



## The Impact of Time Management on Employees Performance Case Study: Mobilis Company of Bechar

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### Abstract

The main aim of this study is to find the time management's effect on the employee performance at Mobilis company of Bechar; it was done through handing out the questionnaires to employees of the company. The questionnaires were given to 45 persons of Mobilis out of which 35 agreed, The data analysis method used was statistical package for social sciences (SPSS version 21). The questionnaires were based on four independent variables (planning, organizing, guiding and controlling) and dependent variable (employees performance). The findings showed that time management and its component have a positive impact on the performance of the employees, and it enables the company of Mobilis to increase competition and get more business. The more the employee makes good use of his time, this will lead to the improvement of his performance at work through planning, organization, direction and good control over time, and this is proven in the hypothesis of the study. The study has recommended that time management is now considered as a separate field of study and it has become imperative for the organizations to hire consultants to teach employees how they can better employ their time. Some organizations now arrange time management workshops and seminars that are quite helpful for the employees to better manage their time.

**Key Words:** Time Management, employees performance, Planning time, Organizing time, Controlling time, Mobilis Company.

**JEL Classification :**M12, M19, M54.

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### Introduction :

People differ in their view of time, for the old view of time is that time is an eternal state that alternates and renews, and this time cycle has no end. As for the modern view of time, it tends in a linear way, as it affirms that it has a beginning and an end. Time is considered the rarest resource in life, and it is priceless, so that it cannot be stored or stopped, and it is of great importance in our Islamic religion.

In el hadith of Al-Tirmidi and others, on the authority of Ibn Masoud, on the authority of the Prophet, may God's prayers and peace be upon him, he said : ' the feet of the son of Adam on the Day of Resurrection will not depart from his Lord,



until he is asked about five: About his age and how he spent it, his youth and how he use it, his money and where he earned it and how he spent it, and what did he do with what he knew. A person's life is just time, and if he misuses it, he cannot get it back.

Oxford Advanced Learner's Dictionary defined time as a period either long or short, during which you do something or something happens while management is defined as the act or skill of dealing with people or situations in a successful way.

The concept of time management varies among individuals according to their different motives, needs and the nature of their jobs. The human behavior towards time is an acquired behavior from the social environment, and from the values that he has formed towards dealing with time; and the relationship of time with performance is the reason that is behind the emergence of symptoms of speed, such as tension, intensity, anxiety and other symptoms that have become a feature of this decade. Moreover, if time management is well performed by senior management and workers in business organizations alike, this is directly reflected on the performance of workers, which in turn reflected on the performance of the organization as a whole.

Every manager is looking for ways to improve time management. Whether it is the management of an organization looking for business improvement, or an individual looking for ways to better spend their time, time management is important to both (Mgeleka, 2015, p. 1).

Better time management 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 the fact that people have too many tasks they need to do but not enough time for the things that they want to do. Time management helps identify needs and wants in terms of their importance and matches them with time and other resources. Time management brings about orderliness and enables one to be more productive and fulfilled.

Since the rational management of time is closely related to performance and improving productivity, so the effective use of time requires study, programming, planning, analysis and recording of the various activities and requirements necessary for implementation, especially those works that require high-level skills, competencies and features, and from this point of view this study came to try to find out the impact of management Time on the performance of employees at Mobilis Corporation, Bechar.

**The Problematic:** The impact between time management and human resource performance is an issue that should be given a great consideration. Time in our current era is the critical element in measuring productivity, profits and wages, and consequently completing work, performing the required tasks and increasing productivity according to a pre-defined normative crisis. Accordingly, there was a need to study the problem of completing the required work (the level of performance) on time in order to reach the best levels of performance.

This study is concerned with the impact of time management on the performance of employees at Mobilis Corporation in the Bechar. It has been



observed that most organizations tend to experience time management problem in what is moving to achieve. Thus, the study aims to know the role of time management or lack thereof in achieving better performance.

Based on the foregoing, the research problem can be formulated in the following main question: What is the impact of time management on the performance of Mobilis company employees in Bechar?

