TIME MANAGEMENT AND ORGANIZATIONAL PERFOMANCE: A CASE OF KABALE DISTRICT LOCAL GOVERNMENT

BY

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MAY, 2021

DECLARATION

I, Judith Tushemereirwe, hereby declare that the Research Dissertation entitled 'Time Management and Organizational performance: A Case of Kabale District   Local Government', is my original work and has not been presented in whole or part to any University or any other academic institution for any purpose.

Signature ……………………………   Date ………………………………….

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APPROVAL

This is to certify that this Research Dissertation entitled ''Time management and Organizational performance: A Case of Kabale District Local Government" has been done under my/our supervision.

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DEDICATION

I dedicate this research dissertation to my son, Arinda Ryan Lucas.

ACKNOWLEDGEMENT

I would like to acknowledge the following;

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LIST OF ABBREVIATIONS

CAO:	Chief Administrative Officer
CLRM:	Classical Linear Regression Models
CVI:	Content Validity Index
HRM:	Human Resource Management
JDQ:	Job Description Questionnaire
KDLG:	Kabale District Local Government
OLS:	Ordinary Least Square
RBV:	Resource-Based View
SAQ:	Self- Administered Questionnaire
SPSS:	Statistical Package for Social Sciences

ABSTRACT

Kabale District Local Government (KDLG) faces a number of problems and challenges centering on inefficiencies in its time management. These could be due to lack of Job security and poor working conditions of employees manifested by lack of adequate maintenance of human resource policy, lack of proper structuring of the organization which is required to have a new trend that would enhance its efficiency and make it feasible, poor team building and lack of self- discipline. CAO report (2016). The study was about time management and organizational performance.: A case of Kabale District Local Government. The objectives of the study were: to examine the effect of time planning and scheduling and organizational performance; To assess the effect of time attitude on organizational performance at Kabale District Local Government; the effect of team building on organizational performance at Kabale District Local Government. The study used a cross- sectional research design with both quantitative and qualitative research approaches. A sample size of 118 respondents participated in the study. Findings of the study revealed that use of good time plans and schedules was found with a significant positive effect on the organizational performance at Kabale District Local Government, as indicated by ($p=0.031<0.05$). findings also revealed that time attitude was found with a significant effect on performance of Kabale District Local Government, as indicated by ($p=0.015<0.05$). Findings further revealed that team building was found with a significant effect on the performance of Kabale District Local Government, as confirmed by ($p=0.021<0.05$). The study concluded that time management was satisfactory at Kabale District Local Government and it had direct link to the organizational performance because, the majority of the respondents to a larger extent understand and implement time management although to a smaller extent there are still challenges that limit the implementation of time management policies in organizations which hinder organizational performance.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, statement of problem, study objectives, research hypothesis, scope of the study, significance of the study, and definition of operational terms.

1.1 Background of the study

In Asian countries like China, Japan, India, Vietnam, Bangladesh, Malaysia, Indonesia and Hong Kong, an ever rapidly changing local government environment therefore demands for a lifelong time management tools as an essential coping strategy. Local government environments change from time to time which calls for continuous upgrading of time management skills and capabilities to improve on organizational performance, growth and the ability to adapt to the rapidly changing social and economic environments for the government to remain competitive (Adams, 2003).

In European countries like United Kingdom, France, Germany, Italy, Netherlands, Denmark and Sweden, time is considered as money in terms of human capital accumulation after entry into the labour market is considered key to social and economic performance at both the micro and the macro level. The development of the desired knowledge, skills and abilities of government employees to perform well on the job requires effective time management that may also effect employee motivation and commitment (Amin, 2005).

In United States of America, scholars like Elnaga and Imra (2013) argue that in order for the government to prepare its workers to perform as desired, it provides time management tools so as to optimize its employees' potentiality. They note that by applying long term planning, most of the governments invest in building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus improving government performance through superior level of motivation and commitment (Armstrong, 2006).

In African countries like Chad, Malawi, Guinea Bissau, Ivory Coast and Niger, the effects of time management on local government employee performance may be both direct and indirect. The role of time management programmes is seen as a measure of improving local government performance capabilities,

that is to say, when the government invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees (Cartier, 2001).

In East African countries like Tanzania, Kenya and Uganda, effective time management may be seen as employees' willingness and ability to help their governments succeed, largely by providing time management tools on a sustainable basis and may be effected by many factors which involve both emotional and rational factors relating to work and the overall work experience (Banda, 2004).

In Kabale District, the performance of Local Government has been very low and this has greatly affected the socio-economic development of the district. Therefore, this study aims to find out the effect of time management on organizational performance: A case of Kabale District Local Government.

1.1.1. Historical Perspective

Globally, organizations embrace time management as a key indicator of performance. The ability to manage time effectively becomes fundamental to work performance, after the world has realized time wasters in the 21st century that had never been seen before. In fact, the new forms of communication technology -- for instance cell phones and internet -- have become major agents of time wasters nowadays that has brought many requests or suggestions of things to do than ever and has influenced the failures among employees in accomplishing their tasks on time (Erwin, 2009).

For various organizations on the African level, the situation has posed challenges to employees to find alternatives that can improve work performance of individuals in the organization, although different techniques have been developed to utilize time better, for instance enacting of laws and regulations to shape the behaviour of individuals at the workplace and motivating employees that time management is the only alternative for the aims of achieving organizational goals within a given time frame. Moreover, the perception of time management as an important phenomenon at the workplace has increased due to the fact that many organizations have realized a cost of losing time (Taylor, 2012).

As time is seen as socially constructed (Berger and Luckman 2006), it is not surprising that authors frequently expect attitudes to time to be significantly different between cultures (Coser and Coser, 2003; Doob, 2011; Graham, 2001; Kelly, 2002; Gross, 2007; Ko and Gentry, 2001; Bonvillian and Nowlin, 2004; Lewis, 2005). Future orientation and time as clock time is expected to be more prominent in Western societies. Past orientation is expected to be more prominent in traditional societies such as China, Japan and Korea, while Latin American societies are expected to be more present-oriented. If attitudes to time were universal, the same underlying attitudes to time would be observable in all societies.

According to Lufunyo (2013), in Uganda like any other country of the world, time management is nowadays seen as an important technique that allows employees and employers in the organization to accomplish more, serve more and if undertaken in a good way, leads to timely achievement of organizational goals. Effective use of time is an active, not passive, undertaking rather than simply recording dates, times and details of meetings and tasks. Although time management had its start over a hundred years ago, the need for time management is greater than ever. As the pace of life increases, the perception of time changes whereby people in the organizations are considered superior performers when they achieve the goals on time (Gupta, 2012).

1.1.2. Theoretical Perspective

The study was guided by Pareto's theory of 80-20 rule (1923) that offers a quick and easy way to understand clearly what are important and what are unnecessary. Pareto's theory requires the following steps to be taken: Identifying 20% that is considered vital, which would probably enable at least 80% of productivity, performance, and effectiveness is required. One should retain this 20% and nothing else, unless it serves a crucial point. It should be then tested for effectiveness and implications of the reduced range and it must be then referred to aspects of change management and project management as considered appropriate.

Pareto's theory of 80-20 rule (1923) says that 20% of activities will account to 80% of the results. Each task may take the same amount of time to accomplish, but doing one or two important tasks will contribute five or ten times the value as any one of the others. Productive people always discipline themselves to start on the most important task which is set before them. They force themselves to complete the important one first under any circumstance. Pareto's augment is related to the topic under study. This is because his views are all about time management which results into productivity among employees.

Beside this, Nongmeikapam (2018) summarizes Pareto's Principle that the 80-20 principle says that 20% of activities will account to 80% of the results. Each task may take the same amount of time to accomplish, but doing one or two important tasks will contribute five or ten times the value as any one of the others. Productive people always discipline themselves to start on the most important task which is set before them. They force themselves to complete the important one first under any circumstances.

1.1.3. Conceptual Perspective

Time management starts with the commitment to change; it can be achieved if goals have been set and then all future work is prioritized based on how it moves the individual or organization towards meeting

the goals. The value of time management lies in a fact that people have too many tasks they need to do but not enough time for the things they want to do (Macan, 2006).

In time management there should be a process of eliminating unnecessary wastage of time and focused on proper allocation of time to different activities. Chatman 1991) developed a concept for a time-management training programme, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks. Many books and articles were written to convey these and similar ideas to managers, promising them greater effectiveness while using less time.

Barling, Cheung and Kelloway (2006) add that effective time management is clearly a factor in organizational performance and thus can contribute to an organization's profitability. Engaging in time management, particularly planning behaviours, can also contribute positively to group performance. Furthermore, poor time management has been associated with high stress and strain (Jex & Elacqua, 2009), emotional exhaustion (Peeters & Rutte, 2005), and health issues (Bond & Feather, 2015).

Time management also describes the organizational behaviour which is about being able to produce supportable use of the employee's time at intervals to perform certain activities. It is defined as a combination of sensitivity for time, the setting of goals, prioritizing tasks, and observation outcomes. This definition illustrates time management as an associate example of self-regulation enabling workers to enhance their performance, intelligence and reach career success (De Vos & Soens, 2008). As an example, time management leads to success through reducing stress, maintaining balance, increasing productivity and setting and creating an endeavour to realize one's goals.

Engaging in time management, particularly planning behaviours, can also contribute positively to group performance (Janicik et al., 2003). Furthermore, poor time management has been associated with high stress and strain (Jex et al., 2012), emotional exhaustion (Peeters & Rutte, 2005), and health issues Bond & Feather, (2008). Time management describes the employee's behaviour which is about being able to produce supportable use of the employee's time at intervals to perform certain activities. From this broadened perspective, people can see that time management is necessary to enhance life's dimensions (Alay et al., 2002).

According to Orlikowski and Yates (2002), the temporal dimension of work has become more important because of expanding global competition and increased demands for immediate availability of products and services. Time management as a behaviour aims to achieve the economical use of time and should be related to certain purposeful activities. This definition highlights that the use of time is not an aim itself,

and cannot be pursued as a sole factor. Most targets are on some purposeful activity, like performing a small task or a tutorial duty that is assigned in way which means an economical use of time. Claessens (2004) defined time management as behaviours that aim at achieving a cost-effective and effective use of time, and he added that these behaviours have three major components.

First component is awareness of past, present and future, according to Kaufman, Lane and Lindquist (2001), and the recognition of one's time use (attitudes, cognitions of time) that help complete tasks and responsibilities that match the limit of one's capabilities. Claessens (2004) designates this component as time assessment behaviours. Second component is directions or tools that move toward preparing to use time expeditiously (setting goals, coming up with tasks, prioritizing, making disruption lists, grouping tasks). Britton and Tesser (2001) named this component as coming up with behaviours. Third component is providing a structure for managing time and self-monitoring, that allows for an efficient performing of tasks and limiting the interruptions by others. Fox and Dwyer (2005) and Krediet (2009) titled this component as observation of behaviours.

Mc Cay, (2009) developed a concept for a time-management training programme, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks. On the other hand, Huang and Zhang (2001) illustrated the concept of time management as a kind of temperament attribute which makes it possible to be reflected as a means of utilizing and managing ones' time. Many books and articles were written to convey these and similar ideas to managers, promising them greater effectiveness while using less time (Blanchard & Johnson, 2003). Over the years, the focus of time management publications and training courses has shifted from managers as the major target group to a broad audience of working people. In the context of Kabale District Local Government, the term "time management" is actually misleading. Strictly speaking, time cannot be managed, because it is an inaccessible factor. Only the way a person deals with time can be influenced (Byamukama, 2007).

Time Management can be viewed as a way of monitoring and controlling time (Eilam & Aharon, 2003). In this regard, it would be more appropriate to speak about self- management with regard to the performance of multiple tasks within a certain time period. But in the literature, the term self-management has a different meaning. It refers to monitoring and regulating oneself, but without any specific reference to techniques for monitoring time use. The research study, therefore, extended the research by exploring the effect of time management on organizational performance.

Organizational Performance of Local governments

Organizational performance of Local Governments involves Accessibility of services, Client satisfaction, and Effectiveness of delivering services to the public, provision of basic public services such as education, health, roads and agricultural advisory services. Delivery of such basic public services is a devolved function of local governments. The measure of the performance of local governments largely depends on how well these basic services are delivered to the citizenry (ACODE, 2013). Local Government service delivery is ensuring the provision of services to communities in a sustainable manner. Monitoring customer focused service delivery could therefore be a critical input means to affect quality service delivery in Local Government.

The accessibility regulations aim to help make sure online public services are accessible to all users, including disabled people.

The Government Digital Service says there are four steps local authorities should take now to make sure their online services are accessible: Understand how the regulations will impact your organization; Decide how to check your website or app for accessibility problems; Make a plan to fix any accessibility problems you find; Publish an accessibility statement.

It is the responsibility for all responsible officers to manage the performance of their ministries, departments or local governments to ensure that performance of organizations and individuals directly contributes to improved service delivery and the attainment of national development objectives (The Uganda Public Services Standing Orders, January 2010). The Local Government Act 1997 places the responsibility of delivery of most public services with the local governments which are supposed to have part of their budget funded by local revenue collection. They should ensure that their delivery is more responsive to local needs and through this limited resources can be used in the most efficient and effective manner.

In this respect, it is pertinent to confirm whether, as indicated, Local Government have made their entire staff aware of its mission; whether if they are aware of its mission, they do they identify with the mission and what effect has this had on service delivery? In which case if there are notable positive effects, identify what mechanism is in place to uphold better service provision.

On the other hand, the essence of Performance management lies in its professed ability to focus attention of organizational members on a common objective and galvanize them towards the attainment of this objective (Balgun, 2003). It should be noted that once an organization has set a mission, vision and objectives, it will be necessary to identify key output and targets that it wants to attain. Where

organizational key outputs and performance targets are clear for all levels of operation, it becomes easier to make choice for improved service delivery and assess performance.

In his report, targets and results in Uganda, Williamson (2003) indicates that the appreciation of the relevance of performance targets and indicators by organizational staff, especially politicians and managers, lead to a feeling of ownership and induces use of performance information in decision making. These aspects are key determinants of responsiveness to client needs and provision of value for money services.

