

T.C
KARABUK UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS

**TIME MANAGEMENT AND ITS IMPACT ON EMPLOYEES’
PERFORMANCE LEVEL**

Case Study on the Cellular Communications Companies in Libya



MASTER'S THESIS

Prepared By
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Thesis Supervisor
Assoc. Prof. Fatma Zehra TAN

Karabuk
FEBRUARY/2018

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THESIS APPROVAL PAGE

To Karabuk University Directorate of Institute of Social Sciences

This thesis entitled " **Time Management and its Impact on Employees Performance Level** " submitted by **Abraham Mohamed A. ANBEA** was examined and accepted/rejected by the Thesis Board unanimously/by majority as a MA / ~~Ph.D.~~ thesis.

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I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

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Chapter One

THEORETICAL FRAMEWORK: TIME MANAGEMENT

1.1. The Concept of Time Management

Time problem is one of the most important problems that faces people in the modern societies, where the symptoms of speed, anxiety, and tension are shown, due to the inability to manage time efficiently in most cases, that increases pressure on workers, and perhaps those symptoms are shown on workers who work in management more than other workers, because management work needs more effort in all of its four stages, which are planning, organizing, guidance, and administration. And especially every time the director supervisor moves to a higher position, he receives more pressure, where his specific role is making decisions based on known data and information, that easy to get or easy to get parts of it, but he must work to negotiate between solutions and decisions at the same time.

The time problem can be seen in managers in different administration levels, because usually they face the problem of making their work done in the given time and on the given information, as well as their personal efforts which the made decisions are based on, here the value of time management is shown clearly for the workers who work in the higher administration levels, middle administration levels, and supervisors at the same amount, as they take the biggest part of the responsibility for the administration and decisions making.

Therefore, managers deal with time under two main principles: (Kinan, 1995, 24-25)

1- Taking the right decision in the right time:

The date of taking the decision is considered one of the most important factors that contribute in supporting the decision-making process and receive the wanted results. And cannot rely on the content of the decision only, and ignore time or ignore the required time and right time to take the decision and release it. For

example: the executives may want to study, in details, one of the producing problems to get to the best solution in their executive and technical point of view, and they think that any delay in taking the decision may be more expensive than any of the returns of the decision that have been taken after ample and extended Studies.

2- Deal with problems and subjects in the right sequence and at the right time:

Often the executive managers take care of the execution side, which needs more time from them, and cannot realize the amount of damage that could happen to the organization when a delay happens in the execution schedule and not finish the required works at the wanted or shown appointments, which creates confusion in the organization, at that time the administration must do its role to control the time by:

- Extend the work boundaries or narrow it.
- Speeding up or slow down the work.
- Focusing on some of activates and ignore others.

Often the project management cannot take most of the decisions by itself, either because of time or because it cannot predict the required time because it is connected to some of the technical sides, where it cannot get knowledge about the problem as the knowledge got by someone who is close to work level. Any facility administration wants to make sure that the decision has been made at the right time and in right knowledge framework, and to take care of it by the right people. (Hasan, 2001)

1.2. Types of Time

Alkaeed (1422) shows that there are two types of time in our life, as shown in the Figure 1.1.

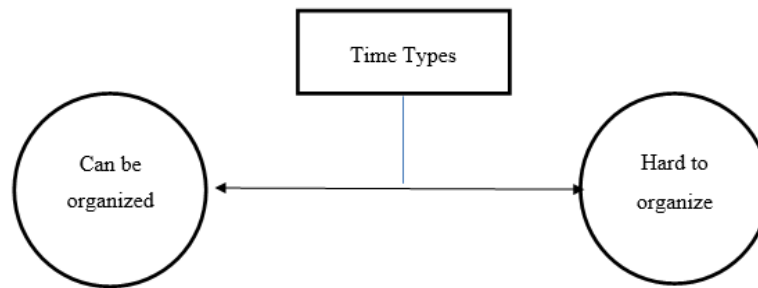


Figure 1.1 Types of Time (Alkaeed, 1422)

The first type: A Time which is hard to manage or organize or benefit from it for other purposes. Which is the Time that we spend in our basic requirements, such as sleeping, eating, resting, and family and society important relations. And it is the Time that we cannot benefit from it for other purposes, and it is very important for us to keep our balance in life.

The second type: A Time that can be managed and organized. Which is the Time that we spare for work and for our private life, and in this specific type of Time is the big challenge that we face. Can we take advantage of this Time? Can we use it in the best way?

1.3. The Steps to the Successful Time Management and its Principles

Jersman (1981) showed the steps for the successful Time management and its principles in six steps that represent the right way to manage Time, as shown in figure 1.2:

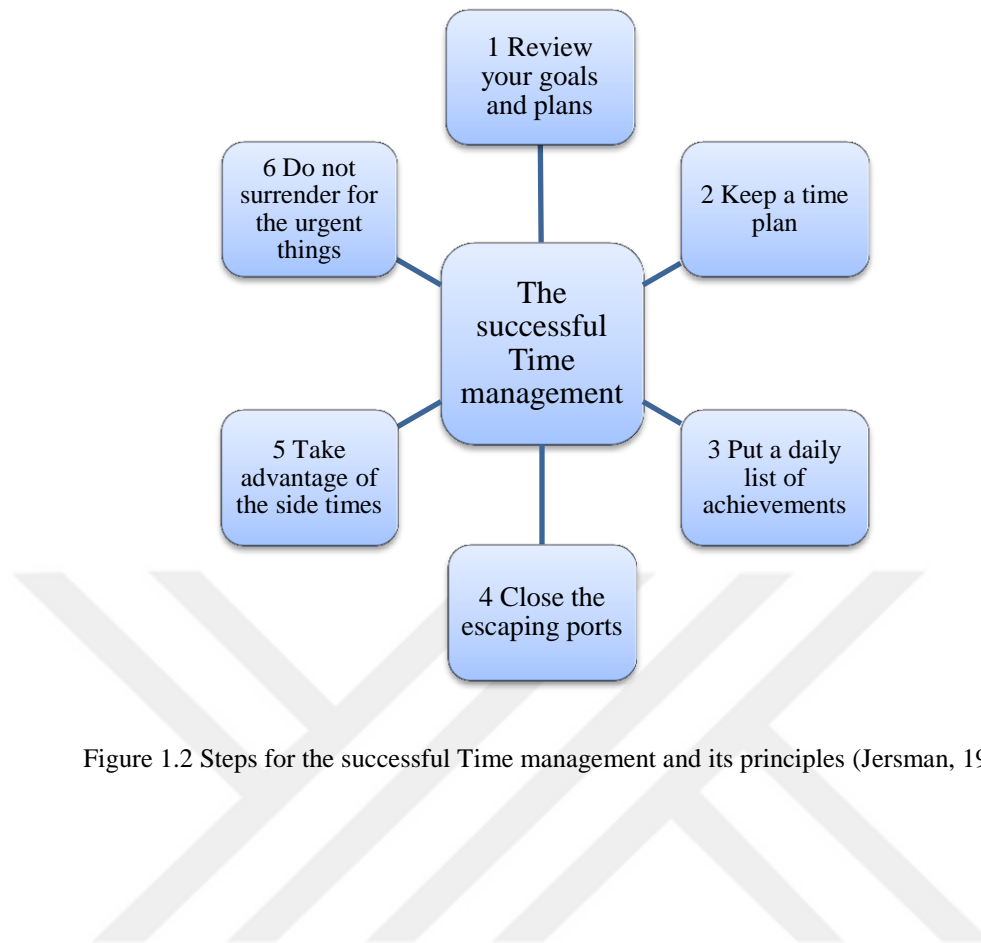


Figure 1.2 Steps for the successful Time management and its principles (Jersman, 1981)

1- Review goals, plans, and priorities:

The employee must review his goals, planes, and priorities. Reviewing helps in the evaluation process and in the assessment process alike. The lack of clear goals and the lack of goals that are serialized according to a certain chronological, leads to waste time and inability of organize and manage it in the right form.

2- Keeping a time plan or a work agenda:

The second step to manage Time in good form is that the employee must make a time work program (idea) to achieve his goals in the short level (one year for example), time work program that shows the works, missions, and responsibilities that will be done, and the start dates and ends dates of achieving it, and his personal dates, and so on. The personal notepad must be organized in a good way that response to the personal needs and demands of the employee, and give in a short look a general idea of the long-time commitments.

3- Put a daily achievements list:

The third step to manage Time in good form is that the employee must have a daily achievement list that imposes itself on him every time he forgets or get lazy. And he must consider few points in the process of making the daily achievement, list bellow as Dekan (1991) showed:

- The making of the daily achievement list must be part of his life.
- Not to exaggerate in putting many thinks in the daily achievement list.
- Consider the Parito principle to help in effectiveness (Parito principle aims to determine the most important two points in ten point, the achievement of these two points considered as 80% of the jobs of that day).
- Give a break in holiday and at week end.
- Consider flexibility because the achievements list is not more than a tool to achieve goals. (Dekan 1991, 65)

4- Close the escaping ports:

The employee escapes from his planned responsibilities through these ports (such as: laziness, hesitation, postponement, and over relaxing....ect.)

5- Take advantage of the side times:

Which are the wasted times between commitments and jobs (such as: using the car, waiting at the doctor office, traveling, waiting for meals, and expecting visitors), which are increases when the human does not manage his life time. And must see how the human always spends his time, then analysis it, then point to the side times, then put a plan to take advantage of it as much as possible.

6- Do not surrender for the urgent but unimportant things:

Because it makes the human a tool in others programs and priorities (what they see as important and urgent), and takes his time and activity (one of the biggest time waste), that happens when the human fails in determining his goals and priorities, and reduces his self-organize and self-management.

1.4. Time Wasters

There are different behaviors that lead to wasting time. And by making observations and studies about time wasting behaviors during working, as (Alfadel, 2008, 33-38) showed, these behaviors can be summed as follows:

- Frequent meetings such as committees and regular meetings with subordinates or with other leaders, and do not specify the agenda of it and discuss the unimportant things sometimes.
- The large number of visitors from outside or inside the facilities and confused between personal relations and work relations.
- Methods of letter writing and responding to the received memos and stretching without the need for that.
- The difficulty in obtaining the necessary information to perform the work and to some effort to get them.
- Poor internal organization of the facility and overlapping jurisdictions and the resulting conflicts need some time and effort to overcome them, and the lack of jobs for workers or ignoring them in case of its presence.
- Centralization of power and decision-making and the permanent need to resort to the top level and the lack of delegated authority.
- Routine control procedures and work steps and not to try to change or develop the system and the individuals causing it.
- Get used to not decide on things and belief that post pending it always gives the opportunity to study and take appropriate decisions.
- Giving the phone calls the higher priority in working and talking priorities.

And from another side, AbdulRazaq (2007) add to the previous points, other barriers that see from his point of view its lead to waste time, and can be summed as follows:

- Dealing with books, files, documents, and tools in an unregulated manner where misplaced after use.
- The difficulty of access to the workplace due to road congestion or the difficulty of movement within the facility or workplace.

- Decreasing of administrative and technical level for the workers work because not described or not provide the appropriate training opportunities.
- Focusing on special relations and form small groups and spread talking in the special topics.
- Poor communication skills and talking with colleagues and customers, and especially how to end a talk skills without hurting the feelings of others.
- The poor condition of internal and external communication tools and the lack of development that equals to the needs and requirements of the work.
- Lack of attention to the necessary administration services that are appropriate for workers, and the difficulty in obtaining them, particularly with regard to location or secure the future of the workers.

Also, Roe (1999) defined time wasters as “everything that stops you from achieving your goals effectively” (Roe, 1999, 263). And Roe showed that during previous studies they counted the common time wasters, and he reached forty wasters, and he classified it in to seven groups according to administration jobs, and as follows: (Roe, 1999, 263-266).

