

The Impact of Time Management on Employee Performance in some selected transport companies in Edo State, Nigeria.

Emenike¹, Anthony; Ibobo¹ Ezekiel Opone; Akerejola², Williams Olasojumi., 1, Emenike Anthony & Co. Chartered Accountants, Benin-City;
1, Wellspring University, Benin-City;
2, *Mudiame University, Irrua:*

Abstract: The study examined the impact of time management on Employee performance in some selected organizations in Edo State. The study precisely evaluated how adherence to time by employees' impact on its performance in selected organizations in Edo State. Two research hypotheses were stated to guide the study, Pearson Product Correlation (PPC) technique was utilized to determine the parameter estimate in the two constructs. The PPC for the adherence to time on employee performance is significant with correlation coefficient (r) value 0.413 and indicates its statistical significance to employee performance. Similarly, the PPC for controlling of distractions to reduce time wastage on employee performance is significant. The correlation coefficient(r) which is the impact of controlling the distraction to reduce time wastage on employee performance is 0.511. The population of the study was 535 with sample of 229 obtained from utilizing Taro Yamane formula.

Findings indicates that each of the identified variables are positive and significantly correlated to the dependent variable showing their importance to corporate organization in the selected study area in Edo State. It is therefore recommended to the selected organizations to encourage its employees to make concerted efforts at adherence to time set up by the organization to impact on its performance as well as to ensure the employees makes frantic efforts at controlling distractions to reduce time wastage in the selected organizations in Edo State.

Keywords: Reduce time wastage, employee performance, adherence to time, transport companies

Introduction

Any organization, including yours, should pay special attention to front-line service employees, or those who come into close contact with consumers on a daily basis. The relationship between front-line personnel and customers should be a top priority for management. Additional elements that contribute to profitability at every level of the business, such as investment in quality workers, technology that supports front-line employees, concrete recruiting and training methods, and compensation tied to employee success, must be

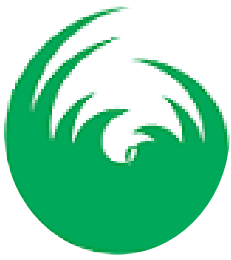
considered by managers. Employee happiness grows, as does the ability to provide superior service to consumers, when staff are given the tools and skills they require. Employee satisfaction leads to increased productivity, which translates to better service and value for customers. Customer satisfaction rises as a result of this value. How an employee perform daily in their business will have an effect on the organisations business success or failure. Among factors involving employee's performance includes but not limited to number of clients contact and the number of sales made by employees. For example,

Management and Human Resource Research Journal

An official Publication of Center for International Research Development

Double Blind Peer and Editorial Review International Referred Journal; Globally index

Available www.cirdjournal.com/index.php/mhrrj/index; E-mail: journals@cird.online



employees who are in the client service unit of an organisation i.e. making contacts with passengers are expected to handle their request favorably which in turn has an impact on their performance, otherwise they could lose some valuable and important customers some of who may be important corporate customers hence affecting negatively the corporate growth of the organisation. Similarly, feedback of performance measurement obtained from different categories of workers in an organisation about their colleagues ranging from junior through same level employees to superior colleagues could impact its performance if done without bias. Organizations have control over setting these expectations and monitoring them regularly. Understanding performance metrics as stated above, employee performance review methods and ways to improve performance will help you ensure your workforce can meet your business's needs and customers' needs.

Performance is one of the most important aspects of organizational growth that must be considered when discussing a company's internal marketing, and achieving the highest level of performance is becoming increasingly difficult, given the continuous development of companies and the continuous rise in market standards. This entails not just offering high-quality service and products, but also having a productive employee. The stronger the company's competitive edge, the more its people exceed expectations. Talent will always be attracted to and retained by a strong organization..

