

**TIME MANAGEMENT AND EMPLOYEE PRODUCTIVITY IN COMMERCIAL
BANKS: A CASE STUDY OF KCB BANK-UGANDA**

BY

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**A DISSERTATION SUBMITTED TO GRADUATE SCHOOL IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF
MASTER OF SCIENCE IN ORGANIZATION AND PUBLIC SECTOR MANAGEMENT
OF KYAMBOGO UNIVERSITY**

NOVEMBER, 2019

DECLARATION

I declare that this dissertation is my original work and has never been presented for any academic award. Where it is indebted to the work of others, the acknowledgement has been made.

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APPROVAL

I certify that the dissertation titled “Time management and employee productivity in commercial Banks in Uganda, a case study of KCB- Bank Uganda” has been under our supervision and is now ready for submission for examination with our approval as Kyambogo University based supervisors.

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DEDICATION

This research report is dedicated to my course mates, family and friends.

ACKNOWLEDGEMENT

I am grateful to the Almighty God for the blessing, inspirations, gift of wisdom, life and strength given to me during the struggle for my studies. A research report of this kind can only be successfully accomplished with the help of good friends and support from my family. Special appreciation goes to my supervisors **DR. JACOB L OYUGI** and **DR. REGIS ZOMBEIRE** for effort in guiding me during the course of writing this research work, their positive criticisms helped me bring forth this work.

I must also thank profoundly my classmates, the GMOP, MBA, Procurement Students, 2017/2019 for the encouragement, accepting me, assisting me throughout the two-year programme; You are such an amazing class I have ever met.

Last but not least, special thanks to my family, who have supported me spiritually, morally, psychologically and have been able to bear with me deprive them of the attention as a mother.

I appreciate all the support they gave me

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LIST OF ACRONYMS

SD:	Standard Deviation
IV:	Independent Variable
DV:	Dependent Variable
SPSS:	Statistical Package for Social Sciences

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ABSTRACT

The objectives of the study included; to determine the relationship between planning time and employee productivity in KCB bank, to establish the relationship between controlling time and employee productivity in KCB bank and to establish the relationship between organising time and employee productivity in KCB bank. The study employed a case study design where mixed approaches were adopted to collect both quantitative and qualitative data for triangulation purposes. A total population of 50 respondents of KCB bank was considered with a sample of 45 respondents obtained using Slovene formulae. Quantitative data was obtained using questionnaires from only 39 respondents selected using simple random sampling method giving a response rate of 86 percent. Qualitative data was obtained using interviews from 4 respondents selected using purposive sampling method. A Pearson correlation analysis was performed to address the research objectives and questions. Findings revealed that there is a positive weak significant relationship between planning time and employee productivity ($r=0.409$, $P<0.01$). There is a positive weak significant relationship between controlling time and employee productivity ($r=0.427$, $P<0.01$). Furthermore, there is a positive weak significant relationship between organising time and employee productivity ($r=0.409$, $P<0.01$). It was concluded that planning time, controlling time and organising time have a positive significant relationship with employee productivity. The study recommends that there is need for management at KCB bank to plan, control and organise time of employees in order to improve their productivity in terms of efficiency and effectiveness, this can be done through, discouraging social media during working hours, specify timelines for the achievement of different tasks, strengthen regulations against time and allocate tasks according to the ability of each staff. Future studies can consider carrying out the same study while involving other organisations in Uganda and the scope of the study would also be extended by studying other factors influencing employee productivity such as Continuous Professional Development policies and performance appraisal.

Key Words: Planning time, Organizing time, Controlling time and Employee productivity

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The research focused on time management and employee productivity in commercial banks: A case study of KCB Bank-Uganda. This chapter presents background to the study, problem statement, purpose of the study, specific objectives of the study, research questions, and scope of the study (geographical, content and time scope), justification of the study, significance of the study, limitations and delimitations of the study, conceptual framework and organization of the study.

1.2 Background to the Study

Background to the study was built on the historical perspective of the problem to the study, theories that have been developed by different authors, conceptual background of the key concepts and contextual background that draw attention to current situation in relation to the problem of the study.

1.2.1 Historical Perspective

During the last two decades, there has been a growing recognition of the importance of time in the organizational literature, Yates (2002) asserts that, time management as a behaviourism to achieve the economical use of time and should be related to certain purposeful activities. This highlights that the use of time is not an aim in 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 & Eerde, 2007). In addition 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 (1991), 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, prioritising, making disruption lists, grouping tasks) according to Britton and Tesser (1991) and Macan (1994), (1996). Claessens (2004) 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 such as Fox and Dwyer (1995) and Zijlstra, Roe, Leonora and Krediet (1999). Claessens (2004) titled this component as observation of behaviors.

McCay (1959) developed a concept for a time-management training program, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency. Huang and Zhang (2001) illustrated the concept to 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 a greater effectiveness while using less time (Blanchard & Johnson, 1983).

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. 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 (Claessens & Eerde, 2007). Eilam & Aharon, (2003) assert that time management can be viewed as a way of monitoring and controlling time, 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.

There are three main models of time management, the Britton and Glynn’s (1989), Huang and Zhang’s (2001) and Macan’s (1994) model of time management. Britton and Glynn (1989) visualize time management in terms of three elements: macros, medium and small levels. The macro level refers to the choice and prioritization of goals, mid-level tasks involving the creation of goals and sub-targets and the small level that consists of design and implementation. Macan’s (1994) model of time management consists of four components, that are seen to regulate the setting of time goals, priorities, mechanisms of time management and organization preference.

Huang and Zhang’s (2001) model of time management consists of three dimensions of mental structure and multiple levels; which include the three dimensions of behavior, time management, and the sense of the value of time, which incorporates two levels: the social value of time-orientation and time-oriented individual value. On the other hand, within these dimensions, the sense of managing time which consists of setting goals, Planning, prioritization, and allocation of time and feedback, within the sense effectiveness of time contains two levels: the effectiveness of your time management and effective time management behaviours.

1.2.2 Theoretical Background

The study was guided by two theories that is Pareto's Principle "80- 20" Rule and the Eisenhower method in order to establish the relationship between time management and employee productivity.

1.2.2.1 Pareto's Principle "80- 20" Rule

The Pareto analysis (1923) is the idea that 80% of tasks can be completed in 20% of the disposable time, and the remaining 20% of tasks will take up 80% of the time. This principle is used to sort tasks into two parts. According to this form of Pareto analysis it is recommended that tasks that fall into the first category be assigned a higher priority.

According to Nongmeikapam et al (2018), Pareto's Principle- The 80- 20 Rule (1848- 1923) theory offers a quick and easy way to understand clearly what are important and what are unnecessary (Reh; 2018). The theory states that; identifying 20% that is considered vital, which would probably enable at least 80% of productivity, performance, effectiveness etc. It also states that one should retain this 20% and nothing else, unless it serves a crucial point. It adds that it should be then tested for effectiveness and implications of the reduced range/ holding and it must be then referred to aspects of change management and project management as considered appropriate.