In planning:

- Lack of goals / priorities / planning
- Crisis management and priorities changing
- Trying to do a lot of things at the same time /unrealistic estimation in time.
- Waiting for planes / dates.
- Travelling
- Speeding / the lack of patience.

In organizing:

- Lack of personal organize / crowded office tables.
- Mixing responsibility and authority.
- Duplication of effort.
- Multi-presidents.

- Paper work / routine / reading.
- Bad filing system.
- Inappropriate equipment / inappropriate financial facilities.

In recruiting:

- Untrained employees / incompetent.
- Increasing or decreasing of the number of employees.
- Absenteeism / delay / resignations.
- Lazy employees.

In guidance:

- Ineffective authorization / participate in routine details.
- Lack of motivation / apathy.
- Lack of coordination / and work.

In communication:

- Meetings.
- Blurring or loss of communication and guidance.
- Internal memo fever / many communications.
- Lack of communication.

In decision making:

- Postponement / hesitating.
- Request access to all information.
- Quick decisions.

In censorship:

- Telephone interrupts.
- The inability to say “no”.
- Lack of self-discipline.
- Leaving tasks without completing it.
- Visual effects / noise.

- Not knowing what is going on around you.
- Sudden visitors.
- Incomplete information / late information.
- Lack of self-discipline.
- Loss of standards / censorship / follow-up reports.
- Excess censorship.
- Lack of people that you want in the discussion.

1.5. Environmental and Regulatory Reasons for Time Problem

Time problem increases in modern communities. And these problems appear more clearly when the administration is seeking to develop and to update the various organizations and authorities. That which results from a lack of familiarity and knowledge of the reasons of environmental and regulatory inherent in the problem of time management. The most important environmental and regulatory reasons for the time problem as discussed by (Alkade, 1984, 23-24) in:

- The common social order and its impact in the behavior of workers, where the behavior of individuals towards time differed according to the communities they came from. Those who come from agricultural or rural communities affects them, and the characteristics of these communities are dependency, lack of planning, link to customs and traditions, and often have poor attention to time. And it is what the researcher support, awareness level according to degree of education and culture, which in turn is reflected on the good management of the person for his time in the best form.
- Type of family and social relations, which according to it, the private framework is determined for the internal dealing. Particularly those relationships that time is not important to it. Where the commitment and the specific or the wanted behavior becomes the most important thing.
- Generalization, lack of specialization, and fill some jobs with people that lacks to jobs requirements. The big workers always think that they can contribute with their opinion and in the discussions because of their leadership positions, without considering their lack of experience in that discussion topic or their poor

expertise in it. That is what we see every day through dealing with inappropriate people for their current jobs.

- Lack of familiarity or knowledge to the job description. Therefore, difficult to determine the responsibilities and rights, and the lines of communication and authority in the organizational structure at the facility, along with lack of knowledge of the laws and regulations. All that leads to frequent controversy and discussions and escape from responsibility, and trying to put it on others.
- Lack of interest in directing workers and instruct them and train them at the beginning of their careers, on organizing time and time management skills, and it makes them dependent on the transfer of previous experiences in the communities they come from when determining their relationship to deal with the time at work.

1.6. Aspects of Time Problem

The Time problem arises in the different management levels, where often they face the problem of accomplishing the required jobs from them at the available or given time. And it is noticeable that their functions and duties are increasing continuously.

It is normal that the manager is unable to increase the number of daily work hours to face the new requirements and tasks that are added to him, but he can re-evaluate these tasks and requirements, and do what it takes to in his new location, without insisting on retaining to the past.

And a lot of business administration lose this ability, leading business to be overlapped and accumulated and crashes a lot of them, which will reflect its impact on the work and workers, thus the final output of the organization. Some managers use a consultants or experts to assist them in studying and to express their opinions and advice that will help them to take the fight decision, so that they will have time to study the required decisions and release it. But often they fail in making a useful method to invest the expertise of these advisors and their guidance. (Ibrahim, 1985, 77)

It is clear from the previous, that Time is a real problem, and its most important manifestations that (Dekan, 1991, 23-24) showed as follows:

- The bags that are full of papers, documents, reports, and issues that are need to research, study, and make a decision, often they carry them to their offices and homes in the morning and evening.
- The high pyramid of files, paperwork on office tables, which are often move very slowly, and always make a psychologically pressure on them.
- The use of expressions: Important – Urgent – Very urgent ... and so on. This means that they confess that there are jobs that are more important than others, without taking into account arranging these works, which affecting the efficiency of the administrative work.
- Obsolescence of many topics which leads sometimes to direct or indirect losses. Because they are not studied or researched in their time, and the need for additional efforts to address the damage caused by this delay.

1.7. Time and Self-Management

The concept of time management differs among individuals depending on their motives and their needs and the nature of their jobs. It also varies from culture to culture. And human behavior toward the time acquired from the social environment and the values that have formed from dealing with time. And the formation of human values toward time is a complex process and it is one of the qualities that most affected by the ambient conditions, these values are affected by the changing of this circumstances and the emergence of new motivations. (Porter, 1978)

In general, we can say that organizations are working to organize the required and time coordinated humanitarian effort in the light of the needs of these organizations and their goals. And the administration sees achievements as it is linked to a certain direction toward planned or targeted time. The relationship of performance to a specified time, is one of the reasons for the emergence of speed symptoms, such as stress, intensity, anxiety, distress, and others. Where the pressures that are resulting from the link of performance to a timely schedule, lead to a state of tension among the workers. (Porter, 1978)

1.8. The Effects of Lack of Time Planning

Alsharary (2004, 66) showed in his study about time management, many effects that resulting from the lack of planning in time management, and can be summed as follows:

- Undergo of the manager for situations and the management of others.
- Give a chance to influence and favoritism to control the agenda of the manager.
- Listen to the views of those who can reach him and neglect other views.
- Study things and issues that cannot be postponed, such as administrative and regulatory problems that are relating to the senior private management, and neglect things relating to the subordinates that are often related to production.
- Make extra effort to handle errors resulting from the delay in searching some important topics and studying it.
- Non-investment powers of subordinates and their potentials for the lack of sufficient time to deal with the manager positively.
- Tension and stress, which affects the manager, and its impact on his relationship with subordinates and small clients.
- Urgency in the addressing the unimportant things in decision making process.
- The accumulation of papers, documents and issues and its impact on the flow of work.
- Classifying the manager within the weak competencies.

1.9. The Components of Effective Time Management

Kofy (2001) showed that there are three characteristics to deal with Time, which are show in entirety to the need for the availability of the tree effects, and they must be considered in dealing with time, as shows below:

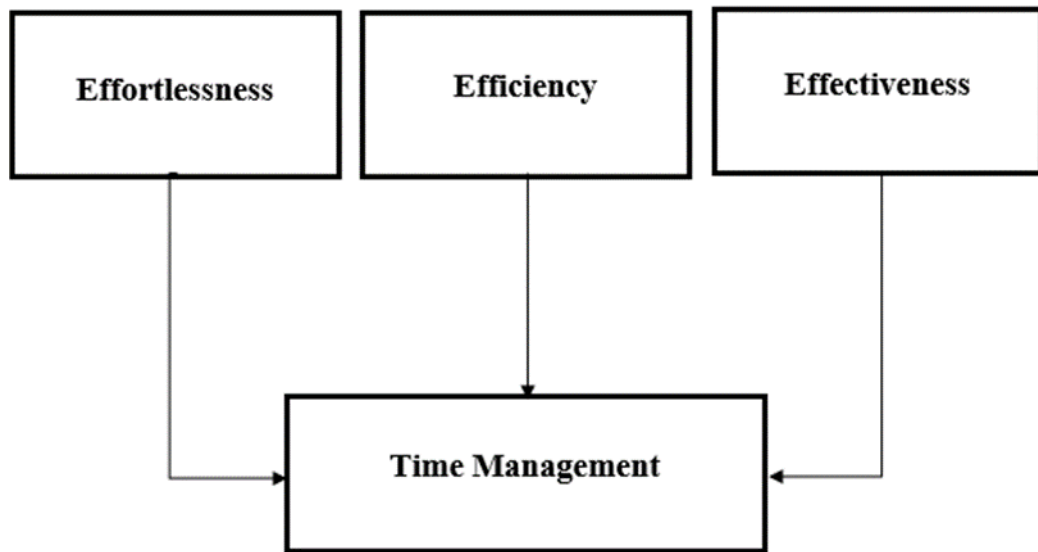


Figure 1.3 The components of effective time management (Kofy, 2001, 48)

It is clear from figure 1.3 that there are three general aspects mark the effective time management, that should anyone to observe when dealing with his time, whether at work or in the rest of his life activities. These elements dealing with the foundations of handling time and describes how the manager can control this rare element, all of actions, efficiency, and satisfaction at work all lead to successful time management. (Kofy, 2001, 51).

1.10. The Keys of Time Management

Both of Alsowaedan and Aladoly (2004) made a specific study that focus on keys of time management, and from their point of view, the twenty keys in time management are a scale that can used get successful results in time managements if these resources used efficiently. In the following presentation of the most important of these keys that determine the successful management of time:

- 1- Time analysis: where making a record of daily activates for at least one week, is an essential foundation for effective time analysis.
- 2- Prediction: The measure expectant generally more effective than remedial action.
- 3- Planning: embrace the thought of the daily planning and long-term planning, which are done in advanced or at early time at the same day. And in line with

short-term goals and events. They are two important things to take advantage of personal time.

- 4- Goals and priorities: the most effective results are achieved in general through pursuing towards planned targets, not by chances.
- 5- Deadlines: The imposition of final deadlines and to exercise self-discipline in compliance. It helps managers to overcome confusion, hesitation, and procrastination.
- 6- Alternatives: The lack of alternative solutions, at any given position reduces the chance of selecting the most effective measure.
- 7- Effectiveness: it can be defined as doing the right thing properly. Whatever deficiency of the effort, usually it be ineffective if it is used in the inappropriate tasks and at the inappropriate times, or by unplanned results.
- 8- Reducing routine tasks and avoid details: the need to integrate or authorize or reduction of the unimportant routine tasks for the general goals of the organization.
- 9- Conciseness: which increases the clarity and understanding.

1.11. Self-Management is an Entrance to Time Management

Time management means self-management (Rida, 2000, 71), and the effective manager who look to the given time before starting of his tasks and work. Time is one of the most important resources.

If it is not managed, then nothing else will be managed. Self-management is the ability to exploit individual's skills, potentials, thoughts, and feelings. And use them efficiently to achieve his goals.

Self-management starts by awareness for the meaning of human presence in this life. Then, the system of values, ideals, and principles that form this self. Then, the group of goals that have been set for human to achieve. Finally, the means and mechanisms that are selected to reach those goals.

Self-management depends on the answer for a package of questions that are showed by (Rida, 2000, 87), that work to entrench the concept of self-administration in humans. And they are:

- What is my goal that I want to achieve in my life?
- Is that goal consistent with the values and principles that I hold?
- What is the profession or specialty that I will chose?
- How do I get to the professionalism in the profession and creativity in the specialty?

On the other hand, Rida (2000, 92) explained the basics of self-administration of the following points based on the availability of the elements of self-management at the person:

- Make sure to be a role model in behavior and commitment.
- Self-confidence and inner assurance.
- Time management and utilize it efficiently.
- Determine the ladder of priorities and preoccupation with the goal and focus on it directly.
- Identify strengths and weaknesses points.
- Development and continuous learning.
- Find opportunities and take advantage of them as the best.
- Not to surrender to inhibitors.