I. Literature Review

Customers have become more informed and fully aware of their expectations/needs/wants on what to expect from an organization, regardless of where they are in the world. This cannot be underestimated because of this awareness position of customers in an organization. According to

Kiragu (2015), there has been fierce competition for the supply of high-quality services, which serves as a catalyst for an organization's growth. The number of client connections, which presumably includes the quality of an organization's customer service contacts, the number of close transactions an employee can attract to an organization, and the number of satisfied customers an employee can attract to an organization. As quantity is often easier to measure than quality, there are multiple ways to measure this employee KPI. The metrics used to judge quantity will vary between industries. Some jobs are more difficult to quantify, or not well suited for this method. For example, in many countries hospitals will have a cap on beds, set by the government. If so, doctors and nurses cannot be quantified for how many patients they permit. However, measuring how many days patients spend on beds for instance would be more useful. However, in this study, as transport organizations the number of customers that patronize it becomes an important measure of performance of workers especially the repeat patronage of customers of these organizations, meaning how a worker is able to attract as many customers as they can.

2.1.1 Time management

Time management is all about control and balance. It is the process of planning your tasks and objectives within a certain timeframe and regulating your performance in a way that fosters an optimal use of time resources. To clarify this definition, let's see which steps you need to undertake in order to manage time well:

- Identify what you want to do;
- Estimate how much it will take to complete each task;
- Evaluate how much time you have at your disposal;



- Schedule the task(s) considering your estimates and deadlines;
- Track your performance and use of time;
- Evaluate how efficient you are in adhering to the plan and meeting the objectives;
- Based on the final evaluation results, make corrections to your time management process if needed and repeat the above steps one by one.

By going through this cycle from the start to the end, you will distribute time across different activities more efficiently since you're going to have a clear picture of your entire work scope and see how much time you can and must devote to every single task. Besides, you will improve your time management skills.

Estimation and planning mistakes are likely to happen at first if you have no prior experience. But stay patient, analyze time tracking data consistently, try to detect your mistakes, and you're bound to get better at managing time and attain the sought-for results shortly.

Why time management is good for employees and the organization

Time management produces plenty of amazing benefits both for individuals and teams. Some of the main ones include:

- Higher productivity thanks to more efficient work organization, a stronger focus on most important tasks and optimal use of your energy levels;
- Lower stress since you'll get a chance to better your work-life balance and learn how to avoid any rush with smartly created schedules and plans;
- Enhanced quality of work because it's easier to prevent mistakes and pay attention to details when you don't have to be always in a hurry;
- Enhanced forecasting due to regular engagement in task estimation, which will add another crucial

item to your professional skill set and maximize chances for success in all your undertakings;

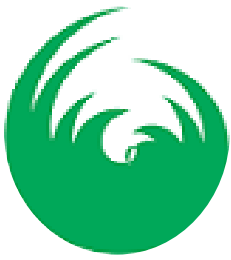
- Stronger sense of self-efficacy since when you never miss a deadline and achieve goals infallibly, you start to feel more confident and accomplished.

Considering all these benefits, it's valid to conclude without any exaggeration that time management is one of the keys to superior work outcomes, professional growth, more fulfilled and happy life. This practice helps to navigate the chaos of present-day life with ease, though you still have to invest some dedication to understand how time management works and how to implement it properly. But regardless of that, the ultimate value of time management most definitely outweighs all the risks and troubles of learning.

Adherence to Time

Time is an essential resource, it's irrecoverable, limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it's never static. According to North (2004), time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time.

Time management is not about getting more things done in a day. It is about getting the things that matter most done. Time management is the ability to decide what is important in your life both at work, at home and even in our personal life. Time is that quality of nature which keeps all events from happening at once. To manage your time, you need to go through a personal time survey and estimate the way your time is being spent. Time management is a set of principles, practices, skills, tools and system that help you