The 80-20-rule can also be applied to increase productivity: it is assumed that 80% of the productivity can be achieved by doing 20% of the tasks. Similarly, 80% of results can be attributed to 20% of activity. If productivity is the aim of time management, then these tasks should be

prioritized higher. Depending on the method adopted to complete the task, there is always a simpler and easier way to complete the task. If one uses a complex way, it will be time consuming. So, one should always try to find out alternative ways to complete each task.

1.2.2.2 The Eisenhower Method

The "Eisenhower Method" stems from a quote attributed to Dwight D. Eisenhower: "I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent. This is a method of prioritising tasks developed by a former president of the US; Dwight Eisenhower. As a former general in the US army, he led the invasion of France to eject the Germans during the Second World War. He devised the Eisenhower method to effectively control the over 2 million soldiers under him (Fluent-time Management.com, 2013).

According to Odumeru (2013), to apply the Eisenhower method, the individual will pick items from the list of tasks and goals to be achieved and answer the following questions: Is it urgent? Is it important? According to Eisenhower, what is important is seldom urgent and what is urgent is seldom important. These items are then listed in the appropriate quadrants as seen below:

Quadrant 4 (Not important and not urgent): Listed here should be time wasters such as face book, Whats App, tweeter, call from friends etc. The individual should not devote any time to activities in this quadrant because they do not contribute to the achievement of his/her goals.

Quadrant 3 (Not Important and Urgent): Listed here includes incoming phone calls, answering e-mails and interrupting colleagues. The individual should devote less time to items listed here since they are not important to the individual's goal attainment.

Quadrant 2 (Important and Urgent): These include emergencies, troubleshooting etc. These items are vital to the attainment of the individual's goals and therefore should receive prompt attention.

Quadrant 1 (Important and not urgent): Items here may include building quality relation with other people, doing actual work to progress towards a goal etc. These items should attract most of the time of the individual.

Using the Eisenhower Decision Principle, tasks are evaluated using the criteria important/unimportant and urgent/not urgent, and then placed in according quadrants in an Eisenhower Matrix (also known as an "Eisenhower Box" or "Eisenhower Decision Matrix). Tasks are then handled as follows

1.2.3 Conceptual Background

The key concept of this study is time management and employee productivity. Odumeru (2013) & Buck et al (2000) defines time management as, the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity. Kohn (2000), states that, time management is the most precious asset available to man. This is because time is a myth; an asset that cannot be recovered

stored or transferred (Adebisi; 2012). Every activity human activity is carried out using time; also, most human activities are time bound. For example, most tasks are expected to be carried out within a time limit. Time is also limited in supply; we only have twenty-four hours in a day, 7 days a week etc. Employee productivity refer to the output of an employee in a specific period of time (Jalal; 2016).

Typically, the productivity of a given worker is assessed in relation to an average output for employees doing similar work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame (Piana; 2001). According to Millar (2017), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. Udo-Aka (1983) defines productivity as a measure of overall production efficiency, effectiveness and performance of individual organization. Akerele (1991) contends that productivity is the measure of how well a nation's resources are utilized for accomplishing a set of results reaching the highest level of performance with the least expenditure of resources, including human resources. Employee productivity refers to an assessment of the efficiency of a worker or group of workers (Rouse; 2014). She adds that, productivity may be evaluated in terms of the output of an employee in a specific period of time.

1.2.4 Contextual Background

KCB Bank Uganda Limited is one of the commercial banks in Uganda. It is licensed by Bank of Uganda which is the central bank and national banking regulator. The bank focuses on meeting the banking needs of individuals and corporate entities. It is wholly owned subsidiary of the KCB group of companies (Standard Media Group-Nairobi; 2014). According to Kiarie (n.d), KCB Bank

Uganda opened its first branch on Commercial Plaza, Kampala Road in November 2007 and has since opened a total of 16 branches, eight of them in Kampala and eight others in major towns around Uganda in Jinja, Mbale, Lira, Gulu, Arua, Hoima, Fort Portal and Mbarara.

Despite the KCB bank fast growing rate since its inception, the bank's annual report (2017) indicate that the predicted annual gross rate and profitability of the bank was not achieved as per plan. Besides this, the report went further to highlight the underlying reasons why the bank did not achieve its annual targets in line with growth rate (opening new branches) and profitability. One of the main reasons was low productivity among employees due to poor time management. It is against this background that the study will be undertaken to establish relationship between time management and employee productivity in KCB Bank.

1.3 Problem Statement

KCB Bank management endeavours to ensure productivity of employees through time management by encouraging them to plan, control and organise for available time during working hours (KCB bank annual report, 2017). Despite all the efforts, employee productivity level remains significantly low in terms of efficiency and effectiveness for instance, employees at KCB bank report to work before 8:00 AM and over 95% of them leave banking hall after 7:00 PM but their productivity remains truncated which has made the bank not to achieve annual gross rate and profitability (KCB bank annual report, 2018). It is not clear as to whether low productivity is attributed to time management, this there for prompted the researcher to undertake a study with an aim of establishing the relationship between time management and employee productivity.

1.4 Purpose of the Study

The purpose of the study was to establish relationship between time management and employee productivity in KCB Bank in Uganda

1.5 Objectives of the Study

- i. To determine the relationship between planning time and employee productivity in KCB Bank
- ii. To establish the relationship between controlling time and employee productivity in KCB Bank
- iii. To establish the relationship between organizing time and employee productivity in KCB Bank

1.6 Research Questions

- i. What is the relationship between planning time and employee productivity?
- ii. What is the relationship between controlling time and employee productivity?
- iii. What is the relationship between organizing time and employee productivity?

1.7 Scope of the Study

1.7.1 Geographical Scope

The study was limited to KCB bank Uganda- Branches in central Uganda. This is due to limited time, resources and logistical constraints that were anticipated to be faced while conducting this research. Due to anticipated challenges, it was quite hard to conduct this research in all branches of KCB bank in Uganda. Conducting research in branches located in central Uganda thus was ideal to obtain reliable data for writing research report and for learning purpose.

1.7.2 Content Scope

This study is all about influence of time management on employee productivity. It examined the relationship between planning (setting goals and time, setting priorities and time, and listing or scheduling of activities and time), controlling (setting standards and time for completing tasks, measuring actual performance in a given time and time taken for corrective action) and organizing (identifying and grouping of the work to be performed and time and determining detailed rules and regulations of employees and using the time on employee productivity).

1.7.3 Time Scope

The study covered cover the time of operation of KCB bank from 2010 to-date. This period is opted for because there is a feeling that there are still employees in the bank who have accumulated experience in their areas of work and familiar with operation of KCB Bank-Uganda.

1.8 Justification of the study

It is crucial to undertake this study because time management greatly influence productivity of employees. Besides this, the study will inform formulation of better human resources polices/manuals that are geared towards enhancement of employee productivity in commercial banks in Uganda.

1.9 Significance of the study

The study may enable the management of KCB bank to design human resource policies with intention of enhancing productivity of its employees. Thus this research will be a reference point in that respect.