And if the elements of self-management were available in the individual, and followed the basics of self-management, then, he has, what Rida (2000, 112) called, the basics of self-managements. Which are:

- 1- Knowing that the way to spend time is a result of a natural habit: knowing how to control time means changing some of the habits in spending time. These habits must be determined, in order to change them.
- 2- Determine the targets and personal goals: during the daily program of time management, determine two or three things that can be accomplish. And fragment the large difficult goals into smaller goals that can be accomplished in practical way. And divide goals by the type of the activity, such as, family business or voluntary social work, and so on.

1.12. Tools for Time Managements

Planes to manage time in an effective way, needs time management process and find the tools to control and dominate. To make sure that things are going according to plan. Among these tools and methods that can be used, are: (Rida, 2000, 102)

- 1- Project board.
- 2- Calendar of timing planning.
- 3- Permanent improvement program.
- 4- Waste salvation program.
- 5- Program pf priorities.
- 6- Weekly program.
- 7- Notebook of the office.
- 8- Program for reflection and reassessment.

1.13. The benefits advantages of time management

In fact, a lot of benefits and advantages will be gained if you manage time properly. Kalash (2007, 46-48) has discussed several advantages and benefits that will benefit both the individual and the organization as a whole. It can be summed as follows:

- Find a balance between the requirements of life.
- Lack of dispersion of effort.
- Focus on targets and work to achieve them.
- Increased self-confidence.
- Thinking positive and constructive manner.
- Focus on goals that can be achieved.
- Pay attention to the opportunities available.
- Doing business in a precise manner and methodology.
- The ability to effectively mandate.
- Minimizing the tendency to delay action.
- Mastery of meetings management to ensures no wasted time.
- Validity of the concept of team spirit.

1.14. Time Management Strategy

The concept of time management is a modern strategic concept. It stems from the overall vision of the organization's mission; this concept is accompanied by its mechanisms and techniques of each stage of the administrative process or productivity for individuals or machines.

Time management strategy is defined in its broad sense as: conscious awareness of time using art, and practical knowledge of how to exploit it effectively. To increase productivity and raise the rates the performance of individuals. In order to achieve the goals that have been identified in the light of lines and clear paths that paint organization landmarks in the future, and its shape. (Yahya, 2001, 54)

Time management strategy steps can be divided by identifying goals, by dividing it into three stages, and as (Rida, 2000, 156) showed:

- Current or close.
- Short term.
- Long-term.

These goals must be clarified, because in the absence of clarity it becomes impossible to find if what we are doing is effective or its time wasting.

The basic of strategic managements is long-term goals, which give the organization the ability to predict the future. With the current and medium sized targets remain stages and necessary steps to achieve long-term goals. These stages include determining the priorities of achievement. The unexpected events and risks which by proper time planning can be avoided or decrease its impact.

Work schedules must be divided and get used to accomplish one task per work. And allocate time without interrupts. And allocate time to accomplish the late tasks, to prevent project dysfunctional and business overlap and waste time in the long-term.

1.15. Time and Effective Time Management

Time management was born in Denmark and spread to the world as an educational tool to help the busy workforce organize their time better. Today, it is one of the most important elements of success especially in professional working life (Koch, 1998). Time management is a concept of criticism. Time magazine manager Pearson says, "We cannot manage time, we can only manage ourselves according to time" (Adams, 1999), expressing that the term is misused. They act non-stop, and whatever the individual does, it flows at a pre-determined rate of time. The problem is not to manage the clock but to allow the individual to manage it over time (Claessens, 2009). Hall "people cannot manage time. But they use the time they have better "(Barling, 1996).

Time management according to different definitions in various sources; (Britton, 1991) to use all resources for the realization of the defined objectives and activities to be done within a defined or defined time frame. According to another definition, time management; (Farmer, 2004). In order to meet these needs, it is necessary to identify the needs, identify the priority tasks, and prioritize them through time, planning, programming and listing.

Time management has emerged from time-demanding management and management. Managing time is an important question. Because time is seen as a source of production and consumption. This is due to the fact that time is scarce (Smythe, 1999). The main area of activity of the time management is related to all managers, from the private life of the individual to the low-level employees from the senior managers. The goal of time management is to enable individuals, and especially managers, to use their time efficiently and effectively. Effective management or use of time means planning every hour, every minute, according to a certain target and purpose (George, 2000).

The conscious efforts made for effective use of time have numerous benefits for both managers and workers. With effective use of time; (Green, 2005), because managers have the ability to do multiple, fast jobs in a given time frame, managers are able to perform a large number of jobs, narrowing the time between the start and

end of many activities. However, effective use of time is not easy. Because there are many obstacles that affect the use of time in front of the manager. The ability of administrators to use their time effectively depends on identifying problems or time-laps that can prevent them from being used in a significant amount of time.

In other words, the identification of time traps or thieves is crucial in terms of effective time management. The main time traps that can take time for the administrators can be listed as follows.

Unplanned: One of the most important reasons for managers' time losses is unplanned. Many managers neglect this very important activity because they do not have time. Again, the vast majority of the administrators do not look at the plan with a view to limiting their freedom (Griffiths, 2003). Failure to plan is a failure plan. It is clear that inefficient or inadequate planning is a time thief that the individual created himself, and seemingly there is a solution at the same level; a superior planning! However, insufficient planning typically results from the insufficient understanding of the benefits of providing workplace or planning control (Hall, 1982).

Failure to Identify Priorities: It is not enough for an administrator to do all the work that he or she has produced, consciousness, or imagination. The work to be done for this reason should be performed according to priority and importance. Paying attention to the priority and importance when doing business is a consequence of not planning to mix important things with urgent work. Even individuals who avoid most of the time burglary problems cannot be as productive as they can if they do not know how to set priorities. One of the most important time management skills that any individual can acquire is to know priorities and to rank them (Jackson, 1996).

Entitlement: Entitlement is, in its simplest terms, the transit from one individual to another. With the transfer of authority, it is possible for administrators to allocate more time to important tasks by giving certain tasks to others. Despite this fact, many individuals are trying to carry the entire workload alone. Delegation is intended for quicker action, quicker and better decisions. If the authority is not transferable, the

worker, officer or chef will be disappointed when a worker encounters a problem, the master, the chief, and ultimately the problem is going to go as far as the top manager. Moreover, even in the simplest cases, top-up will result in unnecessarily occupying the superiors (Jex, 1999).

Snooze: Snooze is one of the most important time management traps. All time management experts agree that delaying behavior is a time consuming process. It is said that a priority activity is replaced by another with less priority, negative postponement or worse work. Individuals constantly postpone completing some tasks, willingly or unwittingly. On the basis of this there are various psychological and environmental factors. Managers; because they think it is too hard to do, they want to know that it is worthwhile to spend time and energy on the job, to avoid unwanted work, and so on. They postponed. Whatever the cause, deferment is a deadly time thief (Kaufman, 1991).

Open Door Policy: The open door policy is that an administrator is always ready to talk. The desire to learn what is going on outside the business area is open to all visitors until behind their doors. In addition, open door policy is a boon for some managers. These managers reveal their differences from the other administrators with the understanding that 'my door is always open'. Being a negotiable person can encourage visitors without appointment, which can cause the manager to steal time from important tasks. One of the most effective methods of effective time management is to say 'no'. Managers who do not say "no" to negotiations that do not work and who do business outside of their own business with other people will not have time to do their jobs (Kaufman, 1999).

Agenda-Free and Inefficient Meetings: Meetings are classical time consumers. Those who are not interested in the topic, those who enter into unintended discussions, the unprepared participants, the chairman who cannot control, the meetings that are organized to be gathered, not the ones that are necessary, all these are the events that seize the managers' time. Managers spend a significant part of their working time at meetings. As a result of the research conducted, it was found that managers attended approximately fifteen meetings per week and these meetings lasted for an average of fifty-four minutes (Johnson and Vaughn, 1985). In a similar

study, it was seen that most of the workers were meeting at one of the biggest time traps (Lay, 1993).

Dispersed Office and Table Desk: A messy desk and table is a sign that the desk cannot be used effectively. The reason for this is unplanned. Confusion and irregularity cause the individual to lose control over the work, decrease productivity, distract attention, fatigue, stress and therefore time loss. According to Scoot, one third of the managers have the problem of disorder. One symptom of this is the complicated table. These tables have a magnificent appearance underneath the pile of paper. Difficult and boring jobs, unread reports, incomplete jobs and magazines of last month accumulate on the table. It is also very common for important documents, correspondence and projects to be put in the wrong places. Many managers state that this is one of the most time-consuming situations (McCay, 1959).

In addition to all these, do not set a certain time limit when scheduling a task or when programming the steps towards the target, guessing more or less time on the job, overworking themselves, taking care of routine and unnecessary work, unnecessary phones, not taking enough time for vocational training studies, not to trust as much as they do, and to audit their work in detail, and there are certain time traps for the lack of daily habits. In addition, there are other important time traps among employees, including the weakness of cooperation, the existence of various groupings and conflicts, the involvement of more than one job at the same time and the lack of concentration in the workplace, late decisions or indecisiveness, the inability to establish an effective communication system and the implementation of good communication methods. (Macan, 1994)

1.16. Organizations Time Management and the Future View of Time Management

Time is so important for managers because their tasks are distributed to doing daily management works, and thinking and meditation in activates, chances, and works of tomorrow. The successful organization is the organization that do time analysis, by defining all types of activates that are done inside the organization, then do the next experiments: which (Yahya, 2001, 98) suggested.

- 1- How important is the activity?
- 2- Test privacy, by not doing works out of the specialization boundaries.
- 3- Apply efficiency rate, and that the actions are done by the required efficient architectural.
- 4- There are specific dates for the beginning and end of each work.
- 5- The principle of re-analysis

The accelerated pace of attention to the ethics and techniques of time management, and the keenness of successful modern organizations to apply time management abilities. Gives clear signs that associations trying to possess the all-important focal point later on, and introduce its notoriety in the sharp rivalry showcase.

We refer here to moving and qualitative transformation that happened to the administration thinking, from focusing on size as the base to enforce the organization competitively, by increasing the size that benefit the organization, resulting from the production in large quantities. That is unlike time economies that does not consider size, and perhaps sometimes move towards downsizing in order to increase speed and flexibility, (Yahya, 2001, 108) which are seeking to take advantage of the time and invest it, by managing it properly and efficiently that allow it to diminish the expenses. Particularly the associations that have possessed the capacity to control its opportunity and oversee it adequately, they will have the capacity to exceed expectations and vanquish markets. Considering that controlling time well, implies gaining the client loyalty, not only in cost side but goes beyond that to include various dimensions of time economies.

According to a constantly moving and rapidly changing world, where organizations tirelessly looking for ways and new methods of competition, development and growth. So, time management will play a crucial role in the future. And wasting a day of the organization will mean in the next days, the loss of a month. And this in turn leads to loss of a year.

Chapter Two

THEORETICAL FRAMEWORK: EMPLOYEES' PERFORMANCE

2.1. Employees' Performance

Today, all types of organizations work to maximize productivity and raise the level of performance of employees to the maximum levels. So as to ensure its survival and continuity in conducting their business. Perhaps one thing that the organizations taking on greater degrees of importance: performance and how to improve it and keep it. Where performance of employees is practical tool for organizations to achieve its objectives, and effective way to accomplish its goals and the organizational mission in it.

2.2. Performance

Defining performance according to the International Organization for Scales (ISO 9000), issue 2000, defined as it's include efficiency and effectiveness. Where effectiveness is how much the results reach, and efficiency is the relationship between the obtained results and the used resources. (ISO 9000, 2000)

AbdulRazaq (2007, 19) defined performance as: what an individual can achieve currently from a specific behavior, and what the outside observer can record with greatest clarity and precision.

$$\text{Performance} = \text{Motivation} * \text{Ability}$$

Which means that Ability (Brainpower and emotional and physical abilities) is multiplied by Motivation (Physical and moral motivation). So, this object (individual) is able to achieve the duties entrusted to him in a satisfactory manner. And bear the results of his performance.