use your time to accomplish what you want. Time management is a skill that many of us seem to learn through necessity. The problem with learning a skill through necessity is that, more often than not, bad habits creep in and, although the skill may be useful in general, we do not use it to its full potential. Time management is a skill that takes time to development and perfection. It also is a skill that is different for everyone. Time management refers to the development of processes and tools that increase efficiency and productivity (North, 2004). Adhering to timelines is a key performance metric across all functions that have tasks whose deliveries are completely dependent on the employees. Value for time is important to work effectively for any function – like being timely during sales meetings, demos or client calls. Adherence to timelines and performance are two highly correlated constructs. Following is a suggestive checklist to gauge adherence to timelines: Maintain focus on timelines, Consistent in timely delivery, Respect others' time, Maintaining schedules, Optimal utilization of time, Prioritizing and picking up, assignments, Well planned to own additional responsibilities all of this is a sign of an employee's performance and if they're showing their full potential. Highly motivated and engaged employees are in general very good with adhering to and delivering within timelines. And those who aren't so are less productive and high; it is a key indicator of lower organizational performance. It's important to measure adherence to timelines and the effect good or bad performance has on the team and the overall company. The inability to work within timelines can be indicative of a number of things. It could be a lack of motivation, burnout, or health issues. While it's expected of employees to be unable to adhere to timelines once in a while, missing deadlines and not being present can lead to decreased productivity and have a major impact on the team's motivation. It can put extra

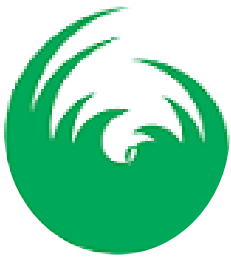
pressure on other team members who have to make up for coworkers who fail to show up on time, which can affect work quality and safety. If a team member repeatedly misses deadlines, s/he may need to be spoken to about time management and focus.

Performance is one of the most argued concepts about which there has never been an agreement among various researchers and theorists. This index with different definitions have been used in various disciplines like airline, education, management, Oil and Gas, manufacturing, financial sectors and computer science. Cameron (1986) refers to an absence of sufficient understanding or clarification in the definition of the concept of performance. In the absence of any operational definition of performance upon which the majority of the relevant scholars agree, there would naturally be different interpretations and inferences opined by various people according to their own perceptions. This discord and lack of agreement is partly due to lack of a significant attempt to theoretically or practically account for and define the concept. As a result, a commonly accepted definition of the concept faces various problems, which means that the possibility of any definitions and deriving some norms to arrive at the desired definition is still questionable.

Organizations perform various activities to accomplish their organizational objectives. It is these repeatable activities that utilize processes for the organization to be successful that must be quantified in order to ascertain the level of performance and for management to make informed decisions on where, if needed, within the processes to initiate actions to improve performance.

2.2.1 Statement of the Research Problem

Satisfied employees help produce satisfied customers. Satisfied employees are likely to assist customers with a more pleasant performance and a higher level of customer



service. This creates a more satisfying customer experience, increases customer loyalty, and ultimately drives increased profitability or growth. This study is to address the issue of how many clients' contacts an employee has in order to improve its performance such as contacts with clients, bringing new customers to the organization and number of deals closed, these are usually an issue in an organization. However, the clients in questions are the folds because of the coverage of the study referred to passengers and clients with courier service. A dissatisfied employee may not be able to put in the best possible in order to contribute to its performance and corporate growth of the organisation. Meeting targets of either sales, or addressing customers' problems favorably should be reciprocated by the organisation by recognizing such workers one way or the other so he can do more. These are some of the issues that needs to be addressed in an organisation to improve workers performance.

Time is a necessity for every organization in achieving its goals and objectives. The attempt to accomplish the desired goal poses a great threat to the organization. According to International Labour Organization ILO (2016), Time management has become a major challenge to Managers. Organizations face a number of problems and challenges centering on inefficiencies in its time management and therefore, the study attempted to examine how adherence to time impacted on employee performance in the selected organisations in Benin-City.

2.2.2 Objectives of the Study

- i. To assess how controlling of distraction in order to reduce time wastage by employee affect its performance in some selected transport companies in Edo State, Nigeria;
- ii. To determine how adherence to time impact on the performance of an employee in some selected transport companies in Edo State, Nigeria.