There is indication that staff involvement at all levels and in all aspects including the identifying of key outputs, performance indicators and targets is of great importance in the attainment of organizational performance targets set as well as sustainable programme implementation (Williamson, 2003). It is for this reason that achieving 'buy in' of all stakeholders has become a critical factor in performance management. This is emphasized further by Mabey (2005) who points out the fact that the result-based management is getting a reasonable degree of consensus on key results to be achieved.

Before any service could or should be delivered, it is necessary to find out whether policies have the desired impact and how citizens/clients respond to them. The main tradition in the analysis of public service provision has been a study how people respond to policies and to gauge who are the beneficiaries of the various public programmes.

1.1.4. Contextual Perspective

In the context of growing Kabale District Local Government, Time management is not and would not ever be distinct and separable from management in general. Time management places much emphasis on preventing unnecessary activities, increase of efficiency, organizing and delegating tasks. Effective time management provides employees with a feeling of greater security, independence and the clients with satisfaction with efficient and faster service delivery tailored to the needs. According to Byamukama (2012), time management is about determining what should be done by first and foremost setting goals, deciding which events are considered most important and realizing that other activities or events will have to be scheduled around them (prioritizing), making decisions about how much time one allows for certain tasks (time estimation), flexibly adjusting to cater for the unexpected (problem solving), reconsidering priorities and goals on a regular basis (evaluation), and observing patterns and trends in behaviour. There is ongoing debate over exactly what skills and behaviours constitute effective time management. For example, Shipman identified six principles for effective time management. These principles included being aware of self, setting goals and priorities, structuring time appropriately, increasing personal effectiveness and efficiency, scheduling time for events or activity, and scheduling relaxation time. Time

management behaviours have more recently been characterized as making lists, organizing, evaluating one's schedule, goal setting, keeping and routinely breaking down tasks and events into simpler parts (Barling, Cheung & Kelloway, 2006).

An empirical study investigating the effects of time management behaviour has identified three broad most important clusters of behaviours. These behaviours include engaging in the mechanics of time management, setting goals and priorities, and having a preference for organization. However, seven time management skills or behaviours can be considered essential to effective time management due to their frequency or repetitive prominence in the literature: (1) time analysis, (2) planning, (3) goal setting, (4) prioritizing, (5) scheduling, (6) organizing, and (7) establishing new and improved time habits (Jex & Elacqua, 2006).

Although, time management documentation activities such as writing down goals, making lists, and utilizing calendars have been identified by many authors as necessary for effective time management, they tend to cross or fall in line with all seven skill areas mentioned above. In time management, prioritization which involves determining what one should do by setting goals, deciding which events are the most important and realizing that other activities or events will have to be scheduled around them; three workload categorization dimensions easily come to mind. They include, essential tasks, important tasks and low value tasks. It therefore takes the professionalism and organizational competence of the individual manager to appropriately and accordingly prioritize the given tasks by asking these three fundamental questions: which tasks are most valuable to the organization? Which task does my manager consider most important? And if I cannot complete all the tasks which should I complete? The need to help staff get organized thereby contributing to stress reduction, freeing up time to do other activities and increasing work performance and productivity has been more vigorously stressed in recent time than ever (Alan, 2003).

The composition of people who formulate independent business identity for some specific purpose is commonly termed organization, and the process of getting desired outcome within defined resources is referred to as effectiveness. Organizational effectiveness is therefore the notion of how effectual an organization is in accomplishing the results the organization aims at (South American Journal of Management, 2016). It plays a crucially important role in accelerating organizational development. It is said to be the net satisfaction of all constituents or elements in the process of gathering and transforming inputs into outputs in an efficient manner.

1.2 Statement of the Problem

The principle and practice of time management embraces collaborations, partnership and networks involved in organizational performance (Ward, 2003; Mandell, 2010). Njagi and Malel (2012) argue that the effectiveness of organizations arises from the appropriate utilization of one key resource, time. The management of time is fundamental to job performance. Time management typically involves goal setting, establishing priorities, budgeting the amount of time given to a particular activity and planning and scheduling the steps required for the accomplishments of goals (Allen, 2001; Lucchetti, 2011). There has been a gradual general performance decline of Kabale District Local Government. The District Council scored a total of 36 points in the FY 2017/18 assessment. This performance placed Kabale District in the 25th position among the 35 district councils assessed nationally. This was a decline from the 55 out of 100 points it scored in 2016/2017. This has been attributed to increased absenteeism of officers among many other factors (KLDG Annual Report, 2018). KDLG faces a number of problems and challenges centering on inefficiencies in its time management (Mayanja, 2018). These could be due to lack of Job security and poor working conditions of employees, lack of adequate maintenance of human resource policy, lack of proper structuring of the organization which is required to have a new trend that would enhance its efficiency and make it feasible, poor team building and lack of self-discipline (CAO Report, 2016); KDLG Annual Report, 2018); Mayanja, 2018). Most of the activities of Kabale District Local Governments have deadlines and must be completed at given times because there is need for auditing at the end of every financial year and performance reports at the end of every quarter. For all this to be achieved, there must be proper time management systems. It is against the above perspective that this study was carried out to find how time management is related to performance of Kabale District Local Government.

1.3 Objective of the Study

This study had one general objective and three specific objectives.

1.3.1 General Objective

The main objective of the study was to assess time management and organizational performance in an organization.

1.3.2 Specific Objectives

i. To examine the effect of time planning and scheduling on organizational performance at Kabale District Local Government;

ii. To find out the effect of time attitude on organizational performance at Kabale District Local Government in implementing time management;

iii. To explore the effect of team building on organizational performance at Kabale District Local Government.

1.4 Research Hypotheses

The research sought validity or otherwise of the following hypotheses:

H01: There is no significant relationship between time planning and scheduling and organizational performance.

H02: There is no significant relationship between time attitude and organizational performance.

H03: There is no significant relationship between team building and organizational performance.

1.5 Significance of the Study

This study aimed at creating awareness and assessing time management in improving organizational performance in organizations, therefore the study is expected to be of much value to a number of people as follows:

Members of organizations will be informed on importance of time management in improving performance Also, it will help decision makers to formulate different strategies which will help in the implementation of time management.

The researcher will be benefited by identifying variable areas for further Research, and will be used as an additional reference to researchers on time management.

It will also add knowledge to the academic community and stimulate further research in the Time management field.

The study will help the researcher in partial fulfilment of the requirements for the award of a Master's degree in Public Administration and Management of Kabale University.

1.6 Scope of study

1.6.1 Geographical Scope

The study was conducted at Kabale District Local Government which is located in Kabale District, a district in the Western Region of Uganda. Kabale Districtis bordered by Rukungiri District to the north,

Rukiga District to the north-east, Rwanda to the east and south, Rubanda District to the west, and Kanungu District to the north-west.

1.6.2 Content scope
The study specifically reviewed literature limited to content related to Time Management (Time Planning and scheduling, Time attitude, and Team building) and its effect on Organizational performance.

1.6.3 Time scope
The study was conducted for the period from June 2019 to April 2021.

1.7 Justification of the study

The study enabled the researcher to examine whether there was relationship between Time Management and Organizational performance at Kabale District Local Government.

1.8 Definition of key terms

Time whilst known as used by everyone, is hard to define precisely because of some inconsistency depending on whether from a scientific, philosophical, religious or artistic perspective. From a scientific perspective, for instance, it can be described as the progression of events from the past to the present into the future. It is perceived as the fourth dimension of reality that describes events in three-dimensional space (Richards, 2008).

Time management is a set of principles, practices, skills, tools, and systems working together to help you get more value out of your time with the aim of improving the quality of your life (Claessens, 2007).

Team Building: The action or process of causing a group of people to work together effectively as a team, especially by means of activities and events designed to increase motivation and promote cooperation. "Companies are starting to turn to arts-based training programmes as a way of team building and improving morale".

Performance: It is the conglomeration of both qualitative judgements and quantitative bases (Kumar, 2010). The performance of individuals is measured on the magnitude and qualities of that magnitude, thus standards are set and individuals should perform the work in reflection to benchmark.

1.9 Conceptual Framework

This was developed basing on study variables.

Fig. 1.1 Conceptual Framework illustrating the relationship between Time Management and Organizational Performance

Independent Variable (IV)   **Dependent Variable (DV)**

TIME MANAGEMENT
- **Time Planning and Scheduling**
- **Time Attitude**
- **Team Building**

ORGANIZATIONAL PERFORMANCE
- **Meeting deadlines**
- **Achievement of Job Description**
- **Effectiveness**

Moderating Variable
- **Political factors**
- **Environmental factors**
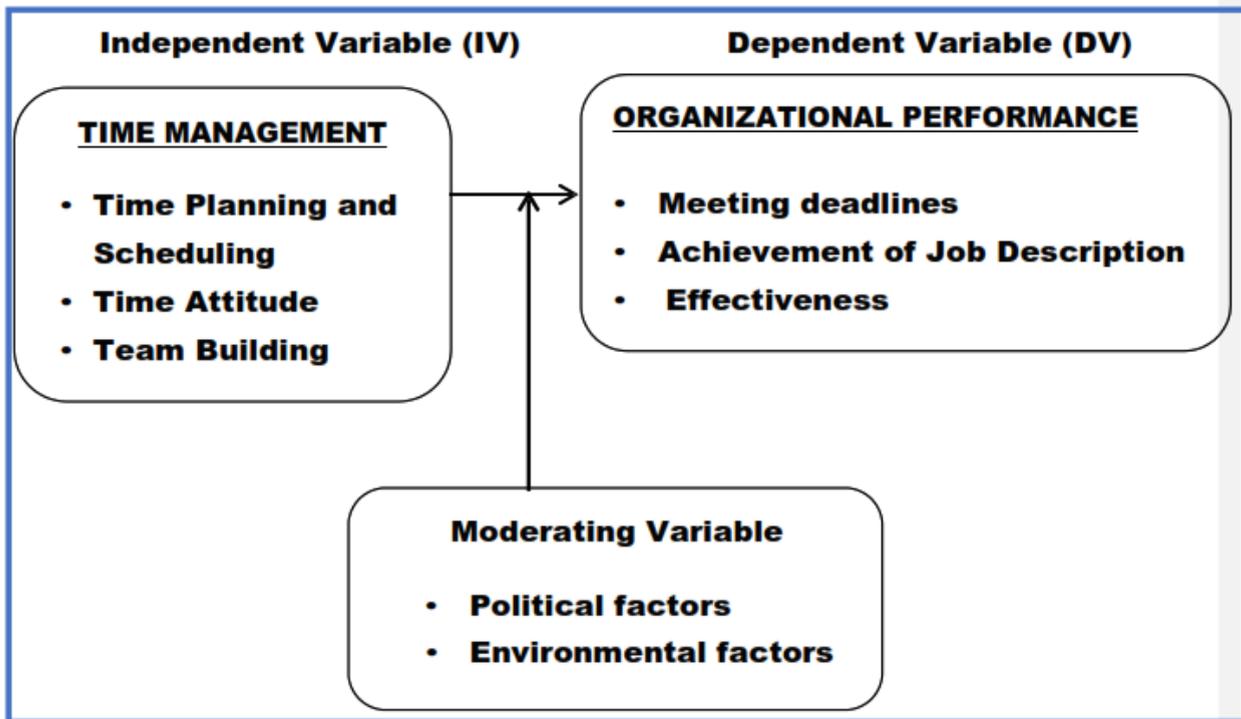
Source: Adopted from Menzies, (2009), modified by Researcher 2021

Figure 1.1 above shows conceptualization of variables according to the dependent variable and independent variable of the study: Time management was measured by; factors that influence time management (Time Planning and scheduling, Time Attitude, and team building). Time planning and scheduling is very essential in managing time, it is an initial stage if an employee needs to manage his/her time. The plan can be of short term or long term; for example, a short-term plan for human resource department can be to recruit talented employees and retain them by giving them competitive salaries. This plan can be accomplished within a year and that is what we call short-term time plan. All these terms should enhance the fulfilment of personal and organizational goals, hence higher performance. Time attitude is very attitudinal and personal in nature whereby an organization may have behaviour that encourages time management means it is so confident and courageous to eliminate the time wasters and concentrate on assigned duties. These two enhance time management, hence increase organizational performance.

Team work also supports organizational performance. It is a factor which promotes the effectiveness of managing time. The dependent variable of the study; Organizational performance was measured by: Accessibility of services, Client satisfaction, Effectiveness. Political and environmental factors played as a moderating variable in this study. Therefore, employees meeting deadlines, and improving organizational effectiveness depend much on a person who is conscious of how to strategize, set goals and schedule the activities. Such a situation can influence high performance of work because behaviours like setting goals,

setting priorities, setting schedules and organizing them have a positive impact on the independent variables.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of various studies and literature relevant to the problem being investigated within the framework of the theory structure. The general orientation of this literature review is then critically to review and contribute the previous work in a relevant area which in turn served as the study guidelines for the researcher.

2.1 Theoretical Review

The study was guided by Pareto's theory of 80-20 rule (1923) that offers a quick and easy way to understand clearly what are important and what are unnecessary. Pareto's theory requires the following steps to be taken: Identifying 20% that is considered vital, which would probably enable at least 80% of productivity, performance, effectiveness etc. is required. One should retain this 20% and nothing else, unless it serves a crucial point. It should be then tested for effectiveness and implications of the reduced range and it must be then referred to aspects of change management and project management as considered appropriate.

In simple way, Pareto's theory of 80-20 rule (1923) says that 20% of activities will account to 80% of the results. Each task may take the same amount of time to accomplish, but doing one or two important tasks will contribute five or ten times the value as any one of the others. Productive people always discipline themselves to start on the most important task which is set before them. They force themselves to complete the important one first under any circumstance. Pareto's augment is related to the topic under study. This is because his views are all about time management which results into productivity among employees.

Beside this Nongmeikapam (2018) explains Pareto's Principle that the 80- 20 principle says that 20% of activities will account to 80% of the results. Each task may take the same amount of time to accomplish, but doing one or two important tasks will contribute five or ten times the value as any one of the others. Productive people always discipline themselves to start on the most important task which is set before them. They force themselves to complete the important one first under any circumstances.