And this is what the administrators meant by performance evaluation: review of the performance of employees, and the conduct of their progress in their jobs and

evaluate the potential of the process that they have, which qualify them for promotion in the future. (AbdulRazaq, 2007)

Based on the above, it can be said that performance is how much goals that can be achieved by the optimal use of resources. And considering it as a comprehensive, integrated, and dynamic system, it requires a process of continuous improvement. Also, multi criteria processes, such as cost, time, and quality.

2.3. Performance Management

The concept of performance management is one the modern managements concepts, which came as a result of the serious trends in management science. And the Performance Management moved directly and focused to measure the Effectiveness in one way or another. By investing the successes of Application Management by Objectives and management of results with the early sixties of the last century

It also cannot bypass the moderation theory by the well-known Japanese researcher (Ouchi), which is known for the world as the Z theory. Which was based on the next five principles that illustrate the impact of these factors to improvement of the level of performance of employees. And Hayawy (2006, 48) addressed it in his study:

- 1- Job stability and assurance.
- 2- Collective decision-making, and support the concept of participatory management (MBP).
- 3- Raising the levels of self-responsibility for all units of the organization and its members.
- 4- Create accurate and clear supervisory systems that depend on the permanent continuous exchange of information.
- 5- Give organizational goals and feelings of the family members of the staff importance and special care.

Ganooa (2008,102) defined performance management as: It's the way in which the organization relies on the entrance to focus on accurate data and information, to

manage and control the work of individuals in the center of the work environment, with giving support or positive reinforcement is particular important, to raise performance levels to the highest extent possible. And it is noted from the above definition, that the main focus of performance management is based on several key aspects that are shown through that system, which depends mainly on the interaction and cooperation of leaders and individuals to achieve specific targets that are previously agreed upon. And make all the necessary information and capabilities to achieve them accessible to everyone.

2.4. Targets of Performance Management

Performance Management is seeking to achieve a number of goals in order to advance the level of the organization as a whole by raising the level of performance of employees to improve productivity. As showed by (Teshory, 2006, 41):

- Developing an information system about the performance of human resources and its changes.
- Given the opportunity to exchange information and views and experiences between this material and its leadership.
- Facilitate the work of the supervisors to give direction and guidance to human resources.
- Continuous assessment of the performance of the sinner before they turn into a permanent part of the behavior of human resources.
- Focus on correcting performance and eliminate the concept of performance evaluation just for reward and punishment.
- Providing the right climate for negotiations about the issues.
- Facilitate the process of selecting leaders and delegating assistants.

2.5. The Goals of Performance Evaluation

On the other hand, (Teshory, 2006, 87) discussed the goals of performance evaluation so that the management of the business organizations can improve performance and productivity, these goals can be summarized in the following points:

- Carry out human resource planning in the right shape in the organizations.
- Improve the choice and selection policy.
- Improving transportation and administrative appointment and promotion policy.
- Improve training and development policy.
- Improving incentives and wage policy.
- Planning the policies and promotion programs and progression and career path.
- Revealing weaknesses and shortcomings in communication skills points.
- Assisting human resources in identifying weaknesses and areas of progress in its performance.

2.6. Elements Performance Management

Elements Performance Management reflected on the employee directly, which, in turn, following these elements in order to improve the level of his performance, and that leads to improving the level of performance of the organization as a whole. Both (Adam and Jex, 1999, 72-77) showed the elements of Performance Management in the following points:

1- Performance planning, includes:

- Setting goals: which is the first step by which putting the objectives in order to achieve them.
- Analysis of the current performance: is through the analysis of the current level of performance in the organization.
- Select the desired performance: setting the dimensions of the level of performance to be achieved and to reach it.
- Analyze criteria: which is the analysis of the performance criteria in order to measure the level of performance required.

2- Regulate performance, includes:

- Responsibilities and tasks: where distributing the tasks in accordance with the function and the nature of the experience.

- Channels of communication: activating the channels of communication between management and employees and between employees with one another in order to take advantage of the time and to overcome the bureaucracy in the organizational structure.
- Regulations and laws: follow the laws and regulations governing the conduct of work.

3- Steering performance, includes:

- Simplification of procedures: Where is simplifying communication procedures and decision-making to save time?
- Guiding: at this stage the guidance of staff done by senior and middle management levels, which are characterized by the experience.
- Feedback: relying on feedback to take advantage of mistakes and past experiences.
- Debugging: by working to take advantage of the move, which was preceded by the information available through the feedback, as it is easy to correct mistakes in less time.
- Progress noticing: measuring the amount of progress in the level of performance of employees.

4- Performance evaluation, includes:

- Deficiencies in performance: at this stage, identifying shortcomings in order to address them.
- Available skills: take advantage of the available skills of workers optimally.
- Targeted skills: identifying the target skills that we want to get to.
- Justice and satisfaction: Achievement of justice and satisfaction among workers, increase the productivity and raise the level of performance of workers.
- Decision making data that are associated with individual: make decisions based on the available information, about the performance of the workers in the organization, which are provided by the concerned department.

- Monitoring and documenting performance: monitor the progress in the performance of workers and documenting this progress through table that identifies the previous level and the current level and the level that is wanted to be reached.
- Reward positive behavior and progress towards targets: Where the reward system works to raise the level of performance of the workers and improve productivity.
- Reaching the performance improvement of individuals and organization: At this stage, upgrading the performance of individuals and the organization alike.

2.7. Performance Standards

Developing clear and precise performance standards by many ways: and the most important ways according to Alhor (2006, 73):

- Using technologies of brainstorming and creative thinking.
- Order priorities according to their importance and the degree of difficulty.
- Setting priorities within priorities.
- Using the elements of quality, quantity, time, and practicality in drafting tasks and identifying the ways to measure implementation in it.
- Review the previous used performance criteria, and evaluate their usefulness in measuring the performance of the work.
- Discuss the criteria with managers.

Performance standard refers to the brief statement describing the final result, which is expected to be reached by the manager who do his required job. Performance standards are a constitution or domestic law that are agreed on it between the manager and the employee, while showing how they can reach the best performance and identify, at the same time, the deficiencies in the required performance as soon as it happens.

2.8. Performance Analysis

The style of performance analysis is based on the analysis of the reasons for poor performance before prescribing solutions, and there are two methods for this. They are: (Ganooa, 2008, 13)

- Style of diagnostic treatment.
- Style of fast treatment.

For manager to be able to do the analysis for successful performance, there are several conditions that the manager must have. The most conditions, as (Kofy, 2001, 87) showed, are:

- The manager must be very efficient in the operation performed by the team.
- Possesses the skills to deal with individuals to build trust with them.
- Creating trust and credibility to face the search for the best solution.
- Organizational capacity.
- Charisma and leadership of the Director.
- Capacity for creativity and innovation to develop appropriate solutions.
- Appropriate courage.
- The ability to insight staff.

2.9. Performance Improvement Steps

Determine steps to improve performance, as (Teshory, 2006, 29) showed, they are:

- What is the problem?
- Who are related to the problem?
- What is going on now?
- What you want to happen?
- What is the result of deficiencies in the performance?
- What are the reasons and possible solutions?
- What is the action plan?

2.10. Factors Affecting the Performance of the Workers

Influencing the level of performance of workers, in general, many factors. Researchers have mentioned aspects of various factors, some of them have direct impact on the performance, and some have indirectly impact. But the study looking at the variables that influence the level of performance of the workers, because it is important to deal with the most important factors that influence the level of performance of workers from different perspectives.

Altayan (2000, 45) showed the most important factors that influence the level of performance of individuals, and as follows:

- 1- The goals and values of the employee, and their relationship with the organization targets.
- 2- Demographic characteristics of the individual (age, sex, marital status).
- 3- Intellectual abilities and personality traits.
- 4- Incentives.
- 5- Work's relationships.
- 6- Technology and training.

Hasan (2001, 78) sees that the most important factors that affect the level of performance of the workers, are:

- 1- Physical conditions, such as equipment, tools, lighting, and heat.
- 2- Organizational factors, such as supervision, organizational design and organizational policies.

And Alhaj Kasem (1999, 38) showed the factors that affect the level of performance of the workers, as follows:

- 1- Training programs.
- 2- Work properties.
- 3- Effective control.
- 4- Wages and incentive system.

5- Demographic characteristics such as sex, age and functional level.

And Aldahla (2003, 112) sees that the most important factors that affect the level of performance of the workers, are:

- 1- Training.
- 2- Functional Requirements.
- 3- Incentives and rewards.
- 4- Information and skills.

It is clear from the foregoing, that the level of performance of workers linked to many internal and external influences, which is reflected in the level of their performance. These effects vary depending on the target upon which the study is. Therefore, this study is about the impact of the elements of time management (time planning- time management - time directing - time control) in the level of performance of the workers. In order to take advantage of other researchers' studies, and from the results of this study to determine the factors affecting the level of performance of workers in all aspects. In order to get a summary of the results of studies on this topic, to work on improving the performance of the workers to the best, which benefits the performance of the organization as a whole.

2.11. Previous Studies

First: Arabic studies:

- 1- Alnaas study (2003): The impact of time for management work pressure in public administration. The study considered that the time half of the administration. Therefore, this study aimed to clarify the relationship between time management and resulting pressure on workers. The case study was workers, and the General People's Committee for African unity confirms that. The study sample was limited to 75 male and female employees, which represents 50% of the total workers of 150 employees and an employee. The results of the study proved that there is a relationship between the individual went to work under the bureaucracy and the lack of job satisfaction. As it stated in the findings of the study that there is a relationship between the individual

went to work in a bureaucratic organization and the level of job satisfaction and work pressure on the one hand and demographic characteristics of the other. The study also attempted to address the problem of the pressures of work through the adoption of an effective program to manage the time for workers. And the General People's Committee for African unity attest to this.

- 2- Alsharary study (2004): Time Management for school principals in Qurayyat in Saudi Arabia. This study aimed to identify time management among school principals in Qurayyat in Saudi Arabia and find out of the impact of each of the academic qualification, getting a learning course, the size of the school, the instruction phase, style of the director at time management, knowing the administration time constraints in terms of the degree of impact on the time of the director from his point of view,

Also, aimed to find out the opinions and proposals submitted by the director in order to manage time well. The study sample of 67 managers, that makes up 90.5% of the study population, which is 74 directors, they all elementary, middle, and secondary school for boys in Qurayyat. The main results of the study were as follows: The managers may have spent 70% of the formal school time doing tasks that were asked for. 42.4% artworks, 27.5% of administrative works, and the most time-consuming tasks of manager are: Implementation of teachers' duties and solving the problems they face by 7.46%, make phone calls by 4.7%, the presence of queue morning by 3.6%, supervise the performance of the noon prayer 3.69%, contributing to solving the problems of students by 3.3%, and the follow-up to prepare teachers books by 2.9%.

- 3- Abedallatef and Turkman study (2005) strategic oversight and its increasing impact on the effective functioning of organizations. The study aimed to discuss the concept of strategic control and its importance. And the levels of control and its fields, and the steps of strategic control and its features. The study also included a comparative analysis of control systems in each of the Al Assad University Hospital and the National Hospital in the city of Lathakia in the Syrian Arab Republic. Results of the study have shown that the approach to

strategic control is not used optimally in hospitals subject of the study, which led to a significant decrease in the level of performance of these organizations,

The results of the study also showed that the performance of workers in hospitals is low when compared with hospitals in the private sector. The reason for this is the weakness of the strategic oversight and the failure of the administration on the use of successful leadership in the application of strategic control.