2.2.3 Hypotheses Testing

- The study is premise on the following hypotheses

2.3 Hypothesis Development

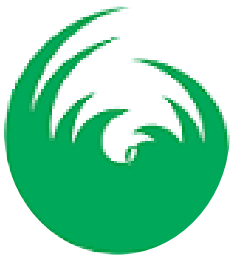
- In examining how controlling of distraction in order to reduce time wastage by employee affect its performance in some selected transport companies in Edo State, Nigeria. It is necessary to examined how adherence to time improves the performance of employees in selected transport companies in Edo State, Nigeria

H₀₁: There is no relationship between controlling distraction to reduce time wastage and employee performance in selected transport companies in Edo State, Nigeria;

H₀₂: Adherence to time does not relate to employee performance in selected transport organization in Edo State, Nigeria.

III Research Methodology

This research started with a general literature review with an aim to define the research objectives and questions. Cross sectional design method was adopted in order to elicit data from respondents through the administration of a well-structured questionnaire which tries to gather data that aided in analyzing the variables that were identified in this study. In parallel, a more focused literature review was carried out to develop a survey instrument. Afterwards, the survey validity was conducted while the instrument shows a positive reliability and validity. The questionnaire templates were randomly distributed among the staff of the selected transport companies whose main staff and businesses are located in Benin-City and this was done by using convenience sampling methods to relevant workers. The questionnaire was divided into two sections, that of the demographic characteristics and variables being analyzed.



Each variable elicited questions that are related to capturing or measuring the said variable. The population of this study is staff of the selected transport companies, however sample size of 229 was obtained using the Taro Yamane formula from the population which was 535. A minimum of Cronbach alpha value of 0.7 was obtained from the pilot study conducted showing the reliability of

the instrument, while the instrument was subjected to content validity, which is an expert opinion validity as used in (Osugwu, 2004). The analysis of the study was conducted using descriptive and inferential statistics done through correlation and regression analysis. Specifically; Pearson Product Moment Correlation was used to measure the relationship between the study variables.

IV Analysis, Results and Discussion of findings.

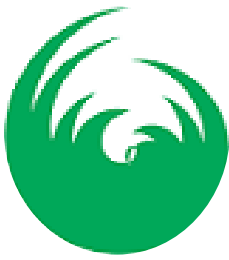
The table below represents the responses from the respondents.

Table 4.1: Respondents responses to controlling distractions to reduce time wastage

N	Items		SA	A	U	D	SD	Total
1	To reduce distraction and stop wasting time at work prioritized your tasks and goal for the day	No %	142 71	28 14	23 11.5	7 3.5	0 0	200 100
2	To control distractions rank your work according to urgency of completion and level of difficulty	No %	151 75.5	29 14.5	16 8	4 2	0 0	200 100
3	In order of ranked commit to the top three or five as the case may be	No %	162 81	31 15.5	7 3.5	0 0	0 0	200 100
4	In order to control distractions to reduce time wastage you could also list work for the day that you may not do	No %	176 88	18 9	5 2.5	1 0.5	0 0	200 100
5	You could also disconnect your communication devices if they will constitute a distraction to your work to reduce time wastage	No %	174 87	22 11	4 2	0 0	0 0	200 100

Table 4.1 shows the respondents responses on the assertion that to reduce distraction and stop wasting time at work you should prioritized your tasks and goal for the day to

improve employee performance at work, this indicates that 142 respondents representing 71% strongly agreed with this assertion, while 28 respondents representing 14%



agreed, 23 respondents representing 11.5% undecided and 7 respondents representing 3.5% disagree with the assertion made. This shows that majority of the respondents representing over 82% agreed that to reduce distraction and stop wasting time at work prioritized your tasks and goal for the day. Similarly, Statement number 2 in Table 4.1 states that to control distractions rank your work according to urgency of completion and level of difficulty which will reduce time wastage and impact on his performance while 151 respondents representing 75.5% strongly agreed with the statement and 29 respondents representing 14.5% merely agreed and 16 respondents representing 8% were undecided, while 4 respondents representing 2% disagreed disagree with the statement made in serial number 2. This shows that the majority of the respondents representing 91% agreed that to control distractions rank your work according to urgency of completion and level of difficulty. Also, statement number three in Table 4.1 indicated that in order of ranked, commit to the top three or five as the case may be to control distraction and reduce time wastage, it was observed that 162 respondents representing 81% strongly agreed with the stated statement, while 31 respondents representing 15.5% agreed and 7 respondents representing