### **The Hypothesis:**

- **The main hypothesis:** There are no statistically significant effect of Time Management on Employees Performance in level  $p\text{-value}=0.05$ .

-**Sub-hypotheses:** From the main hypothesis, a group of the following sub-hypotheses emerges:

- There are no statistically significant effect of Planning time on Employees Performance in level  $p\text{-value}=0.05$ .

- There are no statistically significant effect of Organizing time on Employees Performance in level  $p\text{-value}=0.05$ .

- There are no statistically significant effect of Guiding time on Employees Performance in level  $p\text{-value}=0.05$ .

- There are no statistically significant effect of Controlling time on Employees Performance in level  $p\text{-value}=0.05$ .

**Objectives of the Study:** The main objective of the study is to examine the effects of time management on employees' performance.

The specific objectives are to:

- Determine the impact of Planning time on employee's performance in Mobilis company.

- Determine the impact of Organizing time on employee's performance in Mobilis company.

- Determine the impact of Guiding time on employee's performance in Mobilis company.

- Determine the impact of controlling time on employee's performance in Mobilis company.

**The Methodology:** To answer the research problem and test hypotheses, the method was adopted the descriptive used in the theoretical side to understand the concepts of time management and employee performance, and the analytical approach used in the field study based on the questionnaire, which is one of the scientific research methods used in data collection when preparing the model, it was based on a five-level Likert scale, and it consisted of two parts, the first of which was assigned the personal characteristics of the sample and the second are the fields of study and were divided into a special focus of time management in the institution the second is for the performance of the Mobilis Bechar employees.

**Study Framework:** The current study was linked to two main dimensions:

**Time Dimension:** The study was between March and May 2021

**Spatial Dimension:** The case study was conducted at the Mobilis Corporation in Bechar.



## **I. Literature Review**

### **1. Time Management**

#### **1.1. The Concept of Time Management**

Time management is one of the contemporary management concepts that all researchers agree on its importance in the current business environment, but differ in its definition, Some have defined it as the act or process of planning and exercising conscious control over the amount of time spent on certain activities (Ahmad & all, 2012, p. 938), especially to increase effectiveness, efficiency and productivity (james & odumeru, 2013, p. 10). According to (Hisrich, 2002, p. 21) Time management does not mean to do most stuff rather it means to do what is deemed important, It also emphasizes to eliminate the inessentials, Better time management results quality work, quality social life and an organized personality but constant planning, review and revision is required until it become a habit. Tavakoli defines Time management can be learned by planning and to stay with it, An important part of planning is prioritizing, it's means list out the tasks you have to do and classify them according to their priority, and then spend most of time to the important and urgent tasks (Tavakoli, 2013, p. 66).

Time management is the process by which individuals make optimal use of time so that they can achieve goals that will enable them to be efficient in their performance. However, time management is considered or presented as a set of skills when one's master becomes more organized, effective and happy. Also, time management is the process by which an individual controls the timing and content of what he or she does in accomplishing tasks and objectives, So it's is a set of principles, practices, skills, tools and systems that help a person use his or her time to accomplish what one wants (Mgeleka, 2015, pp. 8-10).

North has defined time management as the organization of tasks or events by first estimating how much time a task will take to be completed (North, 2004), when it must be completed and then adjust events that would interfere with its completion so that completion is reached in an appropriate time (OUMA, 2017, p. 6).

Time Management is not about getting more things done in a day, it is about getting the things that matter most done, It's the ability to decide what is important in life both at work, at home and even in our personal life. 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, So 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, In time management, there should be a process of eliminating unnecessary wastages of time and focused on proper allocation of time to different activities, Time management is a skill that many of us seem to learn out of necessity, The problem with learning a skill through necessity is that all too often bad habits creep in, and while the skill may be useful. in general, we don't use it to the fullest extent. Time management is a skill that takes time to develop and perfect. It is also a skill



that varies from person to person. Time management refers to the development of processes and tools that increase efficiency and productivity (Daniel, 2020, p. 74)