This principle allows maximum results in minimum time. It offers the opportunity to increase personal effectiveness in terms of productivity.

Relevance of the Theory

This theory is considered very relevant to the study because the issues involved in time management and Organizational performance among which include time planning and scheduling, and teamwork could be explained within the framework of the theory. The central argument is that teamwork facilitates the acquisition of necessary skills which leads to enhanced performance of the team members in the organization. Every member of the team can never be equally endowed but through interaction and joint execution of task, the tendency is for the weak to learn from the strong members.

2.2 Time Planning and Scheduling and Organizational Performance

2.2.1 Set Priorities

Managing your time effectively requires a distinction between what is important and what is urgent. Kaufman, Lane and Lindquist, (2001) categorize our activities into four quadrants in their time management matrix: urgent, not urgent, important and not important. While activities that are both urgent and important must be done, they suggest that we spend less time on activities that are not important (regardless of their urgency) in order to gain time to focus on activities that are not urgent but important. Focusing on these important activities allows you to gain greater control over your time and possibly reduce the number of important tasks that do become urgent.

2.2.2 Proper Goal Setting

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality. This is the first and very important step in effective time management. A goal is a specific outcome that is desired; it must be specific, measurable, achievable, and realistic and should have a time frame within which it must be accomplished (Krausz, 2000).

2.2.3 Delegate

Delegation means assigning responsibility for a task to someone else, freeing up some of your time for tasks that require your expertise. Delegation begins by identifying tasks that others can do and then selecting the appropriate person(s) to do them (Janicik 2003).

2.2.4 Stop Procrastinating

You may be putting off tasks for a variety of reasons. Perhaps the task seems overwhelming or unpleasant. Try breaking down the task into smaller segments that require less time commitment and result

in specific, realistic deadlines. If you are having trouble getting started, you may need to do some prep work such as collecting materials or organizing your notes. Also, try building in a reward system as you complete each small task (Campbell, 1993).

2.2.5   Avoid Multi-Tasking

Recent psychological studies have shown that multi-tasking does not actually save time. In fact, the opposite is often true. You lose time when switching from one task to another, resulting in a loss of productivity. Routine multi-tasking may lead to difficulty in concentrating and maintaining focus when needed (Bond & Feather, 2008).

2.2.6   Motivate to Manage Time Activities

Slocum and Woodman (2008) suggested that one way to recognize why people behave as they do at work is to view an organization as an iceberg, because what sinks ships is not always what sailors can see, but what they cannot see.

This implies that proper management of time gives an individual freer time. This acts as a motivation to effective time management; however, this is the most difficult part in time management especially the motivation to follow a schedule plan.

2.2.7   Stay Healthy

The care and attention you give yourself is an important investment of time. Scheduling time to relax or do nothing can help you rejuvenate both physically and mentally, enabling you to accomplish tasks more quickly and easily. Poor time management can result in fatigue, moodiness, and more frequent illness.

Mc Cay (2009) developed a concept for a time-management training programme, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make a daily planning, how to prioritize tasks, and how to handle unexpected tasks. Many books and articles have been written to convey these and similar ideas to managers, promising them a greater effectiveness while using less time (Blanchard & Johnson, 2003). Over the years the focus of time management publications and training courses has shifted from managers as the major target group to a broad audience of working people.

In summary, regardless of the time management strategies an employee may use, he/she should take time to evaluate if they have worked on him/her. A person should ask him/herself: "Do I have a healthy balance between work and home life?" "Am I accomplishing important assigned duties?" "If there is no 'yes' in these two questions a person may need to rethink on how to manage time."

2.3 Time Attitude and Organizational Performance

2.3.1 Positive time attitude

As time is seen as socially constructed (Berger and Luckman, 2006), it is not surprising that authors frequently expect positive attitudes to time to be significantly different between employees in organizations (Coser & Coser, 2003; Doob, 2011; Graham, 2001; Kelly, 2002; Gross, 2007; Ko & Gentry, 2001; Bonvillian & Nowlin, 2004; Lewis, 2005). Future orientation and time as clock time is expected to be more prominent in Western societies. Past orientation is expected to be more prominent in traditional societies such as China, Japan and Korea, while Latin American societies are expected to be more present-oriented. If positive attitudes to time are universal, the same underlying attitudes to time will be observable in all societies/organizations. The different socialization experienced by any one individual will only affect the dominance of individual facets. If on the other hand, positive time attitudes themselves are socially constructed, any attempt to apply the same measurement scale universally will fail, as cultural effects will dominate. Attitudes to time will be unique to individual cultures (Davies and Omer, 2006). Positive time attitude scales will only be useful at the level of a single society. We might expect reality to fall between these two and for scales derived within one culture to have at least some relevance in another. The greater the relevance, the more useful it would be to derive a cross-cultural scale of time attitude.

During the 1990s five studies were made by the authors of time attitude and, in four cases, time allocation. The purpose of this chapter is to draw together the results of such work as they relate to the development of a scale that can be usefully applied in cross-cultural research.

The examination of these five previous studies will contribute to the understanding of societies' attitudes toward time. If separate factors emerge at the level of a multi-group analysis, it would be instructive to see if they remain consistent across the different country samples when they are analysed separately. If the same pattern emerges across the country samples, then we will be in a position to propose a valid cross-cultural measure of Time Attitude. In such a case, of course, this would not mean that all countries or cultures have the same time orientation, since they may rank differently on any one of the proposed dimensions.

How people perceive time and how this might relate to time allocation has been studied within many disciplines over many years. There is a long-standing and broad consensus that time is socially constructed (Gurvitch, 2004; Adam, 2000), and that it is not a single concept (Fraisse, 2003; Hirschman, 2007). The notion of time orientation that individuals place their thoughts more into one of three zones, past, present and future, has received much support (Wallace and Rabin, 2000; Fraisse, 2003; de Volder, 2009;

Bergadaa, 2000; Carmon, 2001), together with the notion that different time orientations promote different time allocations (Morello, 2008).

Time pressure is another, potentially different perspective where time is seen from an economic viewpoint (Becker, 2005; Juster and Stafford, 2011) that of something of value. Time pressure is also a theme in the psychology literature, as a cause of differences in decision making compared to when time pressure is absent (Wright, 2014). A feeling of time pressure causes us to reallocate activities, reducing the time taken for some often routine activities, so as to increase the total amount of discretionary time available (Jacoby, 2016; Berry, 2018). Time here is time as duration, specifically that of clock time. The key element in a person's attitude to time is that it is a scarce resource, something that cannot be wasted. Time within this perspective has a value; time and money become exchangeable.

Fraisse (2014) emphasized the distinction between time as duration and time as succession, where time is characterized by a series of events by which individuals construct their sense of time and by which they navigate their lives. Time as succession is in the latter sense closely linked to the way we plan our lives.

In summary, there appear to be five distinct attitudes towards time that appear in a range of literature, three-time orientations: "past," "present" and "future"; and two-time perspectives: "time as duration" and "time as succession." The last two can also be seen as allied to the ideas of "time pressure" and "planning using events." Different issues will be seen by different individuals in different ways depending upon the way they conceive time. For example, consider the example of a young person deciding whether to continue with an education at University level or to accept paid employment. Past orientation would prompt the consideration of any history of higher education in the family. Present orientation would prompt thinking about the immediate benefits of an income against perhaps going into debt by continuing with an education. Future orientation would evoke concern for being better qualified and the benefits this may mean in terms of long-term employment prospects. If time as duration is important in the individual's thinking, then a decision between a longer or shorter course will be important. Time pressure may become an issue as deadlines for making a decision approach and any feeling of pressure could modify decision making. If the individual sees time more in terms of events, then planning ahead may be the norm and all application forms will be requested and completed ahead of any deadline. The decisions made will be influenced by the balance within the individual of the various and potentially competing attitudes towards time (Fraisse, 2014).

In general terms, one's orientation refers to the degree of involvement in something. This involvement can be on the thought level or on the action level (De Volder, 2009). Time orientation or temporality is related to our subjective experience of the past, present, and future. For example, it refers to the emphasis of the

past and tradition as opposed to living for today or investing in tomorrow (Henry, 2016). When an individual develops a tendency to overemphasize one temporal frame when making decisions, it is said that a temporal bias emerges in behaviour (Zimbardo and Boyd, 2014).

Understanding differences in attitudes toward time may be useful in different disciplines. Carstensen et al. (2009) note that perception of time plays a fundamental role in the selection and pursuit of social goals, with significant implications for emotion, cognition, and motivation. Zimbardo and Boyd (2014) also argue that temporal orientation exerts a dynamic influence on many important judgements, decisions, and actions. More specifically, temporality may be used in marketing for segmenting markets (Brodowsky & Anderson, 2000), and explaining consumer behaviour (Chetthamrongchai & Davies, 2000).

A number of measures of attitude towards time have been published (Cottle, 1976; De Volder, 2009); Block et al., 2003). Each of these studies has tried to establish a comprehensive measure of time attitude. Others have focused on one particular perspective, for example nostalgia, a construct that is similar to past orientation (Holbrook and Schindler, 1996; Holbrook and Schindler, 2004). Many studies have relied upon small sample sizes. Of the more comprehensive studies, Gonzalez and Zimbardo (2005) achieved a large sample size of more than 11,000 drawn from 'Psychology Today' readers, mostly from USA. Schriber and Gutek's (2007) study of American employees involved 529 respondents and Zimbardo and Boyd's (2009) survey nearly 1,000 US students. Using factor analysis, Gonzalez and Zimbardo (2015) identified seven orthogonal temporal factors; Schriber and Gutek (2007) used a similar approach to identify six orthogonal factors.

The studies of Ko and Gentry (2001) and Brodowsky and Anderson (2000) are unique in their attempt to establish a cross-cultural measure but, as with many other studies, the sample sizes achieved were quite low, as were the reliability levels when reported. Both studies involved only two countries.

Although some scholars have suggested the need to investigate the topic of time using culture as the level of analysis (Bluedorn & Denhard 2008), to date none of the survey instruments has been adopted as a standard measure of attitude towards time. There are a number of possible explanations. First, none of the studies aiming to achieve a comprehensive measure appear to have started with an attempt to embed theoretically- established constructs within their questionnaires. Second, some scales have been developed based exclusively on student samples (Zimbardo and Boyd 2009), which may not be fully representative of the general population. And lastly, most of the scales proposed up to the present have been developed based on one country, or two at the most, hence, there is a lack of cultural grounding. This is despite a long tradition of research into time attitudes. As a result, it is often difficult and sometimes impossible to relate theory to the factors established in such work or to compare one study with another.

Self-Defeating Talk

Self-defeating talk are messages we send to ourselves which reduce our confidence, diminish our performance, lower our potential, and ultimately sabotage our success. Common self-defeating talk includes sentence beginnings such as: "I can't…" "I'm not good enough…" "I'm not confident…" "I don't have what it takes…" "I'm going to fail…" Would you like it if a friend tells you repeatedly that "you can't succeed," "you're not good enough," "you lack confidence," "you don't have what it takes," or "you're going to fail?" Would you consider this person a real friend? If not, why would you want to talk or think this way to yourself? Engaging in habitual self-defeating talk is like having a false friend who puts you down all day long. You become your worst enemy and detractor and consequently affects your performance in an organization (Baltes, 2009).

Negative Assumptions

A prevailing form of negative thinking is to take stock of a situation or an interaction, and presume the negative. For many people, this "looking at the glass half empty" attitude is habitual and automatic. One might look at a crowded commute, a rainy day, or paying the bills as automatic negative experiences (Borman & Schmit, (2007).

Of course, there is nothing inherently positive or negative about traffic, weather, or bill paying. As the saying goes, "it is what it is." It is the way you choose to relate to your circumstances that makes the experience positive or negative. This choice can instantly make you stronger or weaker, happier or gloomier, empowered or victimized. Given the same situations, one might look at a crowded commute as a chance to listen to relaxing music or practice mindful breathing; a rainy day as an occasion to curl up at home with hot cocoa and a good book; or bill paying as an opportunity to practice the "pay yourself first" wealth building strategy. It is all in how you choose to relate to the moment (Campbell,1993).

Negative comparison with others

One of the easiest and most common ways to feel bad about oneself is to compare yourself unfavourably to others. We may be tempted to compare ourselves with those who have more accomplishments, seem more attractive, make more money, or boast of more Facebook friends. When you find yourself wishing to have what someone else has, and feel jealous, inferior or inadequate as the result, you are having a negative social comparison moment.

Research indicates that habitual negative social comparisons can cause a person to experience greater stress, anxiety, depression, and make self-defeating choices (Hill et al., 2008).

Negative Rumination about the Past

We should learn from the past, but not be stuck in it. Sometimes life circumstances and personal setbacks can haunt and prevent us from seeing our true potential and recognizing new opportunities. What has already happened we cannot change, but what is yet to happen we can shape and influence. At times the first step is simply to break from the past and declare that it is you, not your history, who's in charge. Goethe reminds us: "Nothing is worth more than this day." Don't dwell on the past. Make better choices today and move on (Jex & Elacqua, 2006).

Disempowering Beliefs about Difficult People

Most of us encounter difficult people in our lives. In the face of such challenging individuals, it is tempting to believe that they are the perpetrators and we are the victims, or that they hold the power with their challenging behaviour. Such attitudes, even if justified, are reactive and thus self-weakening and consequently ponder negative effect on organizational performance (Liu Qunhuil & Hu Yang, 2011).

The key to changing your disempowering beliefs about difficult people is to shift from being reactive to proactive. Whether you are dealing with a narcissist, a passive-aggressive, a manipulator, or an intimidating and controlling oppressor, there are many skills and strategies you can utilize to stay on top of the situation. For more on this topic, see my books: "How to Communicate Effectively and Handle Difficult People," and "How to Successfully Handle Passive-Aggressive People." (Vickery, Droge, Germain, 2014).

