - ☐ Misplacing things
   - ☐ Forgetting things
   - ☐ Interruptions from visitors
   - ☐ Incoming mails and telephones

3. I try to save my time so as to meet work deadlines through;
   - ☐ Setting priorities on given tasks
   - ☐ Clarifying my objectives
   - ☐ Plan the day before hand
   - ☐ Estimating time for each assigned duty
   - ☐ Evaluating progress of my work

4. I feel stressed at work because of;
   - ☐ Lack of support at work
   - ☐ Lack of authority to make decision
   - ☐ High work pace and intensity
   - ☐ Unpredictable work schedule
   - ☐ Emotional exhaustion

Appendix 2: Interview questions

The main purpose of having interviews was to get the clear picture of how the management handles the problem of time management at Galileo Tanzania. However, only few questions were asked since the nature of the study itself aims to manage time at the most for effective uses.

The focus was on:

-The head of Galileo Tanzania

-Human resources manager

Interview questions:

1. What do you think could be the source for the failure of meeting work deadlines in your organization?
2. What are the consequences of poor time management in your organization?
3. What are the general responsibilities of your employees in this issue of time management?
4. Are there any rules set to those who fail to meet work deadlines?
5. What kind of motivation are you providing to your employees?
6. How do you handle stress in your organization?
7. How do you encourage your employees to design their work?
8. What do you think should be done to ensure proper time management in Galileo Tanzania?