The findings generated in this study would form additional knowledge in Kyambogo University library to aid in further research done by other researchers.

The findings generated from this study may be used in decision making regarding designing strategies and implementing strategies to enhance employee productivity in commercial banks.

1.10 Limitations and delimitations

The study faced the limitations as detailed hereunder;

Inadequate finance: The challenge of financial resources in terms of money to be used for purchasing stationery, meeting transport costs and printing was faced. However, in order to overcome this constraint, the researcher saved money as soon as the proposal was approved for field work and also forgo other activities outside the study which needs money and are not essential in life.

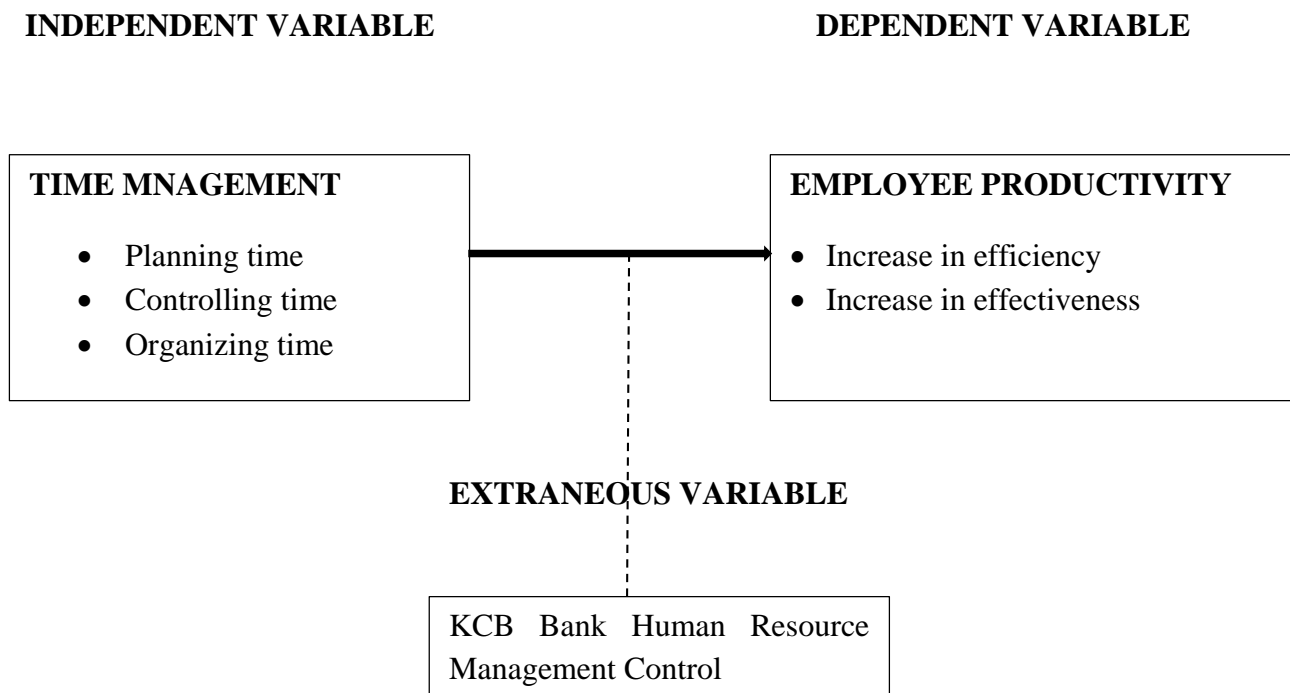
None or low response rate: Since the study was targeting commercial bank employees who are always occupied from morning to late in evening there were cases of some of them failing to grant appointment for interview. This was minimized by arranging a brief meeting with head office management team through Kyambogo University who communicated to all managers of targeted branches.

Bureaucracy: The procedure of having access to commercial bank employees may take time. Nevertheless, the researcher will take time to wait basing on management advice and appeal to top management to influence attitude of the respondent by allocating some time for interview.

1.11 Conceptual Framework

The diagram below illustrates independent and dependent variables. Independent variable is Time management under which include; planning, controlling and organizing while dependent variable is employee productivity under which includes efficiency, effectiveness and good working environment. This diagram illustrates how independent variables influence dependent variables. This means that change in independent variables leads to change in dependent variables.

Figure 1: Conceptual frame work



Source: Adopted form *Edwin & Marcia (2004)*.

1.12 Organisation of the report

The report has been presented in three chapters. Chapter 1 presents introduction which entails introduction, background to the study, historical Perspective, theoretical background, conceptual background, Contextual background, problem statement, purpose of the study, objectives of the study, research Questions, scope of the study, justification of the study, significance of the study, limitations and delimitations and conceptual framework.

Chapter 2 presents literature review which comprise; introduction, theoretical review, conceptual review and summary of literature.

Chapter 3 presents the methodology of the study which consist; introduction, research design, study area, study population, sample size, sampling techniques and procedure, study procedure, data collection methods, data collection instruments, validity and reliability, data analysis and measurement of variables.

Chapter 4 entails a presentation, discussion and analysis of the study findings. This discussion is in line with the objectives of the study while Chapter 5 entails the summary, conclusions and recommendations from the study. This chapter also suggests areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the study assessed other scholars' writings on how time management influence employee productivity. The literature in this chapter is presented basing on different objectives of the study. It also presents summary of literature by identifying gaps for the study.

2.2 Theoretical Review

There are different theories which have been put forward regarding time management, however this study was grounded on two theories that is the Pareto's theory and the Eisenhower method, as reviewed below;

2.2.1 The Pareto's theory of 80-20 rule

The Pareto's theory of 80-20 rule (1923) 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 et al (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 circumstance.

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

2.2.2 The Eisenhower method

This is a method of prioritising tasks developed by a former president of the US; Dwight Eisenhower. As a former general in the US army, he led the invasion of France to eject the Germans during the Second World War. He devised the Eisenhower method to effectively control the over 2 million soldiers under him (Fluent-time Management.com, 2013).

According to Odumeru (2013), to apply the Eisenhower method, the individual will pick items from the list of tasks and goals to be achieved and answer the following questions: Is it urgent? Is it important? According to Eisenhower, what is important is seldom urgent and what is urgent is seldom important. These items are then listed in the appropriate quadrant in the diagram below:

	Urgent	Not urgent
Important	Emergencies Deadlines Some calls 2	Constituency service activities Exercise 1
Not Important	3 Interruptions Distractions Other calls	4 Time wasters

Source: Fluent-time Management.com, 2013

Managing time effectively requires a distinction between what is important and what is urgent. Expert in time management agree that the most important task usually aren't urgent task (Elsabahy el al, 2015). Today one of the most important challenges facing organization is to satisfy and retain employees who are known as one of the most important differentiating success factor (Holley, 2013). However; Sound understanding of time management helps in managerial skill development to all organizations. (Elsabahy el al, 2015). The examination of theory indicates that time management consists planning, controlling and organizing which determines productivity of employees in form of effectiveness and efficiency.