The Desire to Blame

Blame can be defined as holding others responsible for our misfortunes. Some people cast their dysfunctional parents, negative relationships, socio-economic disadvantages, health challenges, or other life hardships as the reason for their unhappiness and lack of success. While it is certainly true that life presents many difficulties, and undeniable the pain and suffering they often cause, to blame others as the reason for one's unhappiness is to cast oneself in the role of the victim (Bond & Feather, 2008)

There are illusory advantages to victimhood, as finger-pointing provides convenient justification for life's unsatisfactory conditions, and sheds the work necessary to take complete charge of one's own life and well-being. However, habitual blaming over time perpetuates bitterness, resentment, and powerlessness, as

the victim suffers from what H.D. Thoreau calls "quiet desperation" (Barling, Cheung, and Kelloway, 2006).

Often, those who are the target of your blame have little idea (or could care less) about how you really feel. You only hurt yourself by being a prisoner of your own bitterness and resentment. Your feelings may be justified, but they will not help you become happy, healthy, and successful. Ultimately, isn't that what you really want? (Jex & Elacqua, 2006).

The Struggle to Forgive Yourself

All of us make mistakes in life. When you look back at your past deeds, perhaps there were decisions and actions you regret. There may have been unfortunate errors in judgement. You may have caused harm to yourself and/or others (Solomon, 2009). As you recall these past events, there may be an accompanying sense of self-blame at the blunders made, damage done, or opportunities missed. You might think of yourself as a "bad" or "flawed" person and wallow in guilt. During these moments, it's extremely important to be compassionate with yourself, knowing that now that you're more aware, you have a chance to avoid repeating past mistakes, and to make a positive difference with yourself and others (Campbell, 1993).

The Fear of Failure and Making Mistakes

The fear of failure and making mistakes are often associated with perfectionism (at least in certain areas of your life). You may think that you're not good enough in some ways, thereby placing tremendous pressure on yourself to succeed. While setting high standards can serve as an effective motivational tool to improve organizational performance, expecting yourself to be perfect takes the joy out of life, and can actually limit your greatest potential for success. Multiple studies have shown the correlation between perfectionism and unhappiness. Try as we might, it simply isn't human to be perfect, and certainly not all of the time (Block, 2004).

2.4 Effect of Team building and organizational performance

2.4.1 Team Members Abilities on Organizational Performance

Part of a team's performance depends on the knowledge, skills and abilities for its members. A team's performance is not merely the summation of its individual members' abilities. However, these abilities set parameters for what members can do and how effectively they will perform on a team (Robbins & Judge, 2007). In their opinions, to perform effectively, a team requires three different types of skills. First, it needs people with technical expertise. Second, it need people with the problem-solving and decision-making skills to be able to identify problems, generate alternatives, evaluate those alternatives and make

competent choices. Finally, the teams need people with good listening, feedback, conflict resolution and other interpersonal skills, they added. They remarked further that no team can achieve its performance potential without developing all three types of skills. The right mix is crucial as too much of one at the expense of the others results in lower team performance. They noted that research on the abilities of team members has revealed some interesting insights into team composition and performance and they include the need to distribute work load evenly, ability to adapt prior knowledge to suit a set of new problems and the need to match team ability to the task.

2.4.2 Team's Esprit De Corps and Organizational Performance

Esprit de corps is the feeling and viewpoint that the organization holds about the group. It is also known as team spirit in which employees share their problems with each other within the organization (Jaworski and Kohli, 1993). They observed that team is composed of people who jointly depend on one another in order to achieve team objective, and that team spirit is composed of group members' feelings, beliefs and values. Additionally, team spirit in the organization is the key for success in achieving common goal of the team (Boyt, Busch & Mejza, 2005). In the opinions of William, Swee-Lim and Cesar (2005), esprit de corps is the key to success in an organization. To Homburg, Workman and Jensen (2002), esprit de corps could be considered as a valuable asset for team members as well as the organization. However, in Uganda, the concept of esprit de corps is not very much recognized as most managers and organizations prefer to pursue their individual tasks rather than teamwork (Trimizi & Shahzad, 2009).

2.4.3 Team Trust and Organizational Performance

Members of effective teams trust each other, and they also exhibit trust in their leaders. Interpersonal trust among team members facilitates cooperation (Robbins & Judge, 2007). Trust among the team members comes when members of the teams develop the confidence in each other competence. To Mickan and Rodger (2000), there is a positive relationship between the team performance and trust. Trust generates the behavioural basis of teamwork, which results in organizational synergy and better performance of an organization. In their opinion, development of trust within the organization is the responsibility of the individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of organizations. They posited that organizations should transform the trustworthy behaviour for measurement into performance appraisal system to promote the organizational values. As Manz and Neck (2002) have remarked, high performance teams exist in the organization because there is cooperation and unity among members. Mistakes minimization, quality outputs, increase in productivity and of course, customer satisfaction are the variety of criteria through which performance of the team is measured (Mickan & Rodger, 2000). They concluded that cooperation of the team members can only be created

when the trust comes to the most important value of the team culture because it provides an atmosphere for team members to discuss mistakes, accept criticisms and freely express their feelings on any issue.

2.4.4 Recognition and Rewards on Organizational Performance

Robbins and Judge (2007) stressed that reward system should encourage cooperative efforts rather than competitive ones. They opined that promotions, pay raises and other forms of recognition should be given to individuals for how effective they are as a collaborative team member. They pointed out that it does not imply that individual contributions are ignored, rather, they are balanced with selfless contributions to the team. They stated that examples of behaviours that should be rewarded include: training of new colleagues, sharing information with team mates, helping to resolve team conflicts and mastering new skills that the team needs but in which it is deficient. In a related development, Rabey (2003) observes that recognition and rewards are the primary focus of the individuals who are working in teams. He reiterated that perceptive managers are quite aware of this and that they constantly capture the benefits of the team. As Herzberg (1987) have noted, reward and recognition can provide both intrinsic and extrinsic motivation. However, he is of the opinion that extrinsic reward is the main factor that provides organizational movement in positive manner. Managers must plan and design an appropriate reward system for the Organization and encourage their participation in team arrangements for effective performance to be achieved.

2.5 Empirical Study

A study of the relationship between time management and job performance was conducted at Malaysia private University, and the research results show that there is a positive relationship between each of time planning and time attitude with the job performance, and inverse relationship between time wasters and job performance. These results have theoretical implications for understanding how job performance relates to time management. Time management contributes mostly to workplace performance. This suggests that time management is similar to bringing effective productivity among employees in the workplace (Lim & Seers, 2013).

The Effects of Organizational Structure on Time-Based Performance: An Empirical Study in Chinese Automobile Industry is the study done by Hu Yang (2011) at School of Law and Politics, Zhanjiang Normal University. The study shows that Time is one of the factors that affect organization's performance.

Adeojo and Adeyinka (2012) in their research on the effective time management for high performance in an organization concluded that, Effective time management is a remedy to organizational effectiveness. Effective time management will improve staff productivity, make scheduling of jobs easier, make staff

perform tasks at their highest skill level, helping staff to prioritize and accomplish important tasks, recording and guiding the organization towards achieving its set goals. Being well organized in respect of the use of time does not necessarily means a fixed state of quality. It can be acquired through learning and developing through consistent practicing and experience. Time will only work if the person is committed fully to it, thereby removing doubts.

The most important and crucial ingredient is confidence; this is split into two aspects. Firstly, one needs to believe and have the full confidence that learning is possible and the development of the skills is possible as well. Secondly, the time management strategies must be trusted because if not, there is no way it can work. If the two aspects can be achieved, then the level of effectiveness will be immense Chatman, 2009).

2.6 Research Gap

Mulika (2015) carried out research on Time Management, but he did not show how it affects performance of an organization.

Maganga (2014) carried out an assessment of time management in improving organizational performance in the private sector. It did not address concerns of the public sector, and specifically local governments.

Therefore, it is in the light of these studies the researcher was able to go about the study titled, "Time Management and organizational performance. A Case of Kabale District Local Government'.

Mulika (2015) further notes that organizational performance encompasses three specific areas of organizational outcomes which include: (a) efficiency; (b) quality; and (c) timeliness. In this study, organizational performance encompassed (a) Accessibility of services, (b) Client satisfaction and (c) organizational effectiveness.

Although a lot of literature supports the benefits of time management behaviours in general and for organizational performance in particular, the available literature suggests some controversy regarding whether the expected benefits of time management are realized in practice (Barling, 2006). Empirical findings suggest that positive time management practices are associated with self-evaluations of organizational performance (Britton & Tesser, 2001), job satisfaction (Thayer, & Colvin, 2001), and self-perceived job performance (Lim & Seers, 2013).

However, there are also data suggesting that time management behaviours may have little effect on objectively measured organizational performance (Macan, 1994). One explanation for these inconsistent findings is the focus on the main predictive effects of time management behaviours.

Previous investigations have consistently assessed the direct or indirect effects of time management on organizational performance (Macan, 1994).

From the above empirical analysis, it shows that from the extensive empirical studies on time management strategy for improving organizational performance in organizations that had been done, very few had been done in Uganda. The studies were closely related to the topic which the researcher had chosen. Apart from the close relationship they had, no studies had been conducted in Uganda specifically at Kabale District Local Government. Therefore, it was in the light of these studies that the researcher was able to go about the study titled, "Time management and organizational performance: A case of Kabale District Local Government".

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains how the research was carried out. It is organized under the following sub sections: research design, study area, the population, sampling techniques, research instruments, data collection procedures and data analysis.

3.1 Research Design

This study used a cross-sectional research design by adopting both quantitative and qualitative approaches. It was based on variables measured with numbers and analysed using descriptive statistics and inferential statistics. Using these approaches, this study derived and described the findings on time management and organizational performance at Kabale District Local Government. This study took a cross-sectional research design because the information on both independent (Time Management) and dependent (organizational performance) variables needed to be correlated in order to establish the relationship between them. The degree of relationship between the variables was expressed as a correlation coefficient.

3.2 Area of the Study

The research study was carried out at Kabale District Local Government in central division, Kabale Municipality. This was because of time constraints faced by researcher to complete her study.

3.3 Target population

Kabale District Local Government has staff of 101 employees, both administrative and non- administrative staff, and over 279 stakeholders (KDLG, 2019). The target population comprised 380 respondents including administrative staff, non-administrative staff, and stakeholders of Kabale District Local Government.

3.4 Sample size

The sample size was determined by adopting Morgan and Krejcie's table of sample determination.

Table 3.1 Sampling technique

No	Category	Population	Sample size	Sampling technique
1	Town clerk	1	1	Purposive Sampling
2	Assistant Town Clerks	2	2	Purposive Sampling
3	Heads of department	8	8	Purposive Sampling
4	CAO	1	1	Purposive Sampling
5	Assistant CAO	1	1	Purposive Sampling
6	Non-Administrative Staff	71	62	Simple Random Sampling
7	Stakeholders	296	116	Simple Random Sampling
	Total	**380**	**191**	

Source: Researcher, 2021

3.5 Sampling Procedure

Mugenda and Mugenda (2003) define sampling as a formulation of a procedure of selecting the subjects or cases to be included in the sample. This study used simple random sampling and purposive sampling methods to select the sample. According to Mugenda and Mugenda (2003), simple random sampling involves allocating equal chance to the selected elements in the population. This method involved giving a number to every respondent in the accessible population, placing the numbers in a container and then picking any number at random. This was used during the selection of clients of Kabale District Local Government headquarters in Kabale District.

Purposive sampling was used to select all administrative staff at Kabale District Local Government who were predicted to be informative and knowledgeable about time management practices at Kabale District Local Government.

3.6 Data collection methods

This study used both secondary and primary data collection methods as described below:

3.6.1   Secondary data collection methods

The study obtained data from different secondary sources such as textbooks, magazines, journals, internet, and dissertations on the issue at hand at affordable cost.

3.6.2   Primary data collection methods

Due to normal shortcomings of secondary sources such as outdatedness and inadequacy in terms of coverage, the study went beyond secondary sources and contacted respondents for reliable data using Self-Administered Questionnaires (SAQs). This approach enabled the researcher to cover a large population quickly and at affordable cost; further SAQs were very suitable for the target respondents on account of their knowledge in English (Saunders et al, 2003). Structured interviews were applied to administrators since they were few, and were able to give in-depth information.

3.7 Research instruments

3.7.1   Questionnaire

Questionnaires were chosen because of their ability to reduce any bias and the collection of authentic data important for analysis. The researcher used open-ended questionnaires aiming at testing the Time management and organizational performance at Kabale District Local Government.

3.7.2   Interview Guide

An interview guide was used to collect data from administrators under Kabale District Local Government with an aim of gathering in-depth data for research.

3.8 Measurement of variables

The study variables were measured using the Likert scale.   The Likert scale statement was followed by the five-category response continuum: Strongly Disagree, Disagree, Undecided, Agree, Strongly Agree. The respondent was required to select the response that best describes his or her views or feelings regarding each statement. Likert scales are more flexible and can be constructed more easily than most other types of attitude scales (Amin, 2005:265).

A standard questionnaire on a five-point Likert scale was used to get quantifiable primary data from individual respondents. Effort was made to use the measures from previous studies where available. However, in cases where existing measurement scales were not available, questions were drawn from strong theoretical background. The independent variable was measured by a total of 24 items; the

dependent variable (organizational performance) was measured by 08 items adapted from Ogbechie (2012) and modified by researcher 2021.

3.9 Data Processing

Processing involves a number of closely related operations, which are performed with the purpose of summarizing the collected data and organizing these in a manner that they answer the research questions (Kumar, 2005).

Kumar (2005) advises that collected data should be processed prior to analysis. In this study, data processing involved editing to detect errors and omitting them, verification and classifying data before coding into numeral form to make them agreeable for analysis.

A questionnaire with 5-point rating scale as per Likert scale ranging from strongly disagree (1) to strongly agree (5) was used to obtain the extent to which respondents agree or disagree with the measurement parameter of the variable. The measurement scale of 1 up to five on every statement simply measures the strength of the respondents' opinion on the particular statement. If the respondent ticks 1 it implies that one strongly disagrees with the statement, 2 = disagrees, 3 = neutral in other words one does not take any side on the statement, 4 = agrees and 5 = strongly agrees with the statement under discussion.