### 1.2. Importance of Time Management in the Organization

There are six benefits to the importance of time management, as follows (Mgeleka, 2015, pp. 13-14):

- **Provides a sense of control**, and effective time management puts you in the driving seat so you are in control of what you do and when you do it. Time management can control activities and help maintain your focus as a driver.
- **It helps to achieve goals**, time management helps an individual to achieve his goals. It involves skills such as planning and scheduling of activities that direct the individuals towards the achievement of the organization's goal. Planning involves a commitment to act at a specific time in the future. Once you overcome the habit of procrastination, this technique will ensure that you work on your goals consistently, until they are reached.
- **Reduces effort and fatigue**, Sometimes we are too busy at work; We don't realize we haven't achieved anything. Time management does not encourage getting more done in less time as much as it encourages doing fewer of the things that matter most in the time you have.
- **Maintains balance in your life**, the tendency is to get everything done by working longer hours. But since time is finite, this means reducing time in other essential areas of your life such as family and friends. Time management includes setting goals in key areas of your life, allocating time to those areas, and through working smarter, not harder, achieving the same results at work as well.
- **Reduces stress**, In many cases, stress is just a byproduct of bad work habits, once you know how to manage your time, a lot of harmful stress will go away. This is very likely because stress can reduce the performance of individuals and thus time management helps a person to accomplish his task effectively.
- **Allow one to enjoy life more fully**, Time management helps someone to recognise that he/she has a unique purpose in life and provides the skills necessary to fulfil that purpose. Time is life; when you are managing your time you are managing your life. It is a lot more enjoyable when you are not chained to endless activities, but is able to make choices, experience progress, maintain balance and perspective, and realize that personal dreams can become true.

### 1.3. The basics of time management

The basics of time management can be summarized as follows:

- **Planning and time management**: Planning is the beginning of time management, accompanying it, and distributing the times in a way that suits them, and the sum of the times of the stages equals the total time. Clear quantitatively and chronologically and not contradictory, Setting a timetable for goals helps measure efficiency and effectiveness in achieving them within the specified time period.



- **Organizing and time management:** Studies have shown that good organization reduces the time required for performance, by defining and simplifying work procedures by excluding those that are not necessary or using modern devices to complete work quickly, and the models prepared in advance by the organization save a great deal of time, which was wasted in Previous because of the long explanation and duplication of writing information.
- **Guidance and time management:** Guidance is an important part of the manager's time, so he must be aware of the timing of guidance, the morale of the workers and the conditions of the organization. Which increases the effectiveness of communication, the effectiveness of guidance, and the administrative use of the time needed for it effectively.
- **Control and time management:** The importance of time in control shows the resonance of detecting errors and preventing their occurrence in a timely manner, and prolonging the time of control as its procedures are strict and decisive, implemented through the threat, and its time is the right time. Shorter if it stems from the self, relying on confidence and eagerness to achieve goals.

## 2. Employees Performance

### 2.1. The Concept of the Performance of Employees

Nowadays, organizations of all kinds seek to maximize productivity and raise the level of performance of employees to the maximum levels, in order to ensure their survival and continuity in carrying out their activities. Performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization, Employees are a primary source of competitive advantage in service-oriented organizations (Luthans & Stajkovic, 2009, pp. 49-57), So performance of employees is the activity or skill or effort by the individual, whether intellectually or intramuscularly in order to complete the job entrusted to him or her; this behavior makes a change efficiently and effectively achieving the set objectives by the organization.

Employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance over time (Mokaddem & Adnani, 2019, pp. 25-26). On the other hand, employee's performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching (Akacem & Mokaddem, 2020, pp. 17-18).

Indeed, employee performance can be understood as the sum of the expected activities performed by the worker and their quality, after which the manager evaluates the performance of each employee on an annual or quarterly basis in order to help the employees to identify the proposed areas for improvement.