2.3 Empirical literature on study objectives

This section was structured in accordance with the objectives of the study, that is, To determine relationship between planning time and employee productivity in KCB Bank To establish relationship between controlling time and employee productivity in KCB Bank and To establish the relationship between organizing time and employee productivity in KCB Bank

2.3.1 Planning time and Employees Productivity

A study on time management and job performance by Abdullah et al, (2018) indicated that time is the most precious resource in business and society, unlike alternative resources, like labour and capital. The study indicates that time management helps to improve employees productivity, makes jobs easier, employees will perform tasks efficiently, helps employees attain the necessary tasks and finally to record and guide the organizations toward achieving its goals. This study was conducted on the bush sector which is a part of UNITEN University Tenaga National in Malaysia. Using data from a survey questionnaire of 220 participants, results showed that there is a positive relationship between each of the time planning and time attitude with the job performance, and inverse relationship between time wasters and job performance.

A study by Olumuyiwa, Adelaja, & Chukwuemeka, (2012) on the impact of effective Planning on Organizational Productivity using Sterling bank Nigeria Plc as a case study where data was collected using a questionnaire and analysis and the estimation technique was done using a spearman's rank correlation coefficient with objectives of determining the relationship between effective planning and organizational productivity and determining the relationship between effective planning and employee performance and. Based on the study findings, planning time had a significant influence on employee productivity, and the study concluded and recommended that managers time and attention is that of improving productivity in Sterling bank is very important for both survival and maintenance of profit margins in the bank.

A similar study on time management and the performance of employee by Olumuyiwa et al.,(2012) with an aim of studying how time management's effect on the employee performance . The research was conducted on National Oil Corporation (NOC) of Libya; through issuing questionnaires out the to middle and line managers of the company. The questionnaires were given to 120 managers of NOC out which 100 agreed on volunteering. The questionnaires were based on four independent variables (employee perception, organizational culture, time management training and planning) and two dependent variables (productivity and achievement of goals). Both depended and independent variables were tested against each other to find the relationship between them. The results have showed that there is positive connection between the time management and performance of the employee.

2.3.2 Controlling and Employees Productivity

HBR, (2016) assert that, If you want to get more done, take the ownership of your time. Look for ways to automate or delegate activities that are not of a good use to your time and focus on self-directed goals that only you can achieve, recognize and honour your physical limitation and used your vacation time. Top performers view time off not as stalled productivity but as an investment in their future

Another study on the effectiveness of time management in relation to self-management, environment and productivity in an origination by Lawrence & Rombe, (2016) were data was obtained using questionnaires and observations on 75 academic staff and non-academic staff selected randomly in the University of Juba and the findings revealed that time management inform of controlling time has an inverse relationship with self-management, environment and productivity in an organization. It is recommended here that necessary time management tools and favourable working environment should be applied and provided strictly to staff with modern management approaches to boost self-commitment to time management and improve productivity in an organization

2.3.3 Organizing and Employees Productivity

A Study conducted by Al-Ahmadi (2009), indicated that organizing was found positively correlate with productivity and performance, which indicates that satisfaction with amount of variety and challenge in one's job actually influence productivity. The sense of job significant, feeling important in eyes of others, realizing ones' competence, and freedom to make decisions are positively related to performance and productivity.

Another study conducted by Yakubu & Edna, (2015) on the impact of self-organisation and time management on staff performance and service delivery in Nigeria with a population of 196 respondents who work in the various departments of the institutions studied using a Survey design, indicated that the of art of arranging, organizing, scheduling, and budgeting one's time for the purpose of generating more effective work and productivity, is solely responsible for the failure or success of many people who hitherto had a promising prospect. The results of the study showed a positive impact of self-organisation and time management on the performance of office staff because time management is essential in all human activities and serve as a good tool for the attainment of any organizational goals. This study recommended that time management be given priority attention and be jealously implemented by both employers and employees for efficiency and increased productivity.

Adebisi, (2013) conducted a study on Time Management Practices and Its Effect on Business Performance where 43 small and medium scale enterprise were selected for the study and data collected with the aid of questionnaire administered to 120 personnel of the organizations. An Analysis of Variance to test the research hypothesis revealed that time management enable most of the organizations studied to survive competition and get more business. The study thus concluded that there is significant and positive relationship between time management practices of organising and planning on the performance of business.

2.4 Summary of literature

The above literature shows that time management through planning, controlling and organizing leads to employee productivity. Besides this, after considering these different aspects/variables, productivity among employees in form of efficiency, effectiveness, good working environment and quantity produced is achieved.

In spite of these great strides by past researchers, a careful examination of the literature on time management and employee productivity, especially Africa, reveals a surprising gap in the literature regarding country-specific analysis. The literature on time management and employee productivity in Uganda is very scanty, nevertheless, lessons were drawn from developed countries to compare whether the situation in Uganda is different or not from the empirical literature from the stated scholars.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents information on research design, study population, sample size, sampling techniques and procedure, data collection methods, data collection instruments, validity and reliability of tools/instruments, data collection procedures; and data processing and analysis.

3.2 Research Design

The study adopted a case study design Mugenda & Mugenda, (2003), this design was selected because it is flexible than many other types of research designs and allows the researcher to discover and explore as the research develops, it emphasize in-depth content and often shed new light on an established theory that results in further exploration (Bernard & Bernard; 2012).

Using this design, both quantitative and qualitative approaches were utilised to collect both quantitative and qualitative data. Both quantitative and qualitative data was collected using a questionnaire, and structured interviews in order to allow triangulation by ensuring that the limitations of one type of data are balanced by the strengths of another. The data collected was analysed quantitatively using descriptive and inferential statistics and qualitatively using content analysis at the same time (parallel). The time horizon over which the project was undertaken was cross sectional aimed at collection of data at a particular point in time.

3.3 Study Area

The study was conducted in central Uganda. Central region was chosen because it is a biggest market niche for KCB Bank-Uganda. The study took place in Kampala and it covered eight branches of KCB Bank. These branches include, Kampala Road, Luwum Street, Ben Kiwanuka, Oasis Mall, 6th Street Industrial area, Ndeeba and Forest Mall. Central region was chosen because it is the biggest market for KCB Bank and with these numbers of branches it is easy to attain the determined sample size since most workers for the bank are within Kampala branches.

3.4 Study population

Study population is defined by Mugenda and Mugenda (2003) as an entire group of individuals, events, or objects having common observable characteristics. KCB bank has a total of 16 branches. Among these, eight of them are located in Kampala while remaining eight are located in major towns around Uganda in Jinja, Mbale, Lira, Gulu, Arua, Hoima, Fort Portal and Mbarara.

The study considered 50 selected employees of the bank. Among 50 employees, 45 were supposed to participate in the quantitative survey while 5 would participate in key informant interviews. Employees to be interviewed were female and male employees. Besides this, these were drawn from different departments like credit, sales, finance and customer care department.