Data that was collected on Self-Administered Questionnaires was edited, categorized or coded and entered into the computer using the Statistical Package for Social Sciences (SPSS) for generation of summary frequency tables and graphs. Data that was collected with the interview guide was edited, categorized according to themes and then summarized into percentages in a computer spreadsheet. This was done by recording the data and organizing it in themes. Thereafter the themes were analysed in line with the research questions that represented them. The number of responses were noted and the corresponding percentages computed.

3.10   Data analysis

According to Sekaran (2003), data analysis is the evaluation of data. It is the process of systematically applying statistical and logical techniques to describe, summarize and compare data.

3.10.1 Qualitative data analysis

Qualitative data analysis can be described as the process of making sense from research participants' views and opinions of situations, corresponding patterns, themes, categories and regular similarities (Cohen et al., 2007:461). Qualitative data is the process by which data is not described through numerical values, but rather by some sort of descriptive context and such a text is analysed. It aims at gathering in-depth understanding of human behaviour and the reasons that govern such behaviour. Qualitative data were

obtained by conducting interviews with other respondents to provide additional information to study the problem. Qualitative analysis involved categorizing data and then attaching it to the appropriate categories. Interview responses were critically analysed and added in the discussions to back up the findings on the research objectives.

3.10.2 Quantitative data analysis

Quantitative research methods deal with numbers and anything that is measurable in a systematic way of investigation of phenomena and their relationships. It is used to answer questions on relationships within measurable variables with an intention to explain, predict and control phenomena (Leedy, 2003). Data that was collected through Self-Administered Questionnaire was edited, coded and analysed using Statistical Package for Social Sciences (SPSS) version 21 because this is one of the best and most recommendable packages for analysing social sciences research data. The statistics majorly used included: percentages, frequencies, mean and standard deviation to measure the central tendencies between   the   study variables (Time   Management on Organizational Performance). Regression analysis was carried out using SPSS. Also, inferential statistics were used to indicate the degree and direction of the study variables Pearson's co-relation was considered appropriate to verify the hypotheses on the continuous variables.

3.11   Model Specification and Estimation

3.11.1 Model specification

This study adopted a multiple regression model $Yi = \beta 0 +$

$\beta X1 + \beta X2 + \beta X3 + \ldots + \beta Xn + \varepsilon$ Where

Y= Dependent variable is (Organizational Performance)

X= Independent variable (Time Management) whereby as measured by the various indicators of time management, i.e, measures of Time planning and scheduling, Time Attitude, and lastly Team Building

X1=Time planning and scheduling, X2= Time

Attitude,

X3= Team building,

$\beta 0$= Constant term

ε= Error term within a confidence interval of 5%

3.11.2 Justification of the Variables

Time management was measured by; factors that influence time management (Time Planning and Scheduling, Time Attitude, and Team building). Time planning and scheduling are very essential in

managing time, it is an initial stage if an employee needs to manage his/her time. The plan can be of short term or long term, for example, a short-term plan for human resource department can be to recruit talented employee and retain by giving them competitive salaries. This plan can be accomplished within a year and that is what we call short-term time plan. All these terms should enhance the fulfilment of personal and organizational goals, hence higher performance. Time attitude is very attitudinal and personal in nature whereby an employee may have a behaviour that encourages time management means he/she is so confident and courageous to eliminate the time waster and concentrate on assigned duties. These two enhance time management and hence increase organizational performance.

Team building also supports organizational performance; it is a factor which triggers the effectiveness of employees in managing time.

The dependent variable of the study, Organizational performance, was measured by: Accessibility of services, Client satisfaction, and Effectiveness. Environmental and political factors played as moderating variable in this study.

Therefore, Organizational Accessibility of services, Client satisfaction, Effectiveness depend much on a person who is conscious on how to plan and schedule the activities. Such a situation can influence high performance of a work because behaviours like setting schedules and planning for them, building a strong team to manage time, with a positive time attitude has a positive impact on independent variables.

3.11.3 Model Estimation Procedure

The Ordinary Least Square (OLS) estimation method was used for testing some of the hypotheses in the study. The application of OLS was subjected to the assumptions underlying the Classical Linear regression models (CLRM). OLS deals with relationship between Y and X.

3.12 Validity and Reliability of the data collection tools

3.12.1 Validity

According to Amin (2005), validity is the extent to which the instrument is relevant in measuring what it intends to measure. Validity helps to indicate the degree by which an instrument measures what it is supposed to measure. The questionnaire was structured to ensure that it remains focused, accurate and consistent in the course of the study. Validity is composed of content validity and construct validity. To ensure validity of the instrument, first and foremost, the University supervisor and a senior administrator at Kabale District Local Government were contacted and requested to review and evaluate the questionnaire. This evaluation was in terms of length, design, content and operationalization of the constructs, language

use and understanding for any further improvements. This was done mainly to ensure that the operationalization of a construct developed from a theory actually measures what the theory says it does (Nielsen, 2014).

Validity was determined using the Content Validity Index (C.V.I) formula

C.V.I = Total Number of Questions rated relevant by Judges

         Total Number of items in Questionnaire

Table 3.2: Showing validity of the instrument

Variables	No. of questions	Valid items	Invalid Items	C.V.I
Time Management	24	20	04	0.833
Organizational performance	08	07	01	0.875
Total	**32**	**27**	**05**	**0.844**

Source: Derived using the rated items in the questionnaire, 2021

The results provided by the formula provided as in Table 3.12.2 are the computation of the Content Validity Index (CVI) basing on the two variables. The results show that the instrument was valid in that the content validity index of time management was 0.833>0.7 and that of organizational performance was 0.875>0.7. The results also show that the instrument was generally valid as the overall content validity index was 0.844>07.

3.12.2 Reliability

Reliability refers to the consistency, stability and repeatability of a data collection instrument (Hair et al., 2010). A data collection instrument is presumed reliable when it produces the same results when repeatedly used to measure concepts from the same respondents even by other researchers. According to Sekaran (2003), reliability of a measure is indicative of consistency and stability which helps to assess how good the measure is. Reliability of the data collection instrument was tested using the Cronbach's alpha coefficient. The Cronbach alpha measures whether the scale consistently reflects the construct it is measuring (Field, 2009). The reliability of items used in the research instrument was measured using the Cronbach's Alpha test at 0.05 level of significance. The results of the reliability test are as shown in Table 3.3 below:

Table 3.3: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

.771	.771	10

Source: Field Survey, 2021 (Computation: SPSS ver. 21)

A correlation coefficient of 0.771 was obtained with the aid of Statistical Package for Social Science (SPSS) version 21. The result revealed that the instrument was reliable (see Appendix V for more details).

3.13 Method of Data Analysis

The data obtained from the copies of the questionnaire were presented in frequency tables and analysed using weighted mean. The study adopted 5-point Likert scale which ranges from:

Strongly Agree (SA) – 5
Agree (A)   - 4
Disagree (D)   - 3
Strongly Disagree   - 2
Neutral   - 1

$$\mu = 5 + 4 + 3 + 2 + 1 = \frac{15}{5} \qquad \frac{}{5} = 3.0$$

From the analysis of the questionnaire items, the mean scores between 3.0 and above were considered agreed whereas the means scores below 3.0 were considered disagreed. More so, Pearson's Correlation Coefficient was used to test the hypotheses formulated for the study with the help of Statistical Package for Social Science (SPSS, version 21). The hypotheses were tested at 5% level of significance and the confidence interval of 95%.

3.14 Research Ethics

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

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter covers presentation, analysis and discussion of findings from the data obtained from the field about Time Management and performance of Kabale District Local Government. Data obtained is presented in form of tables and figures. Presentation, analysis and discussion are done basing on specific objectives of the study. Correlations and regressions are also presented to determine the significance of the relationship of the variables involved and the effect respectively.

4.1 Response Rate

The study presented the response rate to indicate whether the returned questionnaires and interviews were sufficient enough for analysis

Table 4.1: Response rate

No	Category	Sample size	Return rate	% of return
1	Town clerk	1	1	100%
2	Assistant Town Clerks	2	2	100%
3	Heads of departments	8	6	75%
4	CAO	1	-	-
5	Assistant CAO	1	1	100%
6	Non-Administrative Staff	62	52	83.3%
7	Stakeholders	116	56	48.3
	Total	**191**	**118**	

Source: Field Data (2021)

From Table 4.1 above, it indicated that most of the targeted respondents actually responded to the questionnaire and interviews set for them. For instance, key informants (town clerk, assistant town clerks, assistant CAO and CAO) all made 75% average response rate. Non-administrative staff made 83.3%, heads of departments made 75%, stakeholders made 48.3%. therefore, the average response rate for the study was 72.4%. This exceeded the requirement indicated by Holbrook, Jon, and Alison (2007) that emphatically stated that response rate above 60% was considered as one with satisfactory results.

4.2 Background Information of the Respondents

4.2.1 Age of the respondents

The age bracket of the respondents was premised upon the four levels. This was done to determine the representation of all age brackets and the findings are presented in Table 4.2 below.

Table 4.2: Shows the age of the respondents

		Frequency	Percent (%)
Valid	20 – 30	18	15.3
	31 - 40 years	35	29.7
	41-50 years	30	25.4
	above 51 years	35	29.7
	Total	**118**	**100.0**

Source: field data (2021)

Table 4.2, shows that 29 (45.3 %) of the respondents were in the age bracket of 21-30 years, 23(35.9%) of the respondents were in 31-40 age bracket, those above 40 years 9 (14.1%) and 3 (4.7%) of the respondents were 20 years and below. This means that majority of the respondents were in the age bracket of 21-30 years. This implies that most the respondents were young and energetic that could be used in long-term plans for improved health sector service delivery.

4.2.2 Gender of respondents

The gender of the respondents was premised upon the two levels of the male and female. This was done to determine their representation and the findings are presented in Table 4.3 below.

Table 4.3: Gender of the respondents

		Frequency	Percent (%)
Valid	Male	72	61
	Female	46	39
	Total	118	100.0

Source: field data (2021)

According to Table 4.2.2 above, 34 (53.1%) of the respondents were female whereas 30 (46.9%) of the respondents were male. This means that the majority of the respondents who participated in the study were females though there was no wide range. This implies that probably this followed a traditional belief where only females were believed to nurse very well and the word nurse would refer to a female medic. Therefore, the bigger proportion of the health sector is still dominated by females who may still provide better health services as they are believed by the majority that they are more caring than men.

4.2.3 Designation of respondents

The designation of the respondents is presented in three levels that includes Administrator, Non-Administrator, and Others. This was done to determine their representation and the findings are presented in Table 4.4 below:

Table 4.4: Designation of respondents

		Frequency	Percent (%)
Valid	Administrator	10	8.5
	Non-Administrator	52	44
	Others	56	47.5
	Total	118	100

Source: Field data (2021)

In accordance with Table 4.4, 10 (8.5%) of the respondents were administrators, 52 (44%) of the respondents were non-administrators, and lastly the rest 56 (47.5%) were categorized as others, which means they were either clients or other stakeholders at Kabale District Local Government. This means that percentages of responses from the respondents from Kabale District Local Government were clients/stakeholders were average, implying that responses from the respondents were balanced in terms of participation in the study.

4.3 Effect of time planning and scheduling on organizational performance at Kabale District Local Government

Table 4.5 Descriptive statistics on time planning and scheduling on organizational performance (N=118)

Variable	Response	Frequency	Percent	Mean	Std. dev
I work more hours in a day during working days than agreed hours	Strongly Disagree	45	38.1	2.14	1.183
	Disagree	34	28.8		
	Not Sure	25	21.2		
	Agree	06	5.1		
	Strongly Agree	08	6.8		
I have allocated time for breakfast, and lunch at work place	Strongly Disagree	30	25.4	2.45	1.188
	Disagree	37	31.4		
	Not Sure	25	21.2		
	Agree	20	16.9		
	Strongly Agree	06	5.1		
I have a specific time for answering incoming calls and email during working hours	Strongly Disagree	50	42.4	2.34	1.445
	Disagree	21	17.8		
	Not Sure	20	16.9		
	Agree	11	9.3		
	Strongly Agree	16	13.6		

In my own experience, I set targets of my daily activities	Strongly Disagree	24	20.3	3.69	1.113
	Disagree	10	8.5		
	Not Sure	15	12.7		
	Agree	60	50.8		
	Strongly Agree	09	7.6		
When preparing activities for a next day, I always classify or put the plans into major and minor tasks	Strongly Disagree	03	2.5	4.17	1.057
	Disagree	08	6.8		
	Not Sure	15	12.7		
	Agree	32	27.1		
	Strongly Agree	60	50.8		
Serving client on time is the driving force that propels organization performance	Strongly Disagree	24	20.3	3.53	1.556
	Disagree	11	9.3		

Source: Primary data, 2021

Key: F = Frequency, %=Percentage, SD= Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree, M = mean and Std. Dev = Standard Deviation

From the table above, when respondents were asked about whether they work more hours in a day during working days than agreed hours, the majority (38.1%) strongly disagreed with the statement, 28.8% just disagreed with the statement, 21.2% were not sure about the statement, 5.1% agreed with the statement, and lastly 6.8% of respondents strongly agreed with the statement. This was supported by mean and standard deviation of 2.14 and 1.183 respectively.

On the respondents' views on whether they have allocated time for breakfast, and lunch at work pace, the majority (31.4%) of them disagreed with the statement, followed 25.4% who stated that they strongly disagree with the statement, 21.2% of them were not sure, 16.9% and 5.1% of the respondents agreed and strongly agreed respectively. This was also represented by mean of 2.45 and standard deviation of 1.118.

When asked whether they had specific time for answering incoming calls and email during working hours; a biggest percentage (42.4%) strongly disagreed with the statement, 17.8%of the respondents disagreed, 16.9% of the respondents were not sure whether they had specific time for answering incoming calls and email during working hours. However, 9.3% agreed, and 13.6% of the respondents strongly agreed with the statement. This was supported by mean of 2.34 and standard deviation of 1.445.