**2.2. The Elements of the Performance of Employees** (Roucham, 2017, pp. 259-260):

- **Quality of work:** the extent to which the individual realizes his work that he does, and all that he has got like his willingness, the skills and versatility, and the ability to organize and implement the work without making mistakes.
- **The work load:** The amount of work that the employee can accomplish in regular work conditions, and the speed of this achievement.
- **Knowledge and commitment to job requirements:** This includes general knowledge, technical and professional skills and general background for the job and related fields.

**II. Data and Methodology**

**Study Population and Sample**

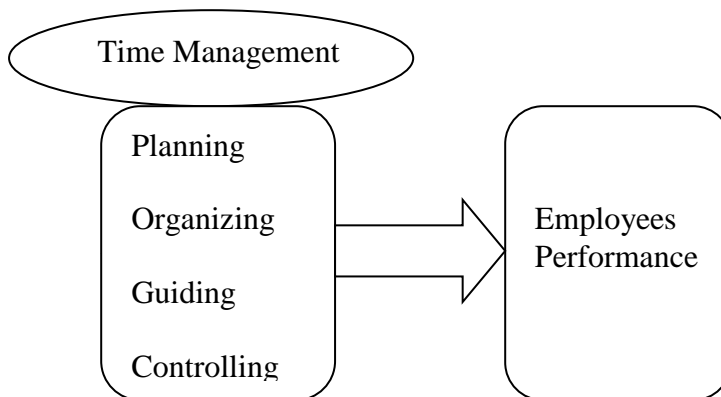
The study population: all workers in Mobilis Mobile Phone Company.

**Sample Size :** The study sample represented by Mobilis Employees’ was chosen. The sample is determined to be random in order that all individuals have equal opportunity. Questionnaires were distributed over 45 male and female employees from all sections of these foundation at all administrative levels 35 copies of the questionnaires were recovered, which is equivalent to 77.77% of the sample size.

**1. Study Model**

The study hypothesis test is presented in the figure 1 , time management is divided into four indices : organize, plan , guide and control the time as independent variables, employees performances as a dependent variable.

**Fig. 1 : « Study Model »**



**Source: Prepared by the researcher**



## 2. Reliability Analysis Cronbach's Alpha

**Table1 : « Values of Cronbach's alpha »**

Items	Cronbach's Alpha	N of Items
Time Management	0,742	18
Employee's performance	0,683	4

**Source: Prepared by the researcher and the adoption of the spss21**

A reliability test was carried out using Cronbach's alpha, which measures the internal consistency of a construct. The recommended minimum acceptable limit of reliability measure is 0.60. As shown in Table 1, This means that the questionnaire is valid for being greater than 0.60 indicating greater stability of the measuring instrument. If it is returned in another time and place for the same sample, the same results will be obtained.

## 3. Results of the study data analysis and hypothesis testing:-Data analysis

### 3.1. Description of the Study Sample

**Table2 : « Rerpondents' Demographic Analysis »**

		Frequencies	
<b>Gender</b>	Male	15	42.85%
	Female	20	57.14%
<b>Qualification</b>	Secondary	03	8.57%
	Academic	26	74.28%
	Graduate studies	06	17.14%
<b>Age</b>	Less than 25 years	3	8.57%
	Between 25 and 35 years	10	28.57%
	Between 36 and 45 years	13	37.14%
	More than 46 years	09	25.71%
<b>Experience</b>	Less than 5 years	06	17.14%
	Between 5 and 10 years	12	34.28%
	Between 11years and 15 years	10	28.57%
	More than 15 years	07	20%

**Source: Prepared by the researcher and the adoption of the spss21**

The demographics of the respondents are given in Table 2; The most respondents to the study were females with an average of 57.14%, while 15





respondents representing (42.85%) are males, the majority of the respondents has a Academic with percentage 74.28% . they have age more than 25 years old and experience more than 5 years.