3.5 Sample size

The quantitative sample size was determined using Slovene formulae. This is because it is scientific in nature and its sample size is can be used in obtaining reasonable number of

respondents. Besides this, in an event that the same study is conducted the findings are most likely to be the same. The formulae that will be used in determining the sample size is stated below.

$$n = \frac{N}{1 + N(e^2)}$$

Where:

e = Margin of error ($\pm 5\%$) is the desired 95% level of precision

N = is the estimated total population (Estimated at 150 employees)

n = the determined total sample size

According to the formula;

$$n = 50 / 1 + 50(0.05^2)$$

$$n = 50 / 1 + 50(0.0025)$$

$$n = 50 / 1 + 0.375$$

$$n = 50 / 1.375$$

$$n = 45.$$

Therefore, the determined samples size for the study was 45 employees

Qualitative Sample Size for Employees was based on 5 respondents who included branch managers for different eight KCB bank branches located within Kampala who will participate in 5 key informant interviews.

3.6 Sampling Techniques and Procedure

This study employed both probability and non-probability sampling by using simple random sampling and purposive sampling techniques in selecting the sample from the population. Random

sampling technique was used to select respondents for the quantitative data from the stratum where each case in the population of the strata has an equal probability of being selected into the sample (Nueman, 2014). Total samples of 45 who are employees of the bank were selected. The advantage of this method gives equal chance of being selected and highlights limited bias and classification error among others. This technique was used because it ensures that a sample stands a chance to be presented as opposed to other methods which would likely omit the sample due to small numbers in the population (Mugenda and Mugenda, 2003).

The study also used purposive sampling technique to select 5 respondents for interviews who were; branch managers of KCB bank. This method was used because the selected respondents have accumulated knowledge and experience as far as operation of the bank is concerned.

3.7 Study Procedure

Using an introduction letter from the Head of Graduate School, the researcher sought permission from top management of the bank at KCB bank headquarters in Kampala. The researcher then made contact with the managers of different KCB bank branches to whom the letter was addressed to make appointments as to when the study would be carried out to enable proper planning. On the agreed dates, the researcher went to the various branches within Kampala to meet the respondents and collect the data. The data collection was carried out for a period of one and half weeks. In the event of failure to collect all required data, the researcher rescheduled the appointments on consultation with the respondents. After data collection, data analysis was done and a report were made, which marked the final activity of the research process.

3.8 Data collection methods

This research used both qualitative and quantitative data collection methods where data was collected from primary sources through questioning and interviewing. According to Mugenda and Mugenda, (2003), the primary data was used because it is reliable and dependable with accurate information without bias and the primary source includes employees who were selected for survey and key informant interviews. Quantitative method involved the use of close ended questionnaires on time management to conduct employee survey while qualitative method involved the use of key informant guides to guide the discussion with branch managers of different branches within Kampala.

3.8.1 Questionnaire (Survey)

According to Sekaran (2003), a questionnaire is a pre-formulated written set of questions to which respondents record their answer usually within rather closely defined alternatives. The questionnaires were personally administered to the respondents and feedback about the related topic was shared with the researcher easily. Nevertheless, personally administered questionnaires are easy to use when the survey is confined to an organization and it is willing to bring together groups of employees to respond to the questionnaires. This method is also economical in terms of time management as questionnaires are easy to fill and take less of the respondent's time and that of the researcher in administering and analysing them (Amin, 2005). The questionnaires were administered to a total of 45 respondents (employees).

3.8.2 Key Informant Interview

Interview is a data collection method which mainly involves the researcher and the respondent, during the process the researcher follows the designed interview guide to help him/ her precede with his/her research (Mugenda and Mugenda, 2003). In this study, face to face interviews were carried out personally using key informant interview guide which entailed open ended questions with the aim of getting information from respondents and the responses were written down for analysis. This method puts the researcher in a better position to judge the relationship between time management and employee productivity in KCB bank Uganda. The researcher created a pleasant environment for the respondents with the aim of getting correct and reliable data, (Mugenda and Mugenda, 2003). The use of interviews is important because it helps with more accurate screening. Besides this, it provided underlying reason behind quantitative findings. The key informant interview was conducted with 5 KCB bank branch managers with Kampala.

3.9.0 Data collection instruments

Data was collected using two instruments, questionnaires and key informant interview guide.

3.9.1 Self-Administered Questionnaires

Use of Self-Administered questionnaire allows the researcher to collect data from many respondents in the shortest time and researcher analyses all the respondents' answer (Mugenda and Mugenda; 1999). Sekaran (2003) asserts that, structured questionnaires with closed ended questions are used to collect information from the randomly sampled respondents using a Likert scale questionnaire with five category response continuum of strongly Agree(SA), Agree(A), Not Sure(NS), Disagree(D), and Strongly Disagree (SD). The Self-Administered Questionnaires were

used because respondents answer at their convenience and the low cost- per-completion makes it an economical method of surveying large samples.

3.9.2 Interview Guide

The interview guide was developed by the researcher and guided using semi-structured and unstructured interviews which contains open ended questions. The interview was prepared basing on the research objectives. This method allowed the researcher to obtain in-depth information and allow a face to face contact with the respondents. The researcher took lead and the respondents responded by answering different questions that were asked by the researcher. This guide helps in generating underlying reasons behind quantitative findings and also for in-depth understanding of the topic under study.

3.10 Validity and reliability

Validity

To ensure validity and reliability for data collection instruments/tools the following measures were undertaken;

Randomized the sample so that all elements to be studied have equal chances to be selected, validated of draft data collection tools by academic Research Supervisor, secure voluntary consents from targeted respondents before they participate in data collection, worked with KCB bank headquarters managers to coordinate data collection exercises at respective branches. In addition, pretested data collection tools to detect errors and fine tune it in order to enhance quality of data collection instrument so that they aid in collecting of actual data that is meant to be collected

and finally reviewed filled questionnaires at the end of every day to ensure completeness and content accuracy.

Reliability

For reliability, consistency was examined by establishing internal consistency reliability of the measurement scales for the study variables as well as split-half reliability using Cronbach's alpha (Cronbach, 1951; and Sekaran, & Bougie, 2010). All the reliability coefficients were above 0.70, a cutoff recommended by Nunnally (1978). After the data collection, reliability analysis was done and the findings for each of the variables are presented below

Table 1: Reliability of the research variables

Variable	No. of items	Cronbach Alpha
Planning time	5	0.985
Controlling time	5	0.890
Organising time	4	0.822
Employee productivity	5	0.901

Source: Primary data 2019

3.11 Data Analysis

Data analysis refers to the process which involves a number of closely related operations, which are performed with the intent of summarizing the data collected, organizing it in such a manner that answers the researcher's research questions and hypothesis. Data was analysed both quantitatively and qualitatively.