3.5% undecided. This simply means that majority of the participating respondents with 193 responses representing 96.5% agreed with the stated assertion in statement number three. Similarly, from statement Number 4 in Table 4.1, 176 of the respondents representing 88% strongly agreed with the statement that in order to control distractions to reduce time wastage you could also list work for the day that you may not do, while 18 responses representing 9% agreed, and 15 of the participating respondents representing 2.5% were undecided, and 1 respondent representing 0.5% disagreed with the statement. Therefore, majority of the participating respondents with the figure of 194 representing 97% agreed with the stated assertion. Analysis of statement number 5 in Table 4.1 shows that from all the participating respondents' 174 responses representing 87% agreed with the statement that you could also disconnect your communication devices if they will constitute a distraction to your work to reduce time wastage. While 22 responses representing 11% agreed with the statement and 4 respondents representing 2% undecided. Therefore, from the responses obtained from the field majority of the participated respondents numbered 196 representing 98% agreed with the statement number 5 in Table 4.1.

Table 4.2: Pearson Product Correlation for Controlling of distraction to reduce time wastage and employee performance in organization.

	Control distraction to reduce time wastage	Employee performance
Employee performance Pearson Correlation	1	.511**
Sig. (2-tailed)		0.000
N	200	200



Control distraction to reduce time wastage	Pearson Correlation	.511**	1
	Sig. (2-tailed)	0.000	
	N	200	200

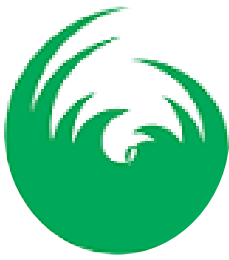
** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.2 shows the relationship between control distraction to reduce time wastage and its effect on employee performance in the selected companies in Edo State. The correlation coefficient (r) which is the control of distraction to reduce time wastage on employee performance of the selected companies in Edo State is 0.511 and the significance level is 0.01 (p<.01). The Table 4.2 further shows that while the p-value is 0.000, which is

less than 0.01, hence by the rule the null hypothesis is then rejected while the alternative hypothesis accepted. Which then indicates that controlling distraction to reduce time wastage is significant and relates to employee performance in the selected companies in Edo State, it therefore means in order to reduce time wastage in an organization what constitute distractions must be controlled. This will impact positively on employee performance and by extension it will impact on corporate growth of the organization.

Table 4.3: How does Adherence to time impact on employee performance in the selected transport companies in Edo State?

SN	Items		SA	A	U	D	SD	Total
1	Managing your time positively in an organization enhance your work-life	No %	141 70.5	29 14.5	23 11.5	7 3.5	0 0	200 100
2	Good time management also reduces stress experienced at work	No %	151 75.5	27 13.5	22 11	0 0	0 0	200 100
3	Good time management also allows you to achieve your goals faster	No %	148 74	49 24.5	3 1.5	0 0	0 0	200 100
4	Adherence to time helps increases your focus and build confidence in an organization	No %	129 64.5	36 18	20 10	13 6.5	2 1	200 100
5	Adherence to time helps you to prioritize better and increase your productivity	No %	143 71.5	28 14	21 10.5	8 4	0 0	200 100



6	Adherence to time helps you maximize your Capabilities	No %	132 66	42 21	18 9	4 2	4 2	200 100
---	--	------	-----------	----------	---------	--------	--------	------------