**Table3 : « Descriptive statistics of Time Management »**

N <sup>o</sup>	Parag	Variable	Mean	Std.Dev	Level of acceptance
1	1-5	Planning Time	3.76	0,5390	High
2	6-10	Organizing Time	3.56	0,4270	High
3	11-14	Guiding Time	3.42	0,4650	High
	15-18	Controlling Time	3.89	0.365	High
-	1-18	Time Management	<b>3.60</b>	<b>0,3490</b>	<b>High</b>

Source: Prepared by the researcher and the adoption of the spss21

The results for the table showed that all of respondents are highly committed, but the Controlling Time with a value of 3.89 is prevail more than the other dimension of Time Management.

**Table4 : « Means and Standard Deviation of Employees Performance »**

N <sup>o</sup>	Parag	Variable	Mean	Std.Dev	Level of acceptance
-	19-22	<b>Employee’s performance</b>	<b>3.74</b>	<b>0,532</b>	<b>High</b>

Source: Prepared by the researcher and the adoption of the spss21

The results of the table showed that all of respondents are highly committed.

**a. Test the hypotheses of the study**

**Table 4 : « The Relationship between Independent Variables (Planning,Organizing,Guiding,Controlling) & Employees Performance»**

Independent variables	The correlation coefficient	The regression line	The dependent variable : Employees Performance			
			R	R <sup>2</sup>	Sig	
Planning Time	0.224	1.225	0.613	0.574	0.045	H <sub>0</sub>
Organizing Time	0.436	2.127	0.576	0.455	0.018	H <sub>0</sub>
Guiding Time	0.354	1.654	0.465	0.376	0.023	H <sub>0</sub>
Controlling Time	0.453	2.043	0.454	0.434	0.036	H <sub>0</sub>

Source: Prepared by the researcher and the adoption of the spss21



## **b. Test of the Hypothesis:**

### **b1. First hypothesis: The relationship between Planning Time and Employees' Performance**

**H<sub>0</sub>:** There are no statistically significant effect of Planning time on Employees Performance in level  $p\text{-value}=0.05$ .

**Analysis:** The table above shows, reveals that the bilateral link value (R) between Planning Time and the employees performance was (**0.613**), representing value of (61.3%) Is a very strong link, as was the coefficient of determination ( $R^2 = \mathbf{0.574}$ ) that is ( 57.4%) of change employees performance in the due to the change in the Planning. Note that the significance level (Sig=0.045) is less than the level of significance ( $\alpha = 0.05$ ), This shows that there is statistically significant differences between employees performance and Planning, So We reject the null hypothesis **H<sub>0</sub>** in the sense that there is a statistically significant effect of Planning time on Employees Performance.

Thus, regression equation between Planning ( $X_1$ ) and employees performance (y) as follows:

$$Y = 1.225 + 0.224 X_1$$

### **b2. Second Hypothesis: The Relationship between Organizing Time and Employees Performance**

**H<sub>0</sub>:** There are no statistically significant effect of Organizing time on Employees Performance in level  $p\text{-value}=0.05$ .

**Analysis:** The table above shows, reveals that the bilateral link value (R) between Organizing Time and the employees performance was (**0.576**), representing value of (57.6%) Is a very strong link, as was the coefficient of determination ( $R^2 = \mathbf{0.455}$ ) that is ( 45.5%) of change employees performance in the due to the change in the Organizing. Note that the significance level (Sig=0.018) is less than the level of significance ( $\alpha = 0.05$ ), This shows that there is statistically significant differences between employees performance and Organizing, So We reject the null hypothesis **H<sub>0</sub>** in the sense that there is a statistically significant effect of Organizing time on Employees Performance.

Thus, regression equation between Organizing ( $X_1$ ) and employees performance (y) as follows:

$$Y = 2.127 + 0.436 X_1$$

### **b3. The Third Hypothesis: The Relationship between Guiding Time and Employees Performance**

**H<sub>0</sub>:** There are no statistically significant effect of Guiding time on Employees Performance in level  $p\text{-value}=0.05$ .