- 4- Alhor study (2006) Evaluation of time management for the workers in the senior management in the Palestinian universities. The study aimed to assess the reality of time management with the workers in the senior administration in the Palestinian universities in the Gaza Strip, and they are (the Islamic University, Al-Azhar University, the University of Al-Aqsa) and included academics and administrative workers, the study population is about 306 male and female employees. It was chosen as a stratified random sample totaled 126 single, or about 41% of the original study population. The study results showed that the level of the reality of running time was between medium and high, according to the scale of assessing the level of the reality of running time. And that for all of the study fields of workers' perspective towards time as well as the various time wasters.
- 5- Alsmy study (2008): The practice of time management and its impact on the development of creativity administrative skills of secondary school principals, from the perspective of the administrators of school administration and school administrators and teachers in the teaching of the Holy City. The study aimed to identify the degree of secondary school principals in the Holy City for time management in their business tasks. As well as to identify the degree of availability of creativity administrative skills of secondary school principals in Mecca. And determine the degree of relationship between the practice of time management and the development of creativity administrative skills of secondary school principals in the Holy City.

The study population consisted of all the administrators, school administration, all school principals, and a sample consisting of 16% of the teachers at secondary schools in the city of Mecca. Their number has reached 368, distributors to 20

supervisors and 48 managers and 300 teachers. The results of the study showed that the approval of the degree of secondary school principals in the Holy Capital to manage time in their business tasks contained in the instrument of this study was the degree (often). And the average was 93.3%. And the approval of the degree of availability of creativity administrative skills have been the degree (often). And the average was 93.3%. And that the relationship between the practitioner time management and the development of creativity administrative skills of the community and the study sample relationship strong positive correlation. And the degree of this relationship was 72%.

Second: The Foreign Studies:

- 1- The study of Trueman and Hartley (1996): A comparison between the time-management skills and the academic performance of mature and traditional-entry university students. The study was applied on the students of the Department of Psychology in Keele University in the UK. The study aimed to compare the time management of the newly graduate students and the older student when going to university. The study sample consist of 293 students from the first stage of university and in the first-year students. The results showed that females have a higher ability to manage time than males. Also, older students have shown better results in time management, than the new students or the younger students. The study sample was divided into three groups: The first group younger than 21 years old, the second from 21 to 25 years old, and the third older than 25 years.
- 2- The study of Barling and Others (1996): Time management and achievement striving interact to predict car sales performance in Canada. This study aimed to measure the relationship between time management and performance by predicting the performance of workers in cars selling. The study sample consisted of 102 people from the workers in cars selling. The results of the study confirmed that time management is closely linked to performance at work, but based on a prerequisite, that the study showed. Which is the presence of motivation in workers. Where the study showed that decrease the level of motivation among workers reduces their desire to manage their time

successfully. Which will reflect negatively on their performance. Conversely, the workers were able to do motivation at work showed better inclined to manage their time, which in turn reflected positively on their performance.

- 3- The study of Adams and Jex (1999): Relationships between time management, control, work-family conflict, and strain. The study aimed to clarify the relationship between time management and interference with work and family pressures causing stress and tension in the family. The study sample consisted of 522 married workers and heads of households' workers in the state of Wisconsin and the US. The results of the study showed that workers who lack the time management skills suffer from family problems and pressure more than others who have the skills of time management. The results of the study confirmed that Heads of households who have the skills of time management, their families enjoy family stability. Which will reflect positively on children in their education and life process.
- 4- The study of Green and Skinner (2005): Does time management training work? An evaluation. The study aimed to clarify the possibility of training workers in various working environments to manage their time. The study sample consisted of 167 male and female employees, distributed in different business sectors in the UK. The study results showed that it is possible to train employees to manage their time properly and effectively, which works to raise their efficiency and effectiveness in performance that is from the workers point of view. And from the manager's point of view, who asserted that the workers' performance has improved after receiving training courses in time management skills.
- 5- The study of Gerald (2007): The relationship between uses of time management techniques and sources of stress among public school superintendents in Missouri.

The relationship between the use of time management techniques and sources of stress among public school principals in the state of Missouri. This study aimed to identify the relationship between the use of time management techniques and the source of stress and the work pressures for public school principals in the state of Missouri, US. The study also aimed to clarify the causes of work stress resulting

from poor time management by the study sample. The study sample included 524 people, and used to scales to answer: the first one about time management and the second one about work pressures. The results showed that there is a need for managers to undergo courses in time management to reach a solution to the problem of stress caused by work pressures. Which improves the level of their management of their schools better.

The advantages of this study over the previous studies:

After reviewing the previous studies and the most important findings of their results. The researcher sees how important time management at work and its impact directly on the performance of the workers. Previous studies have also made it clear that the real problem lies in the poor time management, which always results in a decrease in the level of performance. So that, this study came as a complementary of the previous studies and a basement for the next studies. Where the researcher sees that successful Time management means better performance among workers. This study was applied to the Libyan market, which did not mention by former researchers, by studying and analyzing the Libyan market. This study also speaks in particular on the impact of time management on the performance of workers in the cellular telecommunications companies in Libya. Which has not been discussed by any of the previous studies associated with this subject within the limits of researcher's knowledge.

Chapter Three

GENERAL FRAMEWORK, RESEARCH METHODOLOGY, FINDINGS AND RECOMMENDATION

3.1. Introduction

People differ in their view of time. The old view of time is that time is an eternal state that is alternated and renewed and this cycle of time is endless, or the modern view in different cultures is that the time is linear and has a beginning and an end and can be compensated. And that there is limits for business life, seasons and history.

The concept of time management in individuals differs according to their motivation, needs, and the nature of their functions. The human behavior towards time is derived from the social environment and from the values that it has in dealing with time. The formation of human values towards time is a complex process, The relationship of time to performance is the cause of the symptoms of speed, such as tension, sharpness, anxiety and distress and other symptoms that have become a feature of the times, and if the management of time by senior management and employees of business organizations Both were directly reflected in the performance of employees, which in turn reflected on the performance of the organization as a whole. Hence, this study is used to explain the effect of time management on the performance of employees in the cellular communications companies in the Libyan market.

3.1.1. The problem of the study and its questions

The impact of time management and human resources performance is a matter of interest. Time in our time is the critical element in measuring productivity, profits and wages, thus accomplishing the required tasks, increasing productivity according to previously determined standard time (The level of performance) on time, in order to reach the Libyan cellular operators to the best levels of performance, by measuring the impact of time elements (Time planning, Time Management, Time routing, Time

control) in the level of performance of employees, and therefore the study questions were limited to the following questions:

- Question 1: What is the importance of time management in the Libyan telecom sector?

The first question was divided into several sub-questions:

- First sub-question: What is the importance of time planning in the Libyan telecom sector?
 - Second sub-question: What is the importance of time organization in the Libyan telecom sector?
 - Third sub-question: What is the importance of time management in the Libyan telecom sector?
 - Fourth sub-question: What is the importance of time control in the Libyan telecom sector?
- Question 2: What is the level of performance of workers in the Libyan telecom sector?

3.1.2. Objectives of the study

This study aims to achieve the following objectives:

1. Statement of the importance of the element of time and the basic variables of time management.
2. Attempt to demonstrate the impact of time management on the performance of employees, and the extent of directing the management of the organization towards methods of time conservation.

3.1.3. The importance of the study:

Due to the importance of time, which is a non-renewable source, the importance of this study is illustrated by the fact that it illustrates the concept of time management and its components. We also examine the importance of time and how

to make the best use of it, while discussing the impact between time management and employee performance. Elements of time (planning - organization - direction - control) in the level of performance of workers.

3.1.4. Study Hypotheses:

The study Hypotheses are the following:

The main first hypothesis (**H-1**): Time management effects the work performance level. There is no effect of time management on the workers performance level when a level of the significance coefficient equal (0.05).

First Sub-Hypothesis (**H-1a**): There is no effect of time planning on the performance level of Libyan cellular operators when a level of the significance time planning coefficient equal (0.05).

Second Sub-Hypothesis (**H-1b**): There was no effect of time management on the performance level of Libyan cellular operators when a level of the time organization significance coefficient equal (0.05).

Third Sub-Hypothesis: (**H-1c**): There is no effect of time in the performance level of Libyan cellular operators when a level of the significance time planning coefficient equal (0.05).

Fourth Sub-Hypothesis (**H-1d**): There was no effect of time control on the performance level of Libyan cellular operators when a level of time controlling the significance coefficient equal (0.05).

3.1.5. The Limits of the study:

1 - Spatial field: Mobile telecommunications companies operating in the Libyan market, are the companies (Al-Midar, Libyana, and LTT)

2. Time Field: The temporal boundary of the study is the period of application of this study in February 2017 until August 2018 of the second semester of the academic year 2017-2018.

3 - Human field: The human field is the total number of employees in the cellular communications companies in the Libyan market by employees and administrators at the top and middle management levels.

4- The scientific field: The basic variables of time management and performance evaluation are planning, organization, direction and supervision.

3.1.6. Study determinants:

One of the important determinants of the study is the lack of cooperation of the staff working in the cellular operators in Libya to provide sufficient and correct information and the readiness of the staff to answer the questionnaire prepared for the study objectively. The researcher also considered that the demographic factors of individuals and social variables of the constants that were not taken In the study, but the study dealt with the variables of time management and performance variables of employees without addressing the social variables, which is based on the subsequent studies that can be completed from the point reached by this study, which are the demographic factors for individuals and social variables.

3.2. Research Methodology

This chapter is illustrating the research methodology, description of research sample, research tools, independent and dependent variables. It is touching as well the procedures for data collection and data analysis by focusing on statistical ways, precisely the SPSS method, below a detail:

3.2.1. Research Design

The researcher adopted descriptive analytical method; it is to describe the phenomenon as seen in its real context by focusing on detailed description qualitatively and quantitatively as well. Qualitative description is for illustrating the characteristics of the phenomenon while the quantitative description is based on the figures; dimensions and the correlations between different components of the phenomenon through scientific methods such as statistical ways SPSS applied to analyze and to simulate the results.

3.2.2. Selected Cases

The research sample is composed of three public cellular operators in the Libyan market. These three companies are selected due to their reputations in term of the quality of services and number of employees. The companies are: Al-Midar, Libyana, and LTT. The employees in these companies are approximately 1400 employees: 850 employees in Al-Midar, 350 employees in Libyana, and 200 employees in LTT.

3.2.3. Description of Research Sample

The researcher used the stratified simple random sampling technique on 10% of study population. The questionnaire is distributed to employees from senior and middle administrative levels as illustrated in the following table:

Table 3.1 Distribution of research sample per company

Sample	Al-Midar	Libyana	LTT	Total
Number	85	35	20	140

3.2.4. Research Tools

This study gets tools to measure the impacts of Time Management on the level of employee performance in the workplace, precisely in public cellular operators in the Libyan market. It is divided into basic five areas, namely: Time Planning, Time Organization, Time Monitoring, Time Controlling, and level of employee performance.

The research tools were prepared by reviewing the theoretical background and literature review that dealt with the topic: the impacts of Time Management on the level of employee performance in the workplace. Various items on the questionnaire

were grouped based on the hypothesis of this research, and all these items were ranked on a five-point Likert scale of (strongly agree, agree, neutral, disagree, and strongly disagree).

3.2.5. Reliability and Validity

The researcher has presented the questionnaire to a group of arbitrators from the university professors to ascertain the appropriateness of the adopted tools to measure the impacts of Time Management in the level of employee performance in public cellular operators in the Libyan market. The five arbitrators have been asked to adjust any scientific and linguistic errors if need be, and to propose any proposals. The arbitrators were asked as well to criticize the appropriateness of the five areas: Time Planning, Time Organization, Time Monitoring, Time Controlling, and level of employee performance to illustrate and measure the impacts of Time Management on the level of employee performance.