Table 4.3 shows that the statement number 1 which is that managing your time positively in an organization enhance your work-life in the selected organization. From the responses from the participated respondents 141(70.5%) of the respondents strongly agreed with the statement, while 29(14.5%) of the respondents agreed, 23(11.5%) of the respondents were undecided, while the rest disagree with the statement. This implies that the majority of the respondents representing 85% agree with the statement that managing your time positively in an organization enhance your work life. Statement number 2 in Table 4.3 shows that good time management also reduces stress experienced at work and the responses from the participated respondents shows that 151(75.5%) of the respondents strongly agreed, and 27(14.5%) agreed while 22(11%) were undecided. This shows that the majority of the respondents representing 179(89%) agreed with the stated statement. Similarly, Statement number 3 of Table 4.3 after analyzing the responses from the field, shows that 148(74%) of the respondents strongly agreed with the statement while 49(24.5%) agreed and 3(1.5) of the participated respondents were undecided. Showing the position of the majority respondents of 197 representing 98.5% agreeing with the stated assertion in Table 4.3 and number 3.

Furthermore, analyzing the statement number 4 of Table 4.3 shows that adherence to time helps increases your

focus and build confidence in an organization, analysis hence indicates that 129(64.5%) of the respondents strongly agreed with the stated statement in Table 4.3 statement number 4, and 36(18%) agreed while 20(10%) of the respondents were undecided, 13(6.5%) disagreed and 2(1%) strongly disagreed. Hence majority of the participated respondents numbering 165(82.5) agreed showing how important the statement is in an organization. Similarly, statement number 5 in Table 4.3 also shows the response from the respondents and it indicated that 143(71.5%) of the respondents strongly agreed with the statement made in statement number 5, while 28(14%) of the respondents agreed and 21(10.5) were undecided and 8(4%) disagree with the statement. Therefore it shows that majority of the respondents representing 171(85.5%) agreed with the statement and confirming the importance of the statement in this study. Finally, statement number 6 of Table 4.3 shows the responses of the participated respondents which shows that 132(66%) of the respondents strongly agreed with the statement and 42(21%) agreed while 18(9%) were undecided and 4(2%) disagree and 4(2%) strongly disagree with the statement made. This shows that majority of the participated respondents representing 87% agreed with the statement showing the importance of the statement in an organization.

Table 4.4: Pearson Product Correlation for adherence to time and employee performance.

	Adherence to Time	Employee performance
Employee performance	1	.413**



Adherence to Time	Sig. (2-tailed)		.000
	N	200	200
	Pearson		
	Correlation	.413**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.4 shows the relationship between adherence to time and its effect on employee performance in the selected organizations in Benin-City, Edo State. The correlation coefficient (r) which is the effect of adherence to time and employee performance of the selected companies in Edo State is 0.413 and at significance level of 0.01 and p value is 0.000 hence $p < .01$. Therefore by the rule, the null hypothesis is then rejected while the alternative hypothesis accepted. This indicates that adherence to time is statistically significant to employee performance in the selected companies of Edo State. In order words when time is properly managed in an organization such as timely response to customers demand or enquiries, timely delivery of items for courier services, and timely executions of various other services by employees in the selected organizations, it will impact on their performance and will also impact on the organizational growth of the companies studied.

4.2 Discussion of Findings

4.2.1: To assess the controlling of distraction to reduce time wastage on employee performance in the selected companies in Edo State, Nigeria.

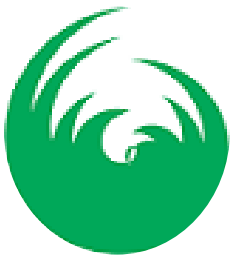
The findings from the result of the analysis of the first hypothesis revealed that the variables were positively and statistically significant to employee performance. This demonstrates the importance of the number of controlling of distraction to reduce time wastage on employee

performance in the selected organizations in Edo State. This assertion tallies with some of the research conducted by some authors.

Time management is all about control and balance. It is the process of planning your tasks and objectives within a certain timeframe and regulating your performance in a way that fosters an optimal use of time resources. To clarify this definition, let's see which steps you need to undertake in order to manage time well:

- Identify what you want to do;
- Estimate how much it will take to complete each task;
- Evaluate how much time you have at your disposal;
- Schedule the task(s) considering your estimates and deadlines;
- Track your performance and use of time;
- Evaluate how efficient you are in adhering to the plan and meeting the objectives;
- Based on the final evaluation results, make corrections to your time management process if needed and repeat the above steps one by one.