On the question of whether respondents set targets of their daily activities, respondents had this to say: the majority (50.8%) agreed with the statement, 20.3% strongly disagreed with the statement while 12.7% were not sure. Eight and a half per cent (8.5%) of respondents disagreed with the statement, while 7.6% of them strongly agreed.

Qualitative research findings indicate that planning and scheduling were prioritized by management and staff at Kabale District Local Government as stated in the verbatim below:

"...every time I wake up in the morning, I have a calendar which I look at, I check at what I should do for a day, if there is no fixed schedule, I then make plans for the next day"… If you don't schedule you cannot be effective in delivery of services. Scheduling brings efficiency. There is a general positive relationship between planning and scheduling and efficiency".

The supporting Mean was 3.78 and standard deviation 0.962.

4.4 Effect of time attitude on organizational performance at Kabale District Local Government

Table 4.6: Showing Descriptive statistics on Time attitude and organizational performance at Kabale District Local Government (N=118)

Variable	Response	Frequency	Percent	Mean	Std. dev
Lack of working tools is one of the challenges for time management	Strongly Disagree	09	7.6	3.92	1.217
	Disagree	12	10.2		
	Not Sure	02	1.7		
	Agree	52	44.1		
	Strongly Agree	43	36.4		
I fill my mind with positive input at Workplace	Strongly Disagree	20	16.9	3.46	1.430
	Disagree	13	11		
	Not Sure	10	8.5		
	Agree	43	36.4		
	Strongly Agree	32	27.1		
The biggest time management challenge is actually a lack of self-discipline, they don't have the will power to say no to distractions, or to stick tenaciously to the task at hand. This results to lack of discipline	Strongly Disagree	03	2.5	4.17	1.057
	Disagree	08	6.8		
	Not Sure	15	12.7		
	Agree	32	27.1		
	Strongly Agree	60	50.8		
At Kabale District Local	Strongly Disagree	23	19.5	3.54	1.511

Government, people get confused about what and when activities to be performed. Once you have set goals to do something.	Disagree	10	8.5		
	Not Sure	05	4.2		
	Agree	40	33.9		
	Strongly Agree	40	33.9		
At Kabale District Local Government, workers create daily work routines	Strongly Disagree	01	2.5	3.64	1.196
	Disagree	06	5.1		
	Not Sure	46	39		
	Agree	30	25.4		
	Strongly Agree	35	29.7		
Serving client on time is the driving	Strongly Disagree	24	20.3	3.53	1.556

		F	%	M	Std. Dev
force that propels organization performance	Disagree	11	9.3		
	Not Sure	05	4.2		
	Agree	34	28.8		
	Strongly Agree	44	37.3		
My organization engages in job Discrimination	Strongly Disagree	30	5.1	2.45	1.188
	Disagree	37	31.4		
	Not Sure	25	21.2		
	Agree	20	16.9		
	Strongly Agree	06	5.1		
My co-workers are aggressive at Workplace	Strongly Disagree	24	20.3	3.69	1.113
	Disagree	10	8.5		
	Not Sure	15	12.7		
	Agree	60	50.8		
	Strongly Agree	09	7.6		
Employee Stress is a challenging factor in my organization	Strongly Disagree	09	7.6	3.92	1.217
	Disagree	12	10.2		
	Not sure	02	1.7		
	Agree	52	44.1		
	Strongly Agree	43	36.4		

Source: Primary data, 2021

Key: F = Frequency, %=Percentage, SD= Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree, M = mean and Std. Dev = Standard Deviation

From the table above, when respondents were asked about whether lack of working tools is one among challenges for time management, the majority (44.1%) agreed with the statement, 36.4%% strongly agreed with the statement, this was followed by 10.2% who disagreed with the statement, 7.6% strongly disagreed with the statement, and lastly 1.5% were not sure about the statement. In fact one of the respondents stated that:

"…here at Kabale District Local government, I face a challenge of reaching at workplace in time simply because I don't always set time tables, alarms, among others to help me wake up in time…"

This was supported by mean and standard deviation of 3.92 and 1.217 respectively.

On the respondents' views on whether they fill their mind with positive input at workplace, Majority (36.4%) of them agreed with the statement, this was followed 27.1% who stated that they strongly agree with the statement. 16.9% of them strongly disagreed. 11% disagreed and lastly 8.5% of the respondents were not sure. This was also represented by mean of 3.46 and standard deviation of 1.430.

When asked whether at Kabale District Local Government people get confused about what and when activities to be performed once they have set goals to something, the biggest percentage (50.8%) strongly agreed with the statement, 27.1%of the respondents agreed, 12.7% of the respondents were not sure. However, 27.1% of the respondents agreed with the statement, 6.8% disagreed, and lastly 2.5% of the respondents strongly disagreed. This was supported by mean of 4.17 and standard deviation of 1.057.

On the question of whether Kabale District Local Government workers set daily routines, respondents had this to say; majority (39%) of them were not sure with the statement, 29.7% of them strongly agreed with the statement while 25.4%% agreed with the statement. The rest 5.1% of respondents disagreed with the statement, and lastly 2.5% of the respondents strongly disagreed. The supporting Mean was 3.64 and standard deviation was 1.196.

When respondents were asked whether their organization engage in job discrimination, they had this to say; majority (31.4%) disagreed with the statement, 25.4% strongly disagreed, 21.2% were not sure, 16.9% agreed, and lastly 5.1% strongly agreed with the statement. One of the respondents was on record saying:

"…I came here on merit, I have been working with other people here for almost 6 years, to a biggest extent, I have not experienced any form of discrimination though I cannot deny it to smallest extent…"

Mean for the above is 3.64 and standard deviation was 1.196.

Upon respondents being asked whether their co-workers are aggressive at workplace, the majority 50.8% agreed with the statement, 20.3% strongly disagreed, while 12.7% were not

sure with the statement. 8.5% of the respondents disagreed with the statement, then the least percentage (7.6%) of the respondents strongly agreed.

On the question of whether Employee Stress is a challenging factor in an organization, respondents had this to say: the biggest percentage of respondents (44.1%) agreed with the statement, this was followed by 36.4% who actually strongly agreed with the statement; 10.2% of the respondents disagreed with the statement. The rest 7.6% and 1.7% of the respondents strongly disagreed and were not sure with the statement respectively.

Supporting mean was 3.92 and standard deviation 1.217.

4.5 Effect of team building on organizational performance

Table 4.7: Showing Descriptive statistics on team building and organizational performance at Kabale District Local Government (N=118)

Variable	Response	Frequency	Percent	Mean	Std. dev
My team has created an environment where vulnerability and openness are the norm	Strongly Disagree	3	2.5	4.01	1.041
	Disagree	7	5.9		
	Not Sure	16	13.6		
	Agree	28	23.7		
	Strongly Agree	64	54.2		
My team is comfortable engaging in unfiltered conversation about important topics	Strongly Disagree	3	2.5	4.16	1.004
	Disagree	7	5.9		
	Not Sure	15	12.7		
	Agree	35	29.7		
	Strongly Agree	58	49.2		
My team has the ability to buy into clear decisions leaving little room for ambiguity and second guessing	Strongly Disagree	1	0.8	4.08	1.042
	Disagree	11	9.3		
	Not Sure	20	16.9		
	Agree	31	26.3		
	Strongly Agree	55	46.6		
Time waste often results from Overstaffing	Strongly Disagree	5	4.2	3.77	1.105
	Disagree	6	5.1		
	Not Sure	40	33.9		
	Agree	32	27.2		
	Strongly Agree	40	33.9		
We hold many meetings at our organization, both important and less	Strongly Disagree	1	0.8	4.30	.990
	Disagree	6	5.1		

important	Not Sure	46	39		
	Agree	30	25.4		
	Strongly Agree	35	29.7		
My team does not hesitate to confront one another about performance related and Behavioural concerns	Strongly Disagree	2	1.7	3.98	.952
	Disagree	16	13.4		
	Not Sure	29	24.4		
	Agree	37	31.1		
	Strongly Agree	35	29.4		
I spend much time taking photos with my friends during working hours	Strongly Disagree	24	20.3	3.53	1.556
	Disagree	11	9.3		
	Not Sure	05	4.2		
	Agree	34	28.8		
	Strongly Agree	44	37.3		
Working in harmony has increased my team's services we deliver	Strongly Disagree	30	5.1	2.45	1.188
	Disagree	37	31.4		
	Not Sure	25	21.2		
	Agree	20	16.9		
	Strongly Agree	06	5.1		

Source: Primary data, 2021

Key: F = Frequency, %=Percentage, SD= Strongly Disagree, D = Disagree, N= Neutral, A = Agree, SA = Strongly Agree, M = mean and Std. Dev = Standard Deviation

From the table above, when respondents were asked about whether their teams in the organization had created an environment where vulnerability and openness were the norm, (54.2%) strongly agreed with the statement, 23.7% agreed with the statement, this was followed by 13.6% who were not sure with the statement, 5.9% disagreed with the statement, and lastly the least number of respondents 2.5% strongly disagreed with the statement.

On record was one of the respondents who clearly stated that:

"… me personally it take time attitude to be very attitudinal in nature. Time attitudes is basically connected with assessment of tasks that are being performed, reflects basic options of individual personality all which end up having an effect on organizational performance…"

This was supported by mean and standard deviation of 4.04 and 1.041 respectively.

On the respondents' views on whether their teams were comfortable engaging in unfiltered conversation about important topics, the majority (49.2%) strongly agreed with the statement, this was followed 29.7% who stated that they agree with the statement, 12.7% of them were not sure, 5.9% disagreed and lastly 2.5% of the respondents strongly disagreed. When contacted, one of the respondents had this to say:

"...I have been doing everything much possible to ensure that my workmates share with me what's on their mind. At times they be open and tell me why they get at work late. This has helped us to mitigate such challenges for better performance of Kabale District Local Government".

This was also supported by mean of 4.16 and standard deviation of 1.004.

When asked whether their team had the ability to buy into clear decisions. The biggest percentage (46.6%) strongly agreed with the statement, 26.3% of the respondents agreed, 16.9% of the respondents were not sure. However, 9.3% of the respondents disagreed with the statement, 0.8% strongly disagreed.

One of the respondents clearly stated that:

"...at Kabale District Local Government, we always hold meetings where our employees, councilors, and other leaders participate in decision making and because of that, we have been able to efficiently manage time at workplace..."

This was supported by mean of 4.08 and standard deviation of 1.042.

On the question of whether time waste often results from overstaffing, respondents had this to say; majority (33.9%) of them were not sure and strongly agreed with the statement respectively, 27.1% of them agreed with the statement while 5.1%% disagreed with the statement. The rest 4.2% of respondents strongly disagreed with the statement. The supporting Mean was 3.77 and standard deviation was 1.105.

When respondents were asked whether they hold meetings at their organization both important and less important, they had this to say: the majority (39.0%) were not sure with the statement, 29.7% strongly agreed, 25.4% agreed, 5.1% disagreed, and lastly 0.8% strongly disagreed with the statement. Mean was 4.30 and standard deviation was 0.990.

Respondents' views on whether their team does not hesitate to confront one another about performance-related and behavioural concerns, the majority (31.1%) of them agreed with the statement; followed by 29.4% of respondents who strongly agreed with the statement; 24.4% of the respondents were not sure about the statement; 13.4% of the respondents disagreed with the statement, while the least percentage (1.7%) of the respondents strongly disagreed.

On the record was one of the respondents who said:

"....as a senior in this organization, we have taken all measures to see our organization grow. I therefore cannot seat and see my co-workers underperform or absent themselves without my consent. This is unacceptable here...!"

Mean for the above statement in question was 3.98 and standard deviation was 0.952.

4.6 Descriptive Statistics on organizational Performance of Kabale District Local Government

Table 4.8: Showing Descriptive Statistics on organizational Performance of Kabale District Local Government (N=118)

Statements	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	M	Std. Dev
Kabale District Local Government has achieved its organizational objectives	02 (1.7%)	01 (0.8%)	10 (8.5%)	40 (33.9%)	65 (55.1%)	4.40	.818
There is client satisfaction at Kabale District Local Government	24 (20.3%)	11 (9.3%)	05 (4.2%)	34 (28.8%)	44 (37.3%)	3.53	1.556
We monitor trends of non-performing employees in our organization	06 (5.1%)	01 (0.8%)	15 (12.7%)	60 (50.8%)	36 (30.5%)	4.01	.965
Kabale District Local Government lacks organization in implementing time management	10 (8.5%)	15 (12.7%)	03 (2.5%)	38 (32.2%)	52 (44.1%)	3.91	1.320
Low client satisfaction is an indicator of poor time management in my organization	01 (0.8%)	04 (3.4%)	08 (6.8%)	40 (33.9%)	65 (55.1%)	4.39	.827

	F (%) SD	F (%) D	F (%) N	F (%) A	F (%) SA	M	Std. Dev
Failure to meet deadlines affect performance of Kabale District Local Government	20 (16.9%)	14 (11.9%)	10 (8.5%)	35 (29.7%)	39 (33.1%)	3.50	1.478
Enforcing time management tool is related to organizational performance	03 (2.5%)	06 (5.1%)	05 (4.2%)	48 (40.7%)	56 (47.5%)	4.25	.944
Effectiveness of time management strategies at Kabale District Local Government has increased its performance	07 (5.9%)	02 (1.7%)	14 (11.9%)	49 (41.5%)	46 (39.0%)	4.06	1.056

Source: Primary data, 2021

Key: F = Frequency, %=Percentage, SD= Strongly Disagree, D = Disagree, N= Neutral, A =Agree, SA = Strongly Agree, M = mean and Std. Dev = Standard Deviation

From the table above, when respondents were asked about whether Kabale District Local Government had achieved its organizational goals and objectives, the majority (55.1%) strongly agreed with the statement; followed by 33.9% of the respondents who agreed with the statement, then followed by 8.5% who were not sure about the statement, 1.7% strongly disagreed with the statement, and lastly the smallest number of respondents 0.8% disagreed with the statement. This was supported by mean and standard deviation of 4.40 and 0.818 respectively.