The researcher took into consideration the proposals given by the five arbitrators as scientific and linguistic observations to measure the appropriateness of the five areas to illustrate the impacts of Time Management in the level of employee performance in the workplace. The final draft of the questionnaire has shown as follows: total items are 30 divided into the five areas, five items for Time Planning, five items for Time Organization, five for Time Monitoring, five for Time Controlling, and ten (10) items for level of employee performance.

3.2.6. Research Variables

The research variables are divided into two main components: independent variables and dependent variables. The independent variable is Time Management: Time Planning, Time Organization, Time Monitoring, and Time Controlling, while the dependent variable is the level of employee performance in public cellular operators in the Libyan market.

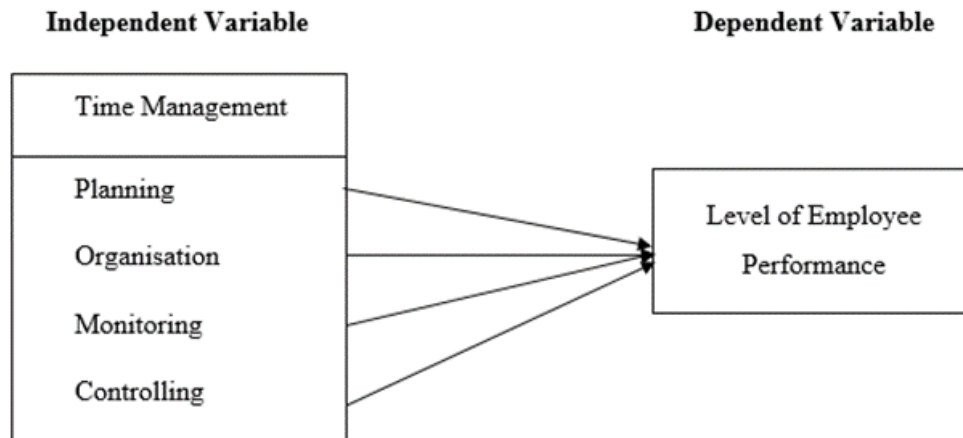


Figure 3.1 The two main components of research variables

3.2.7. Statistical Analysis

The researcher adopted for data analysis and hypothesis testing a number of statistical tools that fit the nature of research directions and the contents of its premises, and the details are follows:

1. Kolmogorov-Smirnov to ascertain the normal distribution of data
2. Frequency, average of percentages and standard deviations for describing the research variables.
3. Cronbach Alpha Coefficient to verify the degree of validity and reliability.
4. Simple and multiple correlations to determine the nature of the relationship between the two variables and determine the internal consistency of the study variables.
5. The Level of Impact and Performance according to the following equation:

$$\mathbf{Length} = \frac{\mathbf{Upper\ Limit\ of\ Alternative} - \mathbf{Minimum\ Level\ of\ Alternative}}{\mathbf{Number\ of\ Levels}}$$

$$\mathbf{Length} = \frac{5 - 1}{3}$$

So, the lower level will be $1 < 2.33$;

And Medium level will be $2.33 - 3.66$;

And Upper level gets into 3.67 or more.

3.2.8. Procedures

The two basic researches procedural are adopted to conduct this study, namely:

1. Narrow down the research sample by focusing on employees of the three selected companies.
2. Adopting the following steps to prepare the research tools:
 - a. Mapping the conceptual framework and literature review
 - b. Preparing the questionnaire after the arbitrators observation
 - c. Applying validity and reliability to the research questionnaire.

3.3. Results Analysis And Discussion

This section study the research findings after applying the scientific tools, data collection and analysis to identify the impacts of Time Management on the level of employee performance in public cellular operators in the Libyan market, from the perspective of employees, and administrators at senior and middle administrative levels, the details of the research finding are below.

3.3.1. Validity and Reliability

To illustrate the appropriateness of the research tools and its questionnaire, the researcher conducted the process for validity and reliability by addressing the questionnaire to 30 individuals outside the research sample. And Cronbach Alpha tool has been used to test the research validity. Although there are no standard rules for standard value of alpha but in terms of scalability $\alpha > 0.6$ is reasonable in the research on administration and human science. The tool is to show the correlation between the research variables as shown in the following table:

Table 3.2 Cronbach Alpha Coefficient

N	Variable	Coefficient
1	Time Planning	88.2
2	Time Organisation	89
3	Time Monitoring	86
4	Time Controlling	85.4
Time Management		88.8
5	Level of Employee Performance	83.9
General Coefficient		88.3

These coefficients have shown strong values, and it is an indicator to highlight how far Time Management has real impacts on the level of employee performance in the workplace.

3.3.2. Testing the Validity of Data for Statistical Analysis

For the purpose of verify the objectivity of the results of the study, a Kolmogorov-Smirnov test was conducted to see if the research data are adequate for statistical analysis, and free as well from bias that may affect the negative the research finding and its hypotheses. This test requires availability of normal correlation between the research variables – independent and dependent variables- to better responding to the research questions. Thus, the correlation loses its ability to interpret the phenomenon under investigation or prediction as described in table 3.2.

Table 3.3 Normal distribution for the study variables

N	Variable	Kolmogorov-Smirnov*	Sig.	Result
1	Time Planning	1.022	0.247	<u>Follow</u> normal Distribution
2	Time Organisation	1.106	0.173	<u>Follow</u> normal Distribution
3	Time Monitoring	0.798	0.547	<u>Follow</u> normal Distribution
4	Time Controlling	1,119	0.163	<u>Follow</u> normal Distribution
5	Level of Employee Performance	0.875	0.429	<u>Follow</u> normal Distribution

*The distribution is normal if the level of significance > 0.05

By looking to the above table and relying on the value equal and greater of 0.05, we may observe that all the variables are under normative distribution; the values of the variables are superior to 0.05 as standard coefficient for such statistical analysis.

3.3.3. Responding to the Research Questions

Question 1: What is the importance of Time Management in Libyan Telecom sector? To answer to the question, the researcher has divided it into a set of sub-questions:

First sub-question: what is the level of importance of Time Planning in Libyan Telecom sector?

To answer this sub-question, the researcher used both arithmetical averages and deviations, importance of the paragraph and the level of its impact as shown in the next table:

Table 3.4 Arithmetical Averages, Deviations, and its impact on Time Planning

No.	Variables	Arithmetic Average	Stand. Deviation	class	Impact Level
1	Daily Time planning contribute to employee concentration; therefore, it increases their productivity	4.16	0.62	5	High
2	Fixing the job priorities is the important element for Time Planning	4.26	0.67	3	High
3	Time table is to perform Time Planning for achieving administrative tasks	4.24	0.58	4	High
4	Flexibility in Time Planning that is convenient to employee ability is helping to achieving action plans	4.31	0.66	2	High
5	Allocating sufficient time for Time Planning is contributing to better Time Management	4.35	0.61	1	High
General Average and Deviation		4.26	0.63		

This table shows according to respondents for importance of Time Planning that the question concerning (allocating sufficient time for Time Planning is contributing to better handle Time Management), gets high class in the statistic; it gets 4.35 as average that is higher than the general average (4.26), and it gets as well a 0.61 as value for standard deviation. While the paragraph for (flexibility in Time Planning) gets second order with 4.31 as average that is higher than the total average (4.26), it gets as well 0.66 as standard deviation. And the paragraph for (fixing job priorities) gets the third place; its average takes 4.26 with is equal to the general average, and its standard deviation is 0.67. The paragraph for (fixing time table and its impacts on tasks achievement) takes fourth place with 4.24 averages which is below to the general average, and with 0.58. While the last paragraph for (daily time

planning) takes the fifth place with 4.16 averages, lower than the general average and with 0.62 as standard deviation.

In general, the general arithmetic average for Time Planning is high, which is illustrating how far the respondents are apt for good Time Planning.

Second sub-question: What is the level of importance to Time Organisation in Libyan telecom sector?

To answer this sub-question, the researcher used both arithmetical averages and deviations, importance of the paragraph and the level of its impact as shown in the next table:

Table 3.5 Arithmetical Averages, Deviations, and its impact on Time Organization

No.	Variables	Arithmetical average	Standard deviation	class	Impact Level
1	Time Organisation is contributing to balance the daily tasks at work by considering humanitarian aspects	4.24	0.63	3	High
2	Time organisation is based on the importance on daily time table	4.24	0.63	3	High
3	Dividing tasks is helping to better organise the Time, which of course contribute for effective Time Management	4.21	0.59	4	High
4	Work to reduce the time allocated to what is urgent allows to get more time and to deal with the tasks of high importance	4.31	0.65	2	High
5	Marking or fixing fishing points for tasks in the time table is the important means for organizing time.	4.34	0.64	1	High
General Average and Deviation		4.27	0.63		

In general, the general arithmetic average for Time Organisation is rational, which is illustrating how far the respondents are apt for good Time Organisation.

Third sub-question: What is the importance of Time Monitoring in Libyan telecom sector?

To answer this sub-question, the researcher used both arithmetical averages and deviations, importance of the paragraph and the level of its impact as shown in the next table:

Table 3.6 Arithmetical Averages, Deviations, and its impact on Time Monitoring

No.	Variables	Arithmetical average	Standard deviation	class	Impact Level
1	We take into consideration the urgent decisions and those are not	4.17	0.59	5	High
2	Jobs description is helping to monitor Time in objective manner	4.18	0.60	4	High
3	We balance between tasks and adequate timing needed	4.27	0.70	3	High
4	Paperless management is contributing for effective time monitoring in timely manner	4.41	0.57	1	High
5	Self-directedness for individual is contributing to Time Management in the workplace	4.31	0.61	2	High
General Average and Deviation		4.27	0.61		

The above table highlights according to respondents for importance of Time Monitoring that the question concerning (Paperless management is contributing for effective time monitoring in timely manner) is leading in the first place with 4.41 as average that is higher than the general average (4.27), and it gets as well a 0.57 as value for standard deviation. While paragraph (Self-directedness for individual is contributing to Time Management in the workplace) gets second place with 4.31 as average that is higher than the total average (4.27), it gets as well 0.61 as standard

deviation. And the paragraph (We balance between tasks and adequate timing needed) gets the third place with 4.27 which is equal to the general average (4.27) and with 0.70 as standard deviation. The paragraph (Jobs description is helping to monitor Time in objective manner) is taking the fourth place with 4.18 averages which is lower from the general average, (4.27) and with 0.60. While the last paragraph (We take into consideration the urgent decisions and those are not) gets the fifth place with 4.17 as average which is lower than the general average (4.27), and with 0.59 as standard deviation.

In general, the general arithmetic average for Time Monitoring is high, which is illustrating how far the respondents are apt for good Time Monitoring.

Fourth sub-question: What is the importance of Time Controlling in Libyan telecom sector?