By going through this cycle from the start to the end, you will distribute time across different activities more efficiently since you're going to have a clear picture of your entire work scope and see how much time you can and must devote to every single task. Besides, you will improve your time management skills.



Estimation and planning mistakes are likely to happen at first if you have no prior experience. But stay patient, analyze time tracking data consistently, try to detect your mistakes, and you're bound to get better at managing time and attain the sought-for results shortly.

Why time management is good for employees and the organization

Time management produces plenty of amazing benefits both for individuals and teams.

4.2.2: To assess the effect of adherence to time on employee performance of the selected organizations Edo State, Nigeria.

Findings revealed that adherence to time in an organization enhance employee performance in the selected organization in this study. Time management is not about getting more things done in a day. It is about getting the things that matter most done. Time management is the ability to decide what is important in your life both at work, at home and even in our personal life. Time is that quality of nature which keeps all events from happening at once. To manage your time, you need to go through a personal time survey and estimate the way your time is being spent. Time management is a set of principles, practices, skills, tools and system that help you use your time to accomplish what you want. Time management is a skill that many of us seem to learn through necessity. The problem with learning a skill through necessity is that, more often than not, bad habits creep in and, although the skill may be useful in general, we do not use it to its full potential. Time management is a skill that takes time to development and perfection. It also is a skill that is different for everyone. Time management refers to the development of processes and tools that increase efficiency and productivity (North, 2004). Adhering to timelines is a key performance metric across all functions that have tasks whose deliveries are completely dependent on the employees. Value for time is

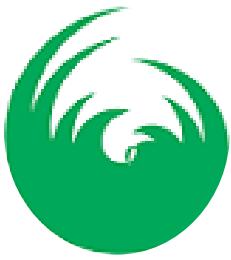
important to work effectively for any function – like being timely during sales meetings, demos or client calls. Adherence to timelines and performance are two highly correlated constructs. Following is a suggestive checklist to gauge adherence to timelines: Maintain focus on timelines, Consistent in timely delivery, Respect others' time, Maintaining schedules, Optimal utilization of time, Prioritizing and picking up, assignments, Well planned to own additional responsibilities all of this is a sign of an employee's performance and if they're showing their full potential. Highly motivated and engaged employees are in general very good with adhering to and delivering within timelines. And those who aren't so are less productive and high; it is a key indicator of lower organizational performance. It's important to measure adherence to timelines and the effect good or bad performance has on the team and the overall company. The inability to work within timelines can be indicative of a number of things. It could be a lack of motivation, burnout, or health issues. While it's expected of employees to be unable to adhere to timelines once in a while, missing deadlines and not being present can lead to decreased productivity and have a major impact on the team's motivation. It can put extra pressure on other team members who have to make up for coworkers who fail to show up on time, which can affect work quality and safety. If a team member repeatedly misses deadlines, s/he may need to be spoken to about time management and focus.

V. Conclusion and Recommendation

5.1 Conclusion

Based on the findings in this study, the following conclusions were made:

1. That to control distraction to reduce time wastage in an organization is an important determinant of employee performance;



2. Findings also indicate that to control distractions rank your work according to urgency of completion and level of difficulty;

3. It was also noted that in order of ranked commit to the top three or five as the case may be to reduce distraction and hence impact on employee performance;

4. Findings in this study also indicates that in order to control distractions to reduce time wastage you could also list work for the day that you may not do;

5. Findings also indicates that the higher the number of clients/passengers an employee is able to attract the higher the employee performance rating;

6. Findings indicates that proper management of time positively impact on employee performance in the selected organisations.

7. Adherence to time helps increases an employee focus and build confidence in the selected organisations.

5.2 Recommendation

1. Based on the above conclusion, it is recommended that the employees of the selected organisations should Alimo-Metcalf, B., (1998). 360 Degree Feedback and Leadership Development.