On the respondents' views on whether there was client satisfaction at Kabale District Local Government, the majority (37.3%) strongly agreed with the statement; followed by 28.8% who stated that they agreed with the statement; 20.3% of them strongly disagreed; 9.3% disagreed and lastly 4.2% of the respondents were not sure. This was also represented by mean of 3.53 and standard deviation of 1.556.

"For anyone to be efficient and effective, they have to work at Key Performance Indicators. The actual you get against set targets represents your productivity. If you meet your targets, then you are effective in delivery of services hence achieving organizational goals"

This was stated by some of key respondents 4, 6, and 9.

When asked whether there were monitoring trends of non-performing employees in our organizations, the biggest percentage (50.8%) agreed with the statement, 30.5% strongly

agreed, 12.7% were not sure. However, 5.1% of the respondents strongly disagreed with the statement, while 0.8% disagreed. This was supported by mean of 4.01 and standard deviation of 0.965.

On the question of whether Kabale District Local Government lacked organization in implementing time management, respondents had this to say: the majority (44.1%) strongly agreed with the statement, 32.2% agreed with the statement, while 12.7% disagreed with the statement. The rest 8.5% strongly disagreed and 2.5% were not sure about the statement.

One of the respondents was on record saying:

"... when it comes to being organized in as far as implementing time management is concerned, KDLG is at peak... we are sincerely at our best though we still have a few cases of poor time management.

The supporting mean was 3.91 and standard deviation was 1.320.

When respondents were asked whether low client satisfaction is an indicator of poor time management in their organization, they had this to say: the majority (33.1%) strongly agreed with the statement, 29.7% agreed, 16.9% strongly disagreed, 8.5% were not sure, and lastly 11.9% disagreed with the statement. The mean was 4.39 and standard deviation was .827.

Respondents' views on whether a failure to meet deadlines affected performance of Kabale District Local Government, the majority (33.1%) of them strongly agreed with the statement, followed by 29.7% who agreed with the statement; 16.9% of the respondents strongly disagreed with the statement, 11.9% disagreed with the statement, while 8.5% were not sure. The supporting mean was 3.50 and standard deviation 1.478.

On whether Enforcing time management tool was related to organizational performance, the majority (47.5%) strongly agreed with the statement, 40.7% agreed with the statement, 5.1% disagreed with the statement, 4.2% were not sure. The rest (2.5%) strongly disagreed. The supporting mean is 4.25 and standard deviation .944.

On the effectiveness of time management strategies at Kabale District Local Government has increased its performance, respondents had this to say: the majority (41.5%) agreed with the statement, 39% strongly agreed with the statement, 11.9% were not sure, 5.9% strongly disagreed, and lastly the smallest number (1.7%) disagreed with the statement.

4.7 Correlation Analysis

As shown in table below, all of the predictor variables had coefficient of correlation between themselves more than 0.5, hence all of them were included in the model. The matrix also indicated high correlation between the response and predictor variables that is Time planning and scheduling, Time attitude, Team building, and Organizational Performance of Kabale District Local Government.

Table 4.9: Pearson Correlations

	Organizational Performance	Time planning and Scheduling	Time attitude	Team building
Organizational Performance	1.000			
Time planning and Scheduling	.536	1.000		
Time attitude	.911		1.000	
Team building	.752	.731	.118	1.000

From the Table 4.9 above, it is very clear that there is a very high positive correlation between Time Attitude and Organizational Performance of Kabale District Local Government (.911). There is also moderate positive correlation between Time planning and Scheduling and Organizational performance at Kabale District Local Government (.536). Finally, the findings of the study revealed a high positive correlation between Team building and Organizational Performance at Kabale District Local Government (.752).

The researcher performed a regression analysis to establish the association between the independent variables with the dependent variable of the study.

4.7.1   Rule of Thumb for Interpreting the Size of a Correlation Coefficient

Size of Correlation   *Interpretation*

.90 to 1.00 (−.90 to −1.00)   Very high positive (negative) correlation

.70 to .90 (−.70 to −.90)   High positive (negative) correlation

.50 to .70 (−.50 to −.70)   Moderate positive (negative) correlation

.30 to .50 (−.30 to −.50)   Low positive (negative) correlation

.00 to .30 (.00 to −.30)   negligible correlation

4.7.2   Regression Analysis

The following regression model was adopted for the study:

$Y_i = \beta_0 + \beta X_1 + \beta X_2 + \beta X_3 + \ldots + \beta X_n + \varepsilon$

Where

Y= Dependent variable is (Organizational Performance)

X= Independent variable (Time Management) whereby as measured by the various indicators of Time management, i.e, measures of Time planning and scheduling, Time attitude and Team building.

X1=Time planning and Scheduling used by Kabale District Local Government, X2= Time attitude shown by employees at Kabale District Local Government, X3= Team building Measures employed by Kabale District Local Government, β0= Constant term

ε= Error term within a confidence interval of 5%

Table 4.10: Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	.852	4	.213	1.242	.000
Residual	20.35	110	.171		
Total	22.64	98			

Model	R Square	Adjusted R Square	Std. Error of the Estimate	Change statistics				
				R Square change	F Change	df1	df2	Sig. F Change
1	.843	.805	.5103	.843	1.242	4	96	.000

Correlation is significant at α=0.05

4.7.3   Strength of the model

ANOVA findings (P- value of 0.00) in Table above show that there is correlation between the predictors' variables (Time Planning and scheduling, Time attitude and Team building) and response variable (Organizational Performance).

Analysis in Table above shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R equals 0.843, that is, Organizational Performance explains 84.3% of observed change in Practice of Time management. The P- value of 0.000 (Less than 0.05) implies that the regression model is significant at the 95% significance level.

Predictors: (Constant), Time Planning and scheduling, Time attitude and Team building of employees at Kabale District Local Government

Dependent Variable: Organizational Performance as measured by Meeting deadlines, Effectiveness, and Achievement of job description

Table 4.11: Coefficients of Regression Equation

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.903				
Time Planning and Scheduling	0.035	0.028	0.018	1.021	0.031
Time Attitude	0.016	0.021	0.013	1.115	0.015
Team Building	0.017	0.024	0.016	1.018	0.021

a. Dependent Variable: Organizational Performance

b. Independent variable: Time management (as measured by Time planning and Scheduling, Time attitude, and Team Building)

The established multiple linear regression equation becomes:

$Y_i = 0.903\beta_0 + 0.035\beta X_1 + 0.016\beta X_2 + 0.017\beta X_3 + 0.028e$

Constant = 0.903, shows that if all the independent variables, Time management (Time planning and Scheduling, Time attitude, and Team Building) are rated as zero (0),

Organizational Performance as measured by percentage of Kabale district's ability to ensure that there is Accessibility of services, Client satisfaction, Effectiveness would be 0.903.

The level of confidence for the analysis was set at 95%. Therefore, the P- value less than 0.05 implies that the independent variable is significant. The regression results show that Organizational Performance of Kabale District Local Government as measured by Accessibility of services, Client satisfaction, Effectiveness is influenced by Time planning and scheduling (p=0.031), Time attitude (p=0.015) and Team building (p=0.021).

The independent variables in the regression model with positive coefficient have a direct relationship with the dependent variable. Therefore, Organizational Performance increases proportionately with more practice of time management including but not limited to efficient time planning, having good positive time attitude and building a strong team to manage time at workplace while carrying out various district activities. These findings are in the line of thought with North Statistics (2004) who argued that performance plan is a combination of the common factors and major functions. The common factors portion of the performance appraisal form contains one section to be used for all employees who are apprised -- Career service; a second section of common factors are the major functions portion for capturing any major functions that are not adequately addressed by the common factors. These major functions should be tied to the responsibilities outlined in the Job Description Questionnaire (JDQ). The JDQ should be kept current so that the employees' major functions reflect the functions that are important to carry out, the major goals and objectives of the work unit can easily be known.

4.8 Interpretation of Findings

4.8.1 Effect of time planning and scheduling on organizational performance

H01. Stated that "There is no significant relationship between time planning and scheduling and organizational performance"

On testing results from research findings, there was a moderate relationship (correlation is .536) the study emerged to reveal that workers at Kabale District Local Government headquarters have tried to mitigate issues related to time planning, and scheduling time to do

their activities at workplace. However, a lot is still needed by employees at Kabale District Local Government in building strong teams aimed at improving organizational performance.

Managing your time effectively requires a distinction between what is important and what is urgent. Kaufman, Lane and Lindquist (2001) categorize activities into four quadrants in their time management matrix: urgent, not urgent, important and not important. Therefore, research rejects the above hypothesis that stated that time scheduling and planning has no significant effect on organizational performance.

For instance, scholars like Krausz et al. (2000) have mentioned various steps of time planning and scheduling which include; goal setting, delegating, motivating employees to avoid multi-tasking, among others. For instance, goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality.

This is the very important step in effective time management. A goal is a specific outcome that is desired; it must be specific, measurable, achievable, and realistic and should have a time frame within which it must be accomplished (Krausz et al., 2000).

4.8.2 Effect of time attitude on organizational performance

H02 stated that 'There is no significant relationship between time attitude and organizational performance'.

The study established a very high positive correlation between Time attitude and Organizational Performance (Correlation is .536). Thus null hypothesis was rejected. On the above hypothesis in conjunction with the second objective of the study which aimed at finding out the effect of time attitude on organizational performance of Kabale District Local Government.

Most employees at Kabale District Local Government expressed positive attitudes towards serving their organization. Therefore if positive attitudes to time are universal, the same underlying attitudes to time will be observable in all societies/organizations. The different socialization experienced by any one individual will only affect the dominance of individual facets. If, on the other hand, positive time attitudes themselves are socially constructed, any attempt to apply the same measurement scale universally will fail, as cultural effects will dominate. Attitudes to time will be unique to individual cultures (Davies and Omer, 2006). Positive time attitude scales will only be useful at the level of a single society.

We might expect reality to fall between these two and for scales derived within one culture to have at least some relevance in another. The greater the relevance, the more useful it would be to derive a cross-cultural scale of time attitude.

Therefore, null hypothesis two that stated that 'there is no significant relationship between time attitude and organizational performance' is rejected since the study established a strong positive relationship between time attitude and organizational performance at Kabale District Local Government.

4.8.3 Effect of team building on organizational performance

H03 stated that, "There is no relationship between team building and organizational performance".

On testing the hypothesis, results revealed a significant relationship between, Team building and Organizational Performance of Kabale District Local Government (correlation is .752), thus null hypothesis was rejected. This implies that when there is team building among the employees of an organization like Kabale District Local Government, there is always cohesion, trust, commitment, and understanding of the team dynamics, thereby improving the organizational performance. More so, the result implies that as harmony (team building) exists among the employees, trust, lesser conflict, accountability, and commitment give way to results of better service in the organization. These findings are in line with the previous findings of Kirkman and Shapiro (2011) who investigated the relationship that exists between harmonization and organizational performance of Kabale District Local Government; the result showed that employee service delivery improved as a result of harmonization, commitment, cohesion and understanding of the team dynamics. This is because harmonization among employees in a team expands the output of individuals through collaboration. In affirmation to this finding, Onyeneke and Iruo (2015) confirm that a significant relationship exists between effective team building, commitment, and organizational performance.

CHAPTER FIVE

DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter is divided into four sections; Discussion of findings, Summary, Conclusions and Recommendations. These sections were guided by the study objectives.

5.1 Discussion of Findings

5.1.1 What effect does time planning and scheduling have on organizational performance at Kabale District Local Government

On correlating results from research findings, there was a moderate significant positive relationship between the two variables. The study emerged to reveal that workers at Kabale District Local Government work more hours in a day during working days than agreed hours, however they have tried to mitigate issues related to time planning and scheduling time to do their activities at workplace. Research also revealed that actually a biggest percentage of workers at Kabale District local Government do not engage in job discrimination, they work with equal opportunity basis. Research also revealed that workers at Kabale District Local Government are not aggressive at workplace. Talking about time management, managing your time effectively requires a distinction between what is important and what is urgent. Kaufman, Lane & Lindquist (2001) categorize activities into four quadrants in their time management matrix: urgent, not urgent, important and not important.

How people perceive time and how this might relate to time allocation has been studied within many disciplines over many years. There is a long-standing and broad consensus that time is socially constructed (Gurvitch, 2004; Adam, 2000), and that it is not a single concept (Fraisse, 2003; Hirschman, 2007). The notion of time orientation that individuals place their thoughts more into one of three zones, past, present and future, has received much support (Wallace and Rabin, 2000; Fraisse, 2003; de Volder, 2009; Bergadaa, 2000; Carmon, 2001), together with the notion that different time orientations promote different time allocations (Bergadaa, 2000; Morello, 2008; Davies and Omer, 2006).

Time pressure is another, potentially different perspective where time is seen from an economic viewpoint (Becker, 2005; Juster and Stafford, 2011) that of something of value. Time pressure is also a theme in the psychology literature, as a cause of differences in decision making compared to when time pressure is absent (Wright, 2014). A feeling of time pressure causes us to reallocate activities, reducing the time taken for some often routine activities, so as to increase the total amount of discretionary time available (Jacoby et al., 2016; Berry, 2018). Time here is time as duration, specifically that of clock time. The key element in a person's attitude to time is that it is a scarce resource, something that cannot be wasted. Time within this perspective has a value; time and money become exchangeable.

Fraisse (2014) emphasized the distinction between time as duration and time as succession, where time is characterized by a series of events by which individuals construct their sense of time and by which they navigate their lives. Time as succession is in the latter sense closely linked to the way we plan our lives.

Therefore, research rejected hypothesis one that stated that time scheduling and planning has no significant effect on organizational performance.

5.1.2 What effect does time attitude have on organizational performance at Kabale District Local Government?

The study established a very high positive significant relationship between time attitude and Organizational Performance. Thus null hypothesis was rejected. On the above hypothesis in conjunction with the second objective of the study which aimed at finding out the effect of time attitude on organizational performance of Kabale District Local Government.