**Analysis:** The table above shows, reveals that the bilateral link value (R) between Guiding Time and the employees performance was (**0.465**), representing value of (46.5%) Is a very strong link, as was the coefficient of determination ( $R^2 = \mathbf{0.376}$ ) that is ( 37.6%) of change employees performance in the due to the change in the Guiding. Note that the significance level (Sig=0.023) is less than the level of



significance ( $\alpha = 0.05$ ), This shows that there is statistically significant differences between employees performance and Guiding, So We reject the null hypothesis **H0** in the sense that there is a statistically significant effect of Guiding time on Employees Performance.

Thus, regression equation between Guiding ( $X_1$ ) and Employees Performance (y) as follows:

$$Y = 1.645 + 0.354X_1$$

**b4. The Fourth Hypothesis: The Relationship between Controlling Time and Employees' Performance**

**H0:** There are no statistically significant effect of Controlling time on Employees Performance in level p-value=0.05.

**Analysis:** The table above shows, reveals that the bilateral link value (R) between Controlling Time and the employees performance was (**0.454**), representing value of (45.4%) Is a very strong link, as was the coefficient of determination ( $R^2 = 0.434$ ) that is (43.4%) of change employees performance in the due to the change in the Controlling. Note that the significance level (Sig=0.036) is less than the level of significance ( $\alpha = 0.05$ ), This shows that there is statistically significant differences between employees performance and Controlling, So We reject the null hypothesis **H0** in the sense that there is a statistically significant effect of Controlling time on Employees Performance.

Thus, regression equation between Controlling ( $X_1$ ) and employees performance (y) as follows:

$$Y = 2.043 + 0.453X_1$$

**b5. The Main Hypothesis: the Relationship between Time Management and Employees Performance**

**H0:** There are no statistically significant effect of Time Management on Employees Performance in level p-value=0.05.

**Table 5 : « The relationship between Time Management and Employees Performance »**

Independent variables : Time Management	The correlation coefficient	The regression line	The dependent variable : Employees Performance		
			R	R <sup>2</sup>	Sig
	0.135	3.112	.0481	.0402	0.010

**Source:** Prepared by the researcher and the adoption of the spss21

**Analysis:** The table above shows, reveals that the bilateral link value (R) between Time Management and the employees performance was (**0.481**), representing value of (48.1%) Is a very strong link, as was the coefficient of determination ( $R^2 = 0.402$ ) that is (40.2%) of change employees performance in the due to the change in the Time Management. Note that the significance level (Sig=0.010) is less than the level of significance ( $\alpha = 0.05$ ), This shows that there is statistically significant differences between employees performance and Time Management, So We reject the null hypothesis **H0** in the sense that there is



a statistically significant effect of Time Management on Employees Performance.

Thus, regression equation between Time Management ( $X_1$ ) and employees performance ( $y$ ) as follows:

$$Y = 3.112 + 0.135X_1$$

Through the previous statistical results, it is clear that there is an impact of the elements of time management (time planning, time organization, time guidance, and time control) on the performance level of employees of Mobilis Corporation in Bachar, which means that the employee's performance level is directly affected by the successful management of time.

### **Conclusion:**

The current study investigated the effect of time management on employees' performance in Mobilis company in Bechar, Algeria. The result of this study revealed that time management through its elements (Planning, Organizing, Guiding, and Controlling) had significant positive impact on employees' performance in the studied company. The result of regression analysis found that all the constructs had statistically significant positive and linear effects on the employees' performance.

The conclusion achieved from the hypotheses of the study is that there is a positive and strong impact of time management on the performance of employees, the more the employee makes good use of his time, this will lead to the improvement of his performance at work through planning, organization, direction and good control over time, and this has been proved in the hypothesis of the study.

Depending on the findings of the study, the following recommendations are proposed:

- Effective control and follow-up of employees' performance of their tasks on time;
- Develop and use modern technologies that contribute to gaining time and using it in an effective manner;
- Providing incentives to employees to use of their time effectively;
- Mobilis company should adhere strictly to effective time management in order to provide quality services to their customers to gain competitive advantage and be successful.

Eventually, it is recommended that an increase in proper time management will bring about a corresponding increase in the organization performance; all things will be equal and in order to create a time-conscious organization, one will have to become more time efficient, and the organization itself must streamline its time management process.



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