To answer this sub-question, the researcher used both arithmetical averages and deviations, importance of the paragraph and the level of its impact as shown in the next table:

Table 3.7 Arithmetical Averages, Deviations, and its impact on Time Controlling

No.	Variables	Arithmetical average	Standard deviation	Class	Impact Level
1	Time Controlling is to compare the achieved performance with what is has been plan up	4.23	0.62	5	High
2	Time Controlling is to address the deviation and error not to impose sanctions	4.31	0.64	3	High
3	Motivation`s measures for controlling is contributing effectively to Time Management	4.34	0.58	2	High
4	Time Controlling should be self-directedness by the employee	4.36	0.73	1	High
5	Marking or fixing fishing	4.29	0.66	4	High

	points for tasks in the time table is the important means for organizing time.				
General Average and Deviation		4.30	0.64		

The above table highlights according to respondents for importance of Time controlling that the question concerning (Time Controlling should be self-directedness by the employee- be in the first place with 4.36 as average that is higher than the general average (4.30), and it gets as well a 0.73 as value for standard deviation. while paragraph (Motivation`s measures for controlling is contributing effectively to Time Management) gets second place with 4.34 as average that is higher than the total average (4.30), it gets as well 0.58 as standard deviation. And the paragraph (Time Controlling is to address the deviation and error not to impose sanctions) gets the third place with 4.31 which is higher than the general average (4.30) and with 0.64 as standard deviation. The paragraph (Marking or fixing fishing points for tasks in the time table is the important means for organizing time- takes fourth place with 4.29 averages which is lower than the general average, (4.30) and with 0.66. and the last paragraph (Time Controlling is to compare the achieved performance with what is has been plan up) gets the fifth place with 4.23 as average which is lower than the general average (4.30), and with 0.62 as standard deviation

In general, the general arithmetic average for Time Controlling is high, which is illustrating how far the respondents are apt for good Time Controlling.

Table 3.8 Arithmetical Averages and Deviations for Time Management

N	Time Management	Average	Deviation	class	Impact Level
1	Time Planning	4.26	0.63	3	High
2	Time Organisation	4.27	0.63	2	High
3	Time Monitoring	4.27	0.61	2	High
4	Time Controlling	4.30	0.64	1	High

Question 2: What is the level of employee performance in Libyan Telecom sector?

To answer the question, the researcher used both arithmetical averages and standard deviations, importance of the paragraph asked and the level of its impact as shown in the next table:

Table 3.9 Arithmetical Averages and Deviations of the level of employee performance

N.	Employee Performance	Average	Deviation	class	Impact Level
1	Balancing achieved employee performance with that has been plan increase their performance	4.25	0.58	7	High
2	Drawing the causes of employee lower performance and work to address them is helping to increase their performance	4.32	0.57	3	High
3	Time Management is affecting employee performance	4.18	0.58	9	High
4	Motivation`s measure for Time Management is contributing to increase employee performance	4.24	0.64	8	High
5	The senior administration works to raise the employee performance through training program on Time Management	4.29	0.60	5	High
6	Successful management takes into account the human aspect of employee while trying to improve their performance	4.37	0.58	2	High
7	Time planning contributes to improve employee performance	4.31	0.60	4	High
8	Fixing time table for employee`s tasks contributes to improve their performance	4.26	0.56	6	High
9	Time monitoring contributes to improve employee performance	4.24	0.61	8	High
10	Time controlling contributes to improve employee performance	4.40	0.60	1	High
General Average and Deviation		4.26	0.63		

This above table highlights according to respondents for employee performance, the averages of the variables of employee performance are between 4.40, 4.18 with standard deviations between 0.64, and 0.58. The major leading question was related to the employee performance level affected by successful time management in objective manner.

In general, the general arithmetic average for employee performance was high, which is illustrating how far the performance of the respondents was higher.

3.3.4. Testing the Hypotheses

The researcher focused on the sub-hypotheses of this research in order to examine the clauses of the hypotheses if they are acceptable or not. The researcher adopted the simple and multiple correlation models as well as the regression testing.

First main hypothesis (H-1):

There is no a statistically significant effect of Time Management on the level of employee performance at a level of (0.05) value.

To test this hypothesis multiple regression analysis was used to verify the potential impact of Time Management on the level of employee performance of employees in Libyan cellular communications companies as shown in the next table.

Table 3.10 Results of Testing the Impact of Time Management on the Level of Employee Performance in Libyan cellular communications companies

Variable	(R)	(R ²)	F	F	B	Sig*
Impact of Time Management on the Level of Employee Performance in Libyan cellular communications companies	0.530	0.281	53.814	3.84	2.275	0.000

This above table shows the Impact of Time Management on the Level of Employee Performance in Libyan cellular communications companies. The statistical analysis illustrated a strong impact of Time Management on the Level of Employee

Performance in Libyan cellular communications companies; R gets (0.530) at level of ($\alpha = < 0.05$). While R^2 was reaching (0.281) values as variables for employee performance in Libyan cellular communications companies based on the importance of Time Management, and the value of β reached (2.275) which mean that an increase in the importance of Time Management will lead to an increase in the level of employee performance in the Libyan cellular communications companies by (2.275) values. And this impact the value of which got (53.814) at the level of ($\alpha = < 0.05$) comparing to other value of equal to (3.84).

This proves the lack of acceptance of the main hypothesis. Therefore, the negative hypothesis is rejected and replaced by the alternative hypothesis, which is stated, that: the existence of a significant impact of Time Management on the level of employee performance in Libyan cellular operators at value (0.05).

In order to test all variables of Time Management in the employee performance, the researcher divided the main hypotheses into four sub-hypotheses, and simple regression has been applied to test all sub-hypotheses separately as shown in the following details.

The first sub-hypothesis (H-1a)

There is no a statistically significant impact of Time Planning on the level of employee performance in Libyan cellular operators at value (0.05).

To test this hypothesis simple regression analysis was used to verify the potential impact of Time Planning on the level of employee performance of employees in Libyan cellular communications companies as shown in the next table.

Table 3.11 Results of Testing the Impact of Time Planning on the Level of Employee Performance in Libyan cellular communications companies

Variable	(R)	(R ²)	B	F	F	DF	Sig*
Impact of Time Planning on the Level of Employee Performance in Libyan cellular communications companies	0.235	0.055	3.935	8.065	3.84	1	0.005
						138	
						139	

Sig*= the effect has statistical indication on the level of $\alpha = < 0.05$

The above table shows the Impact of Time Planning on the Level of Employee Performance in Libyan cellular communications companies. The statistical analysis illustrated a strong impact of Time Planning on the Level of Employee Performance in Libyan cellular communications companies; R gets (0.235) at level of ($\alpha < 0.05$). while R^2 with (0.055) values as variables for employee performance in Libyan cellular communications companies based on importance of Time Planning , and β value gets (3.935) to mean that any increase in the importance of Time Planning will get the level of employee performance be increased in Libyan cellular communications companies by (3.935) values. And the impact value of F gets (8.065) as equation at ($\alpha = < 0.05$) higher than other value of F tabled with (3.84).

This proves the no acceptance of this hypothesis. Therefore, the negative hypothesis is rejected and replaced by the alternative hypothesis, which is stated, that: the existence of a significant impact of Time Planning on the level of employee performance in Libyan cellular operators at value (0.05).

The second sub-hypothesis (H-1b)

There is no a statistically significant impact of Time Organisation on the level of employee performance in Libyan cellular operators at value (0.05).

To test this hypothesis simple regression analysis was used to verify the potential impact of Time Organisation on the level of employee performance of employees in Libyan cellular communications companies as shown in the next table.

Table 3.12 Results of Testing the Impact of Time Organization on the Level of Employee Performance in Libyan cellular communications companies

Variable	(R)	(R ²)	B	F	F	DF	Sig*
Impact of Time Planning on the Level of Employee Performance in Libyan cellular communications companies	0.425	0.181	2.853	30.435	3.84	1 138 139	0.000

Sig*= the effect has statistical indication on the level of $\alpha = < 0.05$

This above table shows the Impact of Time Organisation on the Level of Employee Performance in Libyan cellular communications companies. The statistical analysis illustrated a strong impact of Time Organisation on the Level of Employee Performance in Libyan cellular communications companies; R gets (0.425) at level of ($\alpha = < 0.05$). while R^2 with (0.181) values as variables for employee performance in Libyan cellular communications companies based on importance of Time Organisation , and β value gets (2.853) to mean that any increase in the importance of Time Organisation will get the level of employee performance be increased in Libyan cellular communications companies by (2.853) values. And the impact value of F gets (30.435) as equation at ($\alpha < 0.05$) higher than other value of F tabled with (3.84).

This proves the no acceptance of this hypothesis. Therefore, the negative hypothesis is rejected and replaced by the alternative hypothesis, which is stated, that: the existence of a significant impact of Time Organisation on the level of employee performance in Libyan cellular operators at value (0.05).

The third sub-hypothesis (H-1c)

There is no a statistically significant impact of Time Monitoring on the level of employee performance in Libyan cellular operators at value (0.05).

To test this hypothesis simple regression analysis was used to verify the potential impact of Time Monitoring on the level of employee performance of employees in Libyan cellular communications companies as shown in the next table.

Table 3.13 Results of Testing the Impact of Time Monitoring on the Level of Employee Performance in Libyan cellular communications companies

Variable	(R)	(R ²)	B	F	F	DF	Sig*
Impact of Time Monitoring on the Level of Employee Performance in Libyan cellular communications companies	0.438	0.192	2.827	32.709	3.84	1 138 139	0.000

Sig*= the effect has statistical indication on the level of $\alpha = < 0.05$

This above table shows the Impact of Time Monitoring on the Level of Employee Performance in Libyan cellular communications companies. The statistical analysis illustrated a strong impact of Time Monitoring on the Level of Employee Performance in Libyan cellular communications companies; R gets (0.438) at level of ($\alpha = < 0.05$). while R² with (0.192) values as variables for employee performance in Libyan cellular communications companies based on importance of Time Monitoring, and β value gets (2.827) to mean that any increase in the importance of Time Planning will get the level of employee performance be increased in Libyan cellular communications companies by (2.827) values. And the impact value of F gets (32.709) as equation at ($\alpha = < 0.05$) higher than other value of F tabled with (3.84).

This proves the no acceptance of this hypothesis. Therefore, the negative hypothesis is rejected and replaced by the alternative hypothesis, which is stated, that: the existence of a significant impact of Time Monitoring on the level of employee performance in Libyan cellular operators at value (0.05).

The fourth sub-hypothesis (H-1d)

There is no a statistically significant impact of Time Controlling on the level of employee performance in Libyan cellular operators at value (0.05).

To test this hypothesis simple regression analysis was used to verify the potential impact of Time Controlling on the level of employee performance of employees in Libyan cellular communications companies as shown in the next table.

Table 3.14 Results of Testing the Impact of Time Controlling on the Level of Employee Performance in Libyan cellular communications companies

Variable	(R)	(R ²)	B	F	F	DF	Sig*
Impact of Time Controlling on the Level of Employee Performance in Libyan cellular communications companies	0.476	0.227	2.704	40.526	3.84	1 138 139	0.00 0

Sig*= the effect has statistical indication on the level of $\alpha = < 0.05$

This above table shows the Impact of Time Controlling on the Level of Employee Performance in Libyan cellular communications companies. The statistical analysis illustrated a strong impact of Time Controlling on the Level of Employee Performance in Libyan cellular communications companies; R gets (0.476) at level of ($\alpha = < 0.05$). while R² with (0.227) values as variables for employee performance in Libyan cellular communications companies based on importance of Time Controlling, and B value gets (2.704) to mean that any increase in the importance of Time Controlling will get the level of employee performance be increased in Libyan cellular communications companies by (2.704) values. And the impact value of F gets (40.526) as equation at ($\alpha = < 0.05$) higher than other value of F tabled with (3.84).

This proves the no acceptance of this hypothesis. Therefore, the negative hypothesis is rejected and replaced by the alternative hypothesis, which is stated, that: the existence of a significant impact of Time Controlling on the level of employee performance in Libyan cellular operators at value (0.05).

Chapter Four

FINDINGS AND RECOMMENDATION

This chapter summarises the main tenets findings of this study based from theoretical and literature review, in addition to the results got by using statistical analysis and scientific tools to stimulate the research finding as briefly illustrated in the following points:

4.1. Finding

1. There is not high impact of the elements of Time Management: (Time Planning, Time Organisation, Time Monitoring, and Time Controlling) on improving the employee performance.
2. Allocating time for the process of Time Planning is crucial component for Time Management.
3. Marking or fixing finishing points for tasks on time table contributes objectively to Time Management.
4. Best
5. Reducing paperwork –establishing paperless measures- helps to better monitor time towards the right goals.
6. Effective self-directedness will contribute to improve staff performance.
7. Employee performance is positively affected by the successful Time Management.