Most employees at Kabale District Local Government expressed positive time attitudes towards serving their organization. Therefore, if positive attitudes to time are universal, the same underlying attitudes to time will be observable in all societies/organizations. The different socialization experienced by any one individual will only affect the dominance of individual facets. If, on the other hand, positive time attitudes themselves are socially constructed, any attempt to apply the same measurement scale universally will fail, as cultural effects will dominate. Attitudes to time will be unique to individual cultures (Davies and Omer, 2006). Positive time attitude scales will only be useful at the level of a single society. We might expect reality to fall between these two and for scales derived within one culture to have at least some relevance in another. The greater the relevance, the more useful it would be to derive a cross-cultural scale of time attitude.

Therefore null hypothesis two that stated that 'there is no significant relationship between time attitude and organizational performance' is rejected since the study established a strong positive relationship between time attitude and organizational performance at Kabale District Local Government.

5.1.3 What effect does team building have on organizational performance at Kabale District Local Government?

On testing the hypothesis, results revealed a significant relationship between, Team building and Organizational Performance of Kabale District Local Government, thus null hypothesis was rejected. This implies that when there is team building among the employees of an organization like Kabale District Local Government, there is always cohesion, trust, commitment, and understanding of the team dynamics, thereby improving the organizational performance. More so, the result implies that as harmony (team building) exists among the employees, trust, lesser conflict, accountability, and commitment give way to results of better service in the organization. These findings are in line with the previous findings of Kirkman and Shapiro (2011) who investigated the relationship that exists between harmonization and organizational performance of Kabale District Local Government. The result showed that employee service delivery improved as a result of harmonization, commitment, cohesion and understanding of the team dynamics. This is because harmonization among employees in a team expands the output of individuals through collaboration.

In affirmation of this finding, Onyeneke and Iruo (2015) confirm that a significant relationship exists between effective team building, commitment, and organizational performance.

5.2 Summary of Findings

The summary of findings is presented according to the study objectives.

The first objective of the study sought to examine the effect of time planning and scheduling and organizational performance. Use of good time plans and schedules was found with a significant positive effect on the organizational performance at Kabale District Local Government, as indicated by (p=0.031<0.05). The second objective sought to assess the effect of time attitude on organizational performance at Kabale District Local Government. Time attitude was found with a significant effect on performance of Kabale District Local Government, as indicated by (p=0.015<0.05). The third objective sought to establish the effect of team building on organizational performance at Kabale District Local Government. Team

building was also found with a significant effect on the performance of Kabale District Local Government, as confirmed by (p=0.021<0.05).

5.3 Conclusions

It was concluded from the study objective one that planning and scheduling time has positive moderate significant relationship with organizational performance. This was basically related to setting goals for different tasks, setting priorities and time for tasks and listing or scheduling of activities and time for each task. This therefore ensures effectiveness in delivery of services thus improving performance. Therefore, proper time planning and scheduling practices contribute to organizational effectiveness that encourages and thus increases its performance in the long run. Therefore, the study can conclude that, Time management is satisfactory at Kabale District Local Government and it has direct link to the organizational performance because the majority of the respondents understand and implement time management although there are some challenges that limit the implementation.

From objective two, it was concluded that time attitude has a very high positive significant relationship with Organizational Performance. Therefore, if positive attitudes to time are universal, the same underlying attitudes to time will be observable in all societies/organizations. The different socialization experienced by any one individual will only affect the dominance of individual facets.

The last objective of the study sought to establish effect of team building on organizational performance. Based on the summary of findings, it would be deduced that as teamwork exists among the employees at Kabale District Local Government, trust, lesser conflict, accountability, and commitment give way to results of better performance in the organization. The researcher concludes that harmonization among employees of an organization always gives rise to better organizational performance. This is because harmonization among employees in a team expands the output of individuals through collaboration, which leads to an increase in organizational service delivery.

The researcher concludes that teamwork plays an important role in improving organizational performance.

5.4 Recommendations to Administration

Research objective one sought to examine the effect of time planning and scheduling on organizational performance at Kabale District Local Government. Findings established a

moderate positive correlation between Time planning and Scheduling and Organizational performance at Kabale District Local Government. The researcher recommends that the Administrators should increase employee sensitization about how to efficiently create time schedules and how to follow the time plans created by them if they are to improve performance of their organizations.

Top administration at Kabale District Local Government must frequently motivate employees because motivation drives people to accomplish goals. There should be incentives motivation by providing monetary rewards and bonus to the required people. Managers should not forget social motivation by creating an environment of acceptance and affiliations so that employees can feel they are part of organization hence more production.

Administration should create clear and continuous communication between employees and management so that employees can be free to talk about challenges which limit them in observing time. For example, employees who use public transport face problems which make them come late to work. If there is clear communication between these two sides, the problem can be solved.

Kabale District Local Government Employees should make sure that they come early at work and finish assigned duties before deadlines and must have personal strategies to deal with interruptions by reading different articles which explain about time management strategies so that they can be in position to work without distraction.

5.5 Areas for Further Research

The study was limited to Public entity particularly at Kabale District Local Government. This limitation could have hindered some findings in general. Therefore, future researchers should conduct studies in other public and private sectors so as to come up with more findings.

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APPENDICES

Appendix I. Research Questionnaire

My name is Judith Tushemereirwe and I am pursuing a Master of Arts Degree in Public Administration and Management at Kabale University.I am doing a research study on "Time Management and Organizational performance. A case of Kabale District Local Government. This research will be considered for academic purposes.

You have been chosen to be one of my respondents. I kindly request you to answer the questions provided below according to the instruction given in each questions and your answer will be confidential.

Please put tick appropriate but for the open-ended questions please record the respondent answers in the space provided.

SECTION A: BACKGROUND VARIABLES

A1   Your gender.

1 = Male   ☐

2 = Female ☐

A2   Your age group (Years)

1 = 20-30;   ☐

2 = 31-40;   ☐

3 = 41-50;   ☐

4 = 51 and above ☐

A3 Your designation

1. Administrator   ☐

2. Non Administrator   ☐

3.Others specify…………………..

SECTION B: INDEPENDENT VARIABLE (TIME MANAGEMEMT)

Time Planning and Scheduling on Organizational Performance At Kabale District Local Government

CODE	Statements	SD	D	NS	A	SA
TP1	I work more hours in a day during working days than agreed hours					
TP2	I have allocated time for breakfast and lunch at work place					
TP3	I have a specific time for answering incoming calls and email during working hours					
TP4	In my own experience, i set targets of my daily activities					
TP5	When preparing activities for a next day I always classify or put the plans into major and minor tasks					
TP6	Serving client on time is the driving force that propels organization performance					
TP7	It takes shortest time approximately 2-4 minutes to serve one client at Kabale District Local Government					
TP8	Our organization is highly focused on time management					

A) Effect of Time Attitude on Organizational Performance

CODE	STATEMENTS	SD	D	NS	A	SA
TA1	**Relationships at Work** Lack of working tools is one among challenge for time management					
TA2	I fill my mind with positive input at workplace.					
TA3	The biggest time management challenge is actually a lack of self-discipline, they don't have the willpower to say no to distractions, or to stick tenaciously to the task at hand this results to lack of discipline.					

TA4	At Kabale District Local Government, People get confused about what and when activities to be performed. Once you have set goals to something					
TA5	At Kabale District Local Government, workers create daily work routines					
TA6	My organization engages in job discrimination					
TA7	My co-workers are aggressive at work place					
TA8	Stress is a challenging factor in my organization					

B) Effect of Team Building and Organizational Performance

CODE	Statements	SD	D	NS	A	SA
TB1	My team has created an environment where vulnerability and openness are the norm					
TB2	My team is comfortable engaging in unfiltered conversation about important topics					
TB3	My team has the ability to buy into clear decisions leaving little room for ambiguity and second guessing					
TB4	Time-waste often results from overstaffing					
TB5	We hold many meetings at our organization, both important and less important.					
TB6	My team does not hesitate to confront one another about performance related and behavioural concerns					
TB7	I spend much time taking photos with my friends during working hours.					
TB8	Working in harmony has increased my team's services we deliver					

SECTION C: DEPENDENT VARIABLE (ORGANIZATIONAL PERFORMANCE)

CODE	Statements	SD	D	NS	A	SA
OP1	Kabale district Local Government has achieved its organizational goals and objectives					
OP2	There is customer satisfaction at Kabale district Local government.					
OP3	We monitor trends of non-performing employees in our organization					
OP4	Kabale District Local Government lacks organization in implementing time management					
OP5	Low customer satisfaction is an indicator of poor time management in my organization					
OP6	Failure to meet deadlines affect performance of Kabale District Local Government					
OP7	Enforcing time management tools is related to organizational performance					
OP8	Effectiveness of time management strategies at Kabale District Local government has increased its performance					

Thank you for responding to this Questionnaire

Appendix II. Research Questionnaire for Clients of Kabale District Local Government

My name is **Judith Tushemereirwe** and I am pursuing a Master of Arts Degree in Public Administration and Management at Kabale University. I am doing a research study on "Time Management and Organizational performance. A case of Kabale District Local Government. This research will be considered for academic purposes.

You have been chosen to be one of my respondents. I kindly request you to answer the questions provided below according to the instruction given in each questions and your answer will be confidential.

Please put tick appropriate but for the open-ended questions please record the respondent answers in the space provided.

SECTION A: BACKGROUND VARIABLES

A1   Your gender.
1 = Male   ☐
2 = Female ☐
A2   Your age group (Years)
1 = 20-30; ☐
2 = 31-40; ☐
3 = 41-50; ☐
4 = 51 and above ☐

SECTION B: INDEPENDENT VARIABLE (TIME MANAGEMEMT)

Time Planning and Scheduling on Organizational Performance At Kabale District Local Government

CODE	Statements	SD	D	NS	A	SA
TP1	I work more hours in a day during working days than agreed hours					
TP2	I always plan for time in everyday work					
TP3	I have a specific time for answering incoming calls and email during working hours					

CODE		SD	D	NS	A	SA
TP4	In my own experience, i set targets of my daily activities					
TP5	When preparing activities for a next day I always classify or put the plans into major and minor tasks					
TP6	Serving client on time is the driving force that propels organization performance					
TP7	It takes shortest time approximately 2-4 minutes to serve one client at Kabale District Local Government					
TP8	Our organization is highly focused on time management					

A) Effect of Time Attitude on Organizational Performance

CODE	STATEMENTS	SD	D	NS	A	SA
TA1	**Relationships at Work** Lack of working tools is one among challenge for time management					
TA2	I fill my mind with positive input at workplace.					
TA3	The biggest time management challenge is actually a lack of self-discipline, they don't have the willpower to say no to distractions, or to stick tenaciously to the task at hand this results to lack of discipline.					
TA4	At Kabale District Local Government, clients like me get confused about what and when activities to be performed.					
TA5	At Kabale District Local Government, we have access to various services in time					
TA6	In my opinion, KDLG engages in job discrimination					
TA7	Workers at KDLG are always aggressive at work place					
TA8	Stress is a challenging factor in at organization					

B) Effect of Team Building and Organizational Performance

CODE	Statements	SD	D	NS	A	SA
TB1	As a client of KDLG, I have witnessed employees working as a team to satisfy their clients					

TB2	KDLG team is comfortable engaging in unfiltered conversation about important topics					
TB3	KDLG team has the ability to buy into clear decisions leaving little room for ambiguity and second guessing					
TB4	Time-waste often results from overstaffing					
TB5	KDLG holds many meetings, both important and less important.					
TB6	KDLG does not hesitate to confront one another about performance related and behavioural concerns					
TB7	As a client, I always see employees spend much time taking photos with their friends during working hours.					
TB8	Working in harmony has increased KDLG team's services which they deliver					

SECTION C: DEPENDENT VARIABLE (ORGANIZATIONAL PERFORMANCE)

CODE	Statements	SD	D	NS	A	SA
OP1	Kabale district Local Government has achieved its organizational goals and objectives					
OP2	There is customer satisfaction at Kabale district Local government.					
OP3	As a client, i monitor trends of non-performing employees at KDLG					
OP4	Kabale District Local Government lacks organization in implementing time management					
OP5	Low customer satisfaction is an indicator of poor time management in my organization					
OP6	Failure to meet deadlines affect performance of Kabale District Local Government					
OP7	Enforcing time management tools is related to organizational performance					
OP8	Effectiveness of time management strategies at Kabale District Local government has increased its performance					

Thank you for responding to this Questionnaire

Appendix III. Interview guide.

1. How many hours do you work in a day during working days?

2. Do you have any allocated time for breakfast and lunch at work place?

3. Do you have a specific time for answering incoming calls and email during working hours?

4. In your own experience do you set targets of your daily activities?

5. When preparing activities for a next day have you ever classified or put the plans into major and minor tasks?

6. In your view, which of the following activity challenges do you face in implementing time management at work place?

a) Interruption at work place (incoming mails, telephone and visitors)

b) Ineffective meeting c)

Procrastination

d) Disorganization

e) Delaying of information

7. In your position do you face challenges in managing time?

8. Do you think the ability of setting targets, scheduling the activities, clarifying the major and minor tasks and evaluating the activities can be used as strategies of improving time management in your organization?

9. Do you normally conduct seminar, workshop or training concerning time management strategies in your organization?

10. If yes how effective are those time management strategies in increasing performance?

Thank you for your time

Appendix IV. Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	**380**	**191**	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379

Note: N is population size.
S is sample size.

Appendix V: Results of Cronbach's Alpha

Scale: ALL VARIABLES

Case Processing Summary

		N	%
	Valid	10	100.0
Cases	Excluded[a]	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.771	.771	10

Appendix VI. Letter for data collection

DIRECTORATE OF POSTGRADUATE TRAINING

January, 15th 2021

To whom it may concern

 This is to certify that *Ms. Judith Tushemereirwe*
        Reg. No. 2018/MAPAM/1737/W is a postgraduate student of
Kabale University studying for *Masters in Public Administration
and Management* in the department of *Governance.*

She has successfully defended her Research Proposal for a study entitled,

 *"Time Management and Organizational Performance; A case of
Kabale District Local Government"*
The student is now ready for field work to collect data for her study. Please give the
student any assistance you can to enable her accomplish the task.

Thanking you for your

assistance, Yours sincerely

Dr. Sekiwu Denis
DIRECTOR, POSTGRADUATE TRAINING