International Journal of Selection and Assessment, 6, 35-44.

Atwater, L., & Waldman, D., (1998). 360 Degree Feedback and Leadership Development.

Leadership Quarterly, 9(4), 423-426.

Carter, A., Kerrin, M., & Silverman, M., (2005). 360 Degree Feedback: Beyond the Spin.

Brighton: Institute for Employment Studies.

CIPD (2010). Factsheet: Online recruitment. Chartered Institute of Personnel and

Development, London.

Deci, E. L., & Ryan, R. M. (1985). Intrinsic motivation and self-determination in human

behavior. New York, NY: Plenum Press

ensure that frantic efforts are made to reduce distractions in order to reduce time wastage so that the performance of employee in the organization will increase, this can be achieved ensuring that employees ranked their daily work schedule according to urgency of completion and level of difficulty to reduce time wastage and in order of ranked commit to the top three or five as the case may be. In order to control distractions to reduce time wastage you could also list work for the day that you may not do.

2. Also, it is hereby recommended that having identified the adherence to time as an important determinants of employee performance and hence corporate growth the selected organizations' employees should adhere very strongly to timing in every facets of its working in the organization, whether time for resumption of work, time put in at work, time of addressing customers enquiries, meeting customers delivery time, for example as transport company the organization should ensure timely takeoff and safe drive and arrival.

References

Fletcher, C., (2001). Performance appraisal management: the developing research agenda.

Journal of Occupational and Organisational Psychology, 74, pp.473-487.

Foster, C. A., & Law, M. F. (2006). How Many Perspectives Provide a Compass? Differentiating

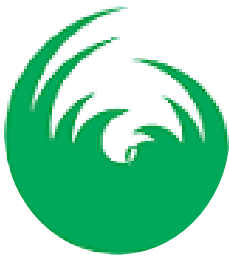
360-Degree and Multi-Source Feedback. International Journal of Selection & Assessment, 14(3), 288-291.

Gallagher, T., (2008). 360 Degree Performance Reviews Offer Valuable perspectives. Financial

Executive, December, 6

Gitlespie, T. L., & Parry, R. O., (2006). Fuel for Litigation? Links Between Procedural

Justice and Multisource Feedback. Journal of Managerial Issues, XVIII,(4), 530 - 546.



Heathfield, S., (2001). 360 degree feedback: the good, the bad and the ugly defines and

Examines multirater feedback. Available at :

<http://humanresources.about.com/library/weekly/aa042501b.htm>. [Accessed 10.08.2009]

Kiragu, F.K. (2015) Relationship between Employee Satisfaction and Service Quality: A

Survey of Funeral Homes in Nairobi City

Kuvaas, B., (2007). Different relationships between perceptions of development

performance appraisal and work performance.

Personnel Review. 36 (3),378-397.

Mandal, T. K., (2002). 360 Degree Feedback System: An Experience of Follow up through

a Dip Stick Study, In Rao, T. V., Mahapatra, G., Rao,

R., & Chawla, N., 360 Degree

Feedback. New Delhi: Excel Books. 36.

Osuagwu,(2004). Relationship marketing strategies in Nigerian companies, The Marketing

Management Journal, Vol. 14(2): 114-128.

Rohan-Jones, R., (2004). 360 Degree Feedback in the Context of Leadership Development

in the ADO. (CDCLMS Leadership Paper 1/2004).

Centre for Leadership Studies,

Australian Defence College, Canberra. Shipper, F.

Tyson, S., & Ward, P., (2004). The Use of 360 Degree Feedback Technique in the

Evaluation of Management Development,

Management Learning, 35(2), pp.205–223.

Waldman, D. A., & Atwater, L. A., (1998). The power of 360-degree feedback: How to

leverage performance evaluations for top productivity.

Houston, TX: Gulf.

Ward, P., (2004). 360 Degree Feedback. Mumbai: Jaico Publishing House.