3.11.1 Quantitative Data Analysis

Statistical Package for Social Sciences (SPSS) version 20 was used for processing and analysing quantitative data. After completing data collection exercise, data capture screen was developed in Microsoft excel. The Microsoft excel contained different variables. After developing data capture screen in Microsoft excel, variables were entered into the data base (Microsoft excel). Thereafter, raw data in Microsoft excel was imported in SPSS. After importing data into SPSS, activities like defining variable, labelling variables and cleaning of data were performed. Data cleaning was done to ensure that data is free from glaring errors made during filling in of questionnaires or data entry. In addition, data cleaning was done by performing preliminary analysis of data, errors identified and rectified accordingly. After data cleaning, data analysis commenced immediately. Correlation coefficients was performed basing on different variables under the study and used in writing research report.

3.11.2 Qualitative Data Analysis

Qualitative data collected was compiled, edited, coded and analysed basing study objectives. The data was used to describe and draw conclusions on how time management affect employee productivity. Primary data collected from key informants was analysed using content analysis technique and finding patterns was discussed in line with the research objectives in order to determine areas of convergence and divergence. The researcher's interests is to analyse information in a systematic manner so as to come up with important conclusions and recommendations

3.12 Measurement of Variables

The Measurement of Variables was conducted using the works of Sekaran (2004) and three scales of measurement used; nominal, ordinal and interval. A five Likert scale tried to find respondents to give their views on items or statements on instruments basing on their degree of agreement which include strongly agree (5), agree (4), undecided (3) disagree (2) and strongly disagree (1). This choice of measurement with each point on scale carried a numerical score which was used to measure the respondent's attitudes, perception, values and behaviours of individuals. The measure has an advantage that it enables data to be subjected to further manipulation in order to generate descriptive statistics (Amin; 20

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the study response rate, background information of the respondents in the study, descriptive statics of the research variables, and inferential findings based on the specific objectives of the study. The first section presents the response rate first, the background information of the respondents, this is followed by the descriptive for the study variables of planning time, organising time and controlling time and thereafter, the regression analysis results are presented and interpreted.

4.2 Response rate

This was presented in percentages drawn from the sample size that was selected and actual responses received from both qualitative and quantitative data.

4.2.1 Quantitative sample response rate

The total expected sample size of respondents was 45. However, the total number of actual respondents to the research questions was only 39. This indicates 86 percent response rate

4.2.2 Qualitative sample response rate

This research sought to generate responses from 5 branch managers. Despite the intended sample of respondents, only 4 branch managers were interviewed to give a response rate of 80 percent for the qualitative sample.

4.3 Background information of the respondents

Respondents were asked about their gender, marital status, level of education and designation held in the organization, this information was required to ensure that the sample that participated in the study have similar distribution of the respondents by characteristics to that of the population it was drawn from as presented in table 2.

Table 2: Background Information of respondents included in the study

Demographics	Categories	Frequency	Percentage
Gender of respondent in the organization	Female	26	67
	Male	13	33
Marital status of the respondents	Married	19	48.7
	Single	17	43.6
	Cohabiting	2	5.1
	Divorced	1	2.6
Education background of the respondents	Masters	6	15.4
	Degree	30	76.9
	Diploma	1	2.6
	Others	2	5.1
Designation of the respondents	Top management	1	2.6
	Middle level	14	34.3
	Operation staff	14	36.8
	Others	10	26.3
Distribution of the respondents	Kampala road	4	10.3
	Luwum street	13	33.3
	Ben Kiwanuka	7	17.9
	Oasis mall	6	15.4
	6th street industrial area	3	7.7
	Ndeeba	2	5.1
	Forest mall	4	10.3

Source: Primary data 2019

From the table above, it can be observed that most of the respondents were female, this implies that the bank has limited bias on female employees. This is a good sign in the promotion of gender equality

Majority of the employees in KCB bank are married representing 48.7% of the sample. Equally, the single employees accounted for about 43.6% of all the respondents while those cohabiting were only 2 or 5.1% of the total sample and the minority were the divorcees accounting for only 2.6% of the study population.

The research discovered that the majority of the respondents had at least attained a bachelor's degree. These were 30 out of the 38 who responded indicating a 76.8% of the responses. These were followed by masters' degree holders who made up 15.4% of the respondents.

The research found out that the majority of the respondents were in the loan disbursement and recoveries (DSR). These were followed by those in Human Resource Management. The majority being in HR enriched the findings of the research especially qualitative research since the Human Resources Office is mandated to supervise other departments in relation to their effectiveness and efficiency. In terms of the employment category to which the different employees belonged, most fell under middle level and 36.8 percent the operation staff (34.2 percent).

The respondents were mainly from the different branches of KCB bank. The Branch which registered the highest number of respondents was Luwum with 33.3 percent of the respondents,

followed by Ben Kiwanuka with 17.9 percent, Oasis with 15.4, Kampala road 10.3 percent, forest mall 10.3 percent, 6th street 7.7 and finally Ndeeba with 5.1 percent of the respondents.

4.4 Descriptive statistics on planning time

The items on planning time studied were put on a Likert scale of 1 to 6. 1 relating to strongly disagree, 2 moderately disagree, 3 disagree, 4 agree, 5 moderately agree and 6 strongly agree. The descriptive statistics showing the mean and standard deviation of the level of planning time is given in table 3 below;

Table 3: Descriptive statistics results on planning time

Items	Mean	Std. Deviation
Management always provides clear goal for a given task	5.28	.916
Management sets time with in which a given task is to be accomplished	5.21	.894
Assignment of asks according to importance	5.10	.882
Assignment of asks according to urgency	5.15	.875
Management specifies activities of each task	5.08	.957
Grand mean	5.164	

Source: Primary data

The responses indicate that the management provides a clear goal for a given task (mean=5.28 and SD=0.916). This finding is supported by the following feedback from a manager when asked whether the KCB bank provides a set goal for a given task to be fulfilled;

To a greater extent the management provides a set goal for a given task because every employee must meet the target set

The findings also indicated that the tasks are allocated to importance (mean=5.10). Furthermore, the table indicates that the management sets a clear timeline for prioritisation of tasks (mean=5.21). Qualitative research finding indicate that scheduling prioritised by management and staff at KCB bank as stated in the verbatim below;

If you don't schedule you cannot be effective in delivery of services. Scheduling brings efficiency.

There is a general positive relationship between scheduling and efficiency Key Informant

Interview with bank staff

Findings from the research also indicate that management always specifies a set of activities for each task with mean score of 5.08.

4.6 Descriptive statistics on controlling time

The items on controlling time studied were put on a Likert scale of 1 to 6. 1 relating to strongly disagree, 2 moderately disagree, 3 disagree, 4 agree, 5 moderately agree and 6 strongly agree. The descriptive statistics showing the mean and standard deviation of the level of controlling time is given in table 4 below;

Table 4: Descriptive statistics results on controlling time

Items	Mean	Std. Deviation
Management always sets standards to be achieved	4.97	.778
Management always sets time for tasks	5.05	.793
Management monitors actual performance against set standards	5.36	.811
Set of rules and standards that guards against time wasters	4.97	1.063
Corrective actions that respond to time wasters	5.13	.923
Grand mean	5.096	

Source: Primary data

An analysis of the above table shows that the respondent at KCB was in agreement on the measures that determined controlling time in the bank. For instance, the findings revealed that majority of the respondents strongly agreed that management monitors actual performance against set standards (mean=5.36 and SD=0.811) which ranked the highest. The respondents also agreed that management always sets standards to be achieved with mean score of 4.97 that ranked the least.