Time and money are at the beginning of the issues that are most complained about in our absence these days. Money may be available, but the recycling of time is not possible. For this reason, time should be used in a very efficient manner. In other words, "time must be saved". Because, most of the time is wasted by the individual, not by others. Researchers' points out that time spending needs to be done as carefully as spending money and suggests that the time value of money is more important than the time value perspective of traditional money. However, most

organizations do not know the value of effective time management when they form systems to make every dollar spent.

Today, competitive conditions require superior performance; organizations and managers in particular have to make good use of time. Thanks to the technology that develops in the field of communication and transportation, it is necessary for companies today to think in the world scale in investment, management, design, production, marketing and similar fields and to catch success by competing in this frame. Now, the way to be successful in the competition is through knowing the value of time, or in other words, time management. If time cannot be properly managed, nothing can be deemed to be rightly managed, but expresses the importance of time and time management.

Today, all the violence and the phenomenon of change happening at a dizzying pace have faced the problem of adapting organizations to the changes in their environment. In an environment of global competition, organizations are able to sustain their assets and show high performance depends on managers who take on significant responsibilities to develop the right organizational and management strategies, to make the right decisions and to make the most appropriate changes in a timely and speedy manner.

However, increasingly complex tasks and activities due to changes and developments make the task of managers who have to do a lot of work in a limited time more difficult.

In other words, due to the existing conditions, time pressure affects the efficiency and efficiency of managers in the negative. Success in management in this context; will take place to the extent of the activities of the managers in time management.

Time is the most valuable asset that organizations and managers have. Effective time management can be implemented by allowing managers to overcome time-related problems and provide effective control over their current time. Managers must be able to implement a successful time management practice; in the first stage the concept of time, the importance of ensuring administrative efficiency and the

success of the organization must know that effective time management can only be achieved through its own efforts. In the second stage, managers should determine where and how they spend their time through time usage analysis. In the third stage, they should identify the problems that cause time loss, and identify activities that do not need to be done and that only cause waste of time without any result.

In addition, managers to increase the activities of time management; adopt effective time management behaviours and techniques that are as advanced as the day-to-day to help ensure effective use of time, and transfer them to practice as much as possible. In addition to this, managers should organize courses, seminars, conferences and similar events to inform all organization staff about time and time management.

4.2. Recommendations

In the light of the findings of the present study, the researcher made the following recommendations:

- ✓ Provide training courses for staff in the field of Time Management during which the employees are trained in objective manner to manage their time.
- ✓ Invest in economising time in adequate manner as the non-renewable resource and increase the awareness of administration and employees to recognize the importance of this source to become part of the organizational culture.
- ✓ Employees should use Time Management tools continually in order to monitor their behaviour, and to determine their strengths and weaknesses of the Time Management, and set fixed dates for visits and specific meetings.
- ✓ To review the regulations and instructions of the Organization - if necessary – in case of any inconsistency between the regulations and regulations of the organization, and the components of Time Management to address them as quickly as possible. Such inconsistency can be address by reducing unnecessary meetings, and develop the paperless techniques in the workplace.
- ✓ Conduct further studies on Time Management, and applied similar empirical studies on other sectors and compare them with this study.

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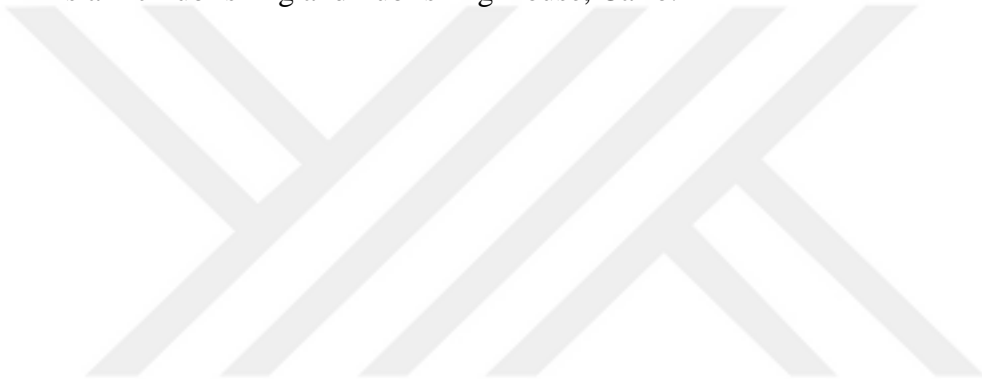
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ABSTRACT

The study aims to determine the level of worker performance at the time in telecommunications companies in Libya.

To achieve this goal, the researcher conducted a field study of three cellular companies in Libya. The sample of the study consisted of employees at senior and middle management levels and auditors of the three companies. The researcher prepares a questionnaire with questions that include important elements in time management.

The study has produced a range of results, with the result that time management elements (time planning, time management, time directing, time control) have a high impact on employee performance. The results of the study are one of the most important factors of good time management, and it is directly influenced by the performance level of the results of the performance of the employee in terms of the performance level of the workers.

The study resulted in a number of recommendations; the most important of which are the need to organize training courses for staff in time management and to use the employees' time management tools and to pay attention to workers' morale.

Keywords : Time, Performance, Work Life

ARCHIVE RECOND INFORMATION

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ÖZET

Çalışma, Libya'daki telekomünikasyon şirketlerinde zamanın işçi performansı seviyesindeki etkisini belirlemeyi amaçlıyor.

Bu amaca ulaşmak için, araştırmacı Libya'daki üç hücreli şirket hakkında bir saha çalışması yaptı. Çalışmanın evrenini, üç şirketin üst düzey ve orta yönetim kademelerinde ve denetçilerinde çalışanlardan oluşmaktadır. Araştırmacı, zaman yönetiminde önemli unsurları içeren sorular içeren bir anket çalışması yapılmıştır.

Çalışma, zaman yönetimi öğelerinin (zaman planlaması, zaman yönetimi, yönetmenlik süresi, zaman kontrolü) çalışan performansı üzerinde yüksek bir etki yarattığı sonucuna varan bir dizi sonuç ortaya koydu. Çalışmanın sonuçları, zaman planlaması çalışmaları için belirli bir zaman ayırmanın iyi zaman yönetiminin en önemli faktörlerinden biri olduğu ve işçilerin performans seviyesi ile ilgili olarak, performans seviyesinin çalışanın başarılı bir şekilde yönetilmesi sonucu doğrudan etkilenir.

Çalışma da elde edilen sonuçlardan bir takım tavsiyelerle sonuçlandı; bunlardan en önemlisi, personel için zaman yönetimi alanında eğitim kursları düzenlenmesi ve çalışanların zaman yönetimi araçlarını kullanmaları ve işçilerin moraline dikkat etmeleri ihtiyacıdır.

Anahtar Kelimeler: Zaman, Performans, Çalışma Hayatı

ARSIV KAYIT BILERI

Tezin Adi : Zaman Yönetimi ve Çalışanların Performans Düzeyine Etkisi.

Tezin Yazari : Abraham Mohamed A. ANBEA

Tezin Danismani : Doc. Dr. Fatma.Zehra.TAN

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APPANDIX A

Questionnaire of the Study

Greetings,

I hope that you will kindly fill- questionnaire, which aims to study by the researcher **Abraham Mohamed Anbea** to complete his master's thesis ;

Time Management and its impact on Employees' Performance Level

“Field Study on the Cellular Communications Companies in Libya”

And I appreciate your cooperation, and I would like to confirm that any data or information that you provide will be kept strictly confidential and will be used for research purposes only. You were selected to answer the attached Questionnaire .

Please read it thoroughly, and then answer it precisely, bearing in mind that the results of this study will be used for scientific research only .

Accept my sincere respect and appreciation...

SECTION 1

(1) _Gender

Male

Female

(2) _Number of years in the company

5-10

16-20

11-15

21 and above

(3) _Number of years in the position

1-5

11-15

6-10

16 and above

(4)_ Current Position

Head of Department

Director

Manager

(5)_Education level

BSc

Master

High Diploma

PhD

SECTION 2

Please read each of the following statements carefully and then place an “X” over the number that best describes the extent to which the statement applies to you. Use the guide below to choose the most appropriate number.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
(1)	(2)	(3)	(4)	(5)

1- Daily Time planning contribute to employee concentration; therefore, it increases their productivity. (1) (2) (3) (4) (5)

2- Fixing the job priorities is the important element for Time Planning. (1) (2) (3) (4) (5)

3- Time table is to perform Time Planning for achieving administrative tasks. (1) (2) (3) (4) (5)

4- Flexibility in Time Planning that is convenient to employee ability is helping to achieving action plans. (1) (2) (3) (4) (5)

5- Allocating sufficient time for Time Planning is contributing to better Time Management. (1) (2) (3) (4) (5)

6-Time Organisation is contributing to balance the daily tasks at work by considering humanitarian aspects. (1) (2) (3) (4) (5)

7- Time Controlling is to address the deviation and error not to impose sanctions. (1) (2) (3) (4) (5)

8- Dividing tasks is helping to better organise the Time, which of course contribute for effective Time Management. (1) (2) (3) (4) (5)

9- Work to reduce the time allocated to what is urgent allows to get more time and to deal with the tasks of high importance. (1) (2) (3) (4) (5)

10- Marking or fixing fishing points for tasks in the time table is the important means for organizing time. (1) (2) (3) (4) (5)

11-We take into consideration the urgent decisions and those are not. (1) (2) (3) (4) (5)

12-Jobs description is helping to monitor Time in objective manner.	(1)	(2)	(3)	(4)	(5)
13-We balance between tasks and adequate timing needed.	(1)	(2)	(3)	(4)	(5)
14-Paperless management is contributing for effective time monitoring in timely manner.	(1)	(2)	(3)	(4)	(5)
15-Self-directedness for individual is contributing to Time Management in the workplace.	(1)	(2)	(3)	(4)	(5)
16- Time Controlling is to compare the achieved performance with what is has been plan up.	(1)	(2)	(3)	(4)	(5)
17-Time Controlling is to address the deviation and error not to impose sanctions.	(1)	(2)	(3)	(4)	(5)
18-Motivation`s measures for controlling is contributing effectively to Time Management.	(1)	(2)	(3)	(4)	(5)
19-Time Controlling should be self-directedness by the employee.	(1)	(2)	(3)	(4)	(5)
20-Marking or fixing fishing points for tasks in the time table is the important means for organizing time.	(1)	(2)	(3)	(4)	(5)
21-Balancing achieved employee performance with that has been plan increase their performance.	(1)	(2)	(3)	(4)	(5)
22-Drawing the causes of employee lower performance and work to address them is helping to increase their performance.	(1)	(2)	(3)	(4)	(5)
23-Time Management is affecting employee performance.	(1)	(2)	(3)	(4)	(5)
24-Motivation`s measure for Time Management is contributing to increase employee performance.	(1)	(2)	(3)	(4)	(5)
25-The senior administration works to raise the employee performance through training program on Time Management.	(1)	(2)	(3)	(4)	(5)
26-Successful management takes into account the human aspect of employee while trying to improve their performance.	(1)	(2)	(3)	(4)	(5)
27-Time planning contributes to improve employee performance.	(1)	(2)	(3)	(4)	(5)

28-Fixing time table for employee`s tasks contributes to improve their performance. (1) (2) (3) (4) (5)

29-Time monitoring contributes to improve employee performance. (1) (2) (3) (4) (5)

30-Time controlling contributes to improve employee performance. (1) (2) (3) (4) (5)

Thank you for your participatin.