Asked whether the KCB bank sets standards to be achieved for each task, the Branch Managers responded in affirmation thus;

When an employer gives a contract, they give you a set of standards you are supposed to go by. The employer sets the standards but you can segment your customers like high end, low end e.t.c. based on that you can set standards though generally they are set by the employer (**Key informant**

Interview with bank staff)

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 (Key informant Interview with bank staff)

4.6 Descriptive statistics on organising time at KCB

The items on organising time studied were put on a Likert scale of 1 to 6. 1 relating to strongly disagree, 2 moderately disagree, 3 disagree, 4 agree, 5 moderately agree and 6 strongly agree. The descriptive statistics showing the mean and standard deviation of the level of organising time is given in table 5 below;

Table 5: Descriptive statistics results on organising time

Items	Mean	Std. Deviation
Activities are grouped	4.87	1.218
Tasks assigned according to ability	4.67	1.155
Management specifies time for each task	4.92	.929
Management avails the resources for each task	5.13	1.056
Grand mean	4.718	

Source: Primary data 2019

In relation to grouping related activities together, the research found out that all activities are grouped together. However, a relatively big number of respondents strongly agreed that

management avails the resources for each task with mean score of 5.13 and standard deviation of 1.056. In addition, a mean score of 4.87 was registered on members who agreed that activities were grouped and this ranked the least. The respondent bank staff equally agreed that the bank management provide them with a specification of time for each task (mean=4.92).

4.7 Descriptive statistics on employee productivity

The items on employee productivity studied were put on a Likert scale of 1 to 6. 1 relating to strongly disagree, 2 moderately disagree, 3 disagree, 4 agree, 5 moderately agree and 6 strongly agree. The descriptive statistics showing the mean and standard deviation of the level of employee productivity is given in table 6 below;

Table 6: Descriptive statistics results on employee productivity

Items	Mean	Std. Deviation
My work rate improves daily	2.82	1.730
Each employee sets performance targets to be assessed	3.77	1.739
I am always rewarded for good performance	4.92	.929
My organization provides feedback after performance evaluation	5.36	.811
My innovative ability has improved	4.21	1.576
Grand mean	4.216	

Source: Primary data

The findings revealed that majority of the respondents agreed that organization provides feedback after performance evaluation with mean score of 5.3, this was followed by obtaining rewards for

good performance with mean score of 4.92. There was also agreement to whether employee's innovation abilities improved with mean score of 4.21. Furthermore, the majority of the respondents strongly agreed that the organization provides feedback after performance evaluation (mean=5.36 and SD=0.811). The respondents also disagreed as to whether their work rate improved overtime (mean=2.82)

4.8 The relationship between Planning time, Organising time, Controlling time and Employee Productivity

The study sought to examine the relationship between time management as independent variable with specifically focusing on planning time, organizing time and controlling time and employee productivity as a dependent variable

Table 7: The relationship between variables

	Planning Time	Organizing Time	Controlling Time	Employee Productivity	P values
Planning Time	1				.010
Organizing Time	.853**	1			.006
Controlling Time	.730**	.731**	1		.007
Employee Productivity	.409**	.430**	.427**	1	

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

The evidence as presented in the table7 above shows that there is a positive weak significant relationship between planning time and employee productivity ($r=0.409$, $P<0.01$). This implies that when employees plan for their time well, for instance through providing clear goals for a given task and setting time with in which a given task is to be accomplished their productivity levels in terms of efficiency is likely to increase.

The findings also reveal that there is a positive weak significant relationship between controlling time and employee productivity ($r=0.427$, $P<0.01$). This implies that when management controls employees time for instance through setting of rules and standards that guards against time wasters, their productivity levels in terms of efficiency is likely to increase.

The findings also reveal that there is a positive weak significant relationship between organising time and employee productivity ($r=0.409$, $P<0.01$). This implies that when management organise the time of employees well, for instance through grouping activities, specifying time for each task and availing the resources for each task, their productivity levels in terms of efficiency is likely to increase.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of key findings, discussion of findings of the study in relation to the objectives with a view of reaching a comprehensive conclusion

5.2 Summary of key findings

The research set out to determine the relationship between time management and employee productivity at KCB. It was based on three objectives these include; to determine relationship between planning time and employee productivity in KCB Bank, to establish relationship between controlling time and employee productivity in KCB Bank and to compare relationship between organizing time and employee productivity in KCB Bank. Both quantitative and qualitative data was collected to ensure that the objectives are met. The quantitative data was analysed using the SPSS statistical package. On the other hand, qualitative data was through feedback in form of verbatim quotes integrated in the in the dissertation.

Findings indicated that planning time, controlling time and organising time all have a positive significant relationship with employee productivity.

5.3 Discussion of the findings in regards to planning time and employee productivity

The findings of the study revealed that there is a positive weak significant relationship between organising time and employee productivity. This implies that when employees plan for their time well, for instance through providing clear goals for a given task and setting time with in which a

given task is to be accomplished, their productivity levels in terms of efficiency is likely to increase. The findings were in agreement with the research conducted by Olumuyiwa, et al, (2012) on the impact of effective Planning on Organizational Productivity using Sterling bank Nigeria, where the findings revealed that planning time had a significant influence on employee productivity, and the study concluded and recommended that managers time and attention is that of improving productivity in Sterling bank is very important for both survival and maintenance of profit margins in the bank.

The findings were also in agreement with a similar study on time management and the performance of employee by Olumuyiwa et al.,(2012) conducted on National Oil Corporation (NOC) of Libya which revealed that there is positive association between time management in form of planning time and performance of the employee. Similarly, the findings of the current study agreed with A study on time management and job performance by Abdullah et al, (2018) that was conducted on the bush sector which is a part of UNITEN University Tenaga National in Malaysia were the results showed that there is a positive relationship between each of the time planning and time attitude with the job performance, and inverse relationship between time wasters and job performance.

5.4 Discussion of the findings in regards to controlling time and employee productivity

The findings revealed that there is a positive weak significant relationship between controlling time and employee productivity. This implies that when management controls employees time for instance through setting of rules and standards that guards against time wasters, their productivity levels in terms of efficiency is likely to increase. The findings agreed with a survey conducted by HBR (2016) which found out that if time is controlled, you want to get more done, take the

ownership of your time hence you can achieve, recognize and honour your physical limitation and used your vacation time and improve productivity.

In contrast, a study on the effectiveness of time management in relation to self-management, environment and productivity in an origination by Lawrence & Rombe, (2016) on 75 academic staff and non-academic staff selected randomly in the University of Juba revealed that time management inform of controlling time has an inverse relationship with self-management, environment and productivity in an organization.

5.5 Discussion of the findings in regards to organising time and employee productivity

The study revealed that there is a positive weak significant relationship between organising time and employee productivity. This implies that when management organise the time of employees well, for instance through grouping activities, specifying time for each task and availing the resources for each task, their productivity levels in terms of efficiency is likely to increase. The study findings were in agreement with Al-Ahmadi (2009), who found that organizing was positively correlated with productivity and performance, which indicates that satisfaction with amount of variety and challenge in one's job actually influence productivity.

Similarly, A study conducted by Yakubu & Edna, (2015) on the impact of self-organisation and time management on staff performance and service delivery in Nigeria showed a positive impact of self-organisation and time management on the performance of office staff because time management is essential in all human activities and serve as a good tool for the attainment of any organizational goals.

In the same vain, the study findings were in contour Adebisi, (2013) who conducted a study on Time Management Practices and Its Effect on Business Performance in Nigeria which concluded that there is significant and positive relationship between time management practices of organising and planning on the performance of business.

5.6 Conclusions

It was concluded from the study that planning time has positive significant relationship with employee productivity. 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 increased efficiency.

It was also concluded that controlling time has positive significant relationship with employee productivity. Identifying and grouping of the work to be performed and time assigning work according to ability and identifying the resources needed for work enables the provision of a strategic direction to different employees at KCB bank. This therefore increases the workers' efficiency and effectiveness.

Lastly, organising time also has a positive significant relationship with employee productivity. Organising time through setting standards and time for completing tasks, measuring actual performance in the given time, time taken for corrective action determining detailed rules and regulations of employees are crucial in avoiding time wastage and ensuring employee productivity. This helps to ensure that tasks are scheduled based on the ability of the staff and timelines for each

activity. However, conclusions show that there is no specification on timelines for achievement of tasks for the various staff. Such issues delay efficiency and effectiveness of employees at the bank.

5.7 Recommendations

The study recommends that there is need for management at KCB bank to plan, control and organise time of employees in order to improve their productivity in terms of efficiency and effectiveness, this can be done through, discouraging social media during working hours, specify timelines for the achievement of different tasks, strengthen regulations against time and allocate tasks according to the ability of each staff.

5.8 Areas or further research

Future studies can consider carrying out the same study while involving other organisations in Uganda and the scope of the study would also be extended by studying other factors influencing employee productivity such as Continuous Professional Development policies and performance appraisal.

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APPENDIX I: QUESTIONNAIRE

Dear Participants

My name is Nambozo Gertrude a student of Kyambogo University carrying out research on time management and employee productivity in commercial banks using a case study of KCB Bank-Uganda in Partial Fulfilment of the Requirements for the Award of Master of Science in Organization and Public Sector Management of Kyambogo University. The individual responses will be treated with highest confidentiality and will only be for academic purpose in fulfilment of my research project. I humbly request to take some of your time to fill in this questionnaire. Your response will be of great value in the success of this research study. Thank you in advance.

Please circle appropriate answers. Single response questions have answers numbered 1, 2, 3

SECTION 1: BACKGROUND INFORMATION

1.1 Sex of respondent 1=Female; 2=Male

1.2 Age of respondent (State in complete years) I _____ I

1.3 Marital status of the respondent 1=Married; 2=Single; 3=Cohabiting; 4=Divorced; 5=Separated 6=other; specify.....

1.4 Highest Level of Education you have attained 1=Masters; 2=Degree; 3=Diploma 4=Certificate; 5=others; specify

1.5 Name of the branch 1=Kampala Road; 2=Luwum Street; 3=Ben Kiwanuka; 4= Oasis Mall; 5= 6th Street Industrial area 7=Ndeeba; 8=Forest Mall.

1.6 Howlong have you been working in KCB Bank-Uganda? (Number of years) I _____ I

1.7 Designation of respondent

1.8 In which department do you work.....

1.9 Which of the following categories of employees do you belong? 1=Top management;
2=Middle level managers; 3=operational staff; 4=others; specify.....

SECTION 2: PLANNING TIME AND EMPLOYEE PRODUCTIVITY IN KCB BANK

From the following statements below, tick the extent to which you are either agree or disagree with them in the scale of 1-6 as illustrated in the table below

Strongly Disagree	Moderately disagree	Disagree	Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6

Items	1	2	3	4	5	6
Management always provides clear goal for a given task						
Management sets time with in which a given task is to be accomplished						
Assignment of asks according to importance						
Assignment of asks according to urgency						
Management specifies activities of each task						

SECTION 3: ORGANIZING TIME AND EMPLOYEE PRODUCTIVITY IN KCB BANK

From the following statements below, tick the extent to which you are either agree or disagree with them in the scale of 1-6 as illustrated in the table below

Strongly Disagree	Moderately disagree	Disagree	Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6

Items	1	2	3	4	5	6
Activities are grouped						
Tasks assigned according to ability						
Management specifies time for each task						
Management avails the resources for each task						

SECTION 4: CONTROLLING TIME AND EMPLOYEE PRODUCTIVITY IN KCB BANK

From the following statements below, tick the extent to which you are either agree or disagree with them in the scale of 1-6 as illustrated in the table below

Strongly Disagree	Moderately disagree	Disagree	Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6

Items	1	2	3	4	5	6
Management always sets standards to be achieved						
Management always sets time for tasks						
Management monitors actual performance against set standards						
Set of rules and standards that guards against time wasters						
Corrective actions that respond to time wasters						

SECTION 5: EMPLOYEE PRODUCTIVITY

From the following statements below, tick the extent to which you are either agree or disagree with them in the scale of 1-6 as illustrated in the table below

Strongly Disagree	Moderately disagree	Disagree	Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6

Items	1	2	3	4	5	6
My work rate improves daily						
Each employee sets performance targets to be assessed						
I am always rewarded for good performance						
My organization provides feedback after performance evaluation						
My innovative ability has improved						

SECTION 6: RATING OF ACTIVITIES

In my bank I would rate the following tasks as follows

S/N	Tasks	Important and urgent	Important but not urgent	Less Important but urgent	Not Important and not urgent
1	Account opening				
2	Cash/ cheque deposits				
3	Foreign exchange				
4	Borrowing /lending of funds				
5	Money transfers				
6	Inquiries				
7	Social Media				

Thank you for your participation!

APPENDIX II: INTERVIEW GUIDE

1. To what extent does setting goal by employees leads to efficiency and effectiveness in your bank
2. What is the relationship between setting priorities by employees and efficiency and effectiveness in your bank?
3. How is scheduling of activities by employees related to efficiency and effectiveness in your bank?
4. Does setting standards by employee leads to efficiency and effectiveness in your bank? If yes how?
5. How is measuring actual performance by employees leads to efficiency and effectiveness in your bank?
6. To what extent does taking corrective action by employees leads to efficiency and effectiveness in your bank?
7. In what ways is identifying and grouping of the work to be performed results into efficiency and effectiveness in your bank?
8. To what extent do determining detailed rules and regulations of employees in organization by employees results into efficiency and effectiveness in your bank?

APPENDIX III: LETTER OF INTRODUCTION