

The Impact of Effective Time Management in Improving Private Universities Employees Performance

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Abstract

This study aimed to identify impact of effective time management on private universities employees 'performance in Jordan. To achieve this goal, a questionnaire was designed according to study objectives and hypotheses. The questionnaire was distributed to a sample consisted of 150 respondents from, private universities in Jordan selected randomly. The study concluded that there is an impact of effective time management (time planning, time organizing time orientation, employees empowerment, and time control), on private universities employee performance in Jordan.. The study recommended that private universities have to deepen the concept of effective time and its importance to employees, by motivating them to manage time, and have to plan training programs to develop employees skills how to manage their time effectively and to invent ways that can improve time management such as, introducing time management seminars, establishing strong management control tool effective rewards system and reduction of the bureaucratic system.

Keywords: Effective Time management, private universities, employee performance.

1. Introduction

Time is one of the valuable resources of every one. It must effectively utilize to achieve the goals in general. Time as one of those resources available to anyone without exception and equally supposed to be utilized effectively through using all potentials, talents, personal abilities and the desired process, because time is important.

Time importance emerged in early years of the last century in management theories. Time management was linked with management work through the existence of continuous planning, analysis and appraisal of all activities performed by the administrator through his daily work to achieve high efficiency in investing the time available to obtain the desired goals. It looks like other resources need management to be use effectively and to avoid time waste or misuse. Therefore, its management is important to make the best use of it; it is not renewable resource and cannot be replaced, or controlled.

Time is also one of the most important standards for measuring individuals or organizations performance. Since work and productivity are essentially linked to a certain amount of time. Efficient use of time leads to increased productivity, improved performance in general, and increased income and return from work, whether at individual or organizational level .It is worth mentioning that performance directly reflects employee's efforts to achieve organization goals since performance level depends on employee's skills, capabilities and expertise.

Performance is directly related to employee's efforts in order to achieve organization objectives since performance level depends on employee's skills, abilities and experience. The performance is based on scientific background and applied scientific qualification that illustrates work tasks and simplifies procedures and assessment steps, since such skills and abilities support innovation and creativity provided that appropriate support is provided which encourage innovations, creativity and utilize their capacities to achieve organization's objectives.

1.1. Problem Statement

The problem statement is summarized by answering the following questions: What is the impact of time management effectiveness on Jordanian private universities employees' performance?

1.2. Research Questions

1. Do private universities employees apply effective time management in their daily activities
2. What are the main obstacles that prevent private universities employees from performing effective time management?
3. What are the basic steps and managers that enable private universities employees to manage time effectively
4. What is the role of time management in improving the performance of employees.

1.3. Research Objectives

The main aim of the study is to investigate the impact of effective time management on employee performance in private universities in Jordan.

The research also aims to achieve the following objectives

- To find out if there are time management techniques used at Jordanian private universities
- To find out to what extent that private universities employees implement effective time management
- To identify the factors and variables that impact effective time management in private universities in Jordan
- To specify the main obstacles that prevents private universities employees from applying effective time management in their daily activities

1.4. Research Importance

The research importance stems from the subject it handles represented by effective time management since time is a rare resource that must be managed efficiently and attention should be paid to this valuable source due to its vital role on individual or organization performance.. Organizations activity has become a work related to outside world, which means the need to commit to time to keep pace with the evolution in the environment of organizations. The strong competition between organizations, whether service or industrial, has led to the need to respect the time to provide good service in a timely manner.

1.5. Research Hypotheses

1.5.1. The Main Hypothesis

H0-1 There is no statistical significant impact of effective time management(time planning, time organizing, time orientation , employee empowerment, time control)at level ($\alpha = 0.05$) on employees performance in private universities in Jordan.

The following sub hypotheses are derived:

H01.1 There is no statistical significant impact of effective time planning at level ($\alpha= 0.05$) on employee's performance in private universities in Jordan.

H01.2 There is no statistical significant impact of effective time organizing at level ($\alpha= 0.05$) on employee's performance in private universities in Jordan.

H01.3 There is no statistical significant impact of effective time orientation at level ($\alpha= 0.05$) on employee's performance in private universities in Jordan.

H01.4 There is no statistical significant impact of effective employee empowerment at level ($\alpha= 0.05$) on employee's performance in private universities in Jordan.

H01.3 There is no statistical significant impact of effective time control at level ($\alpha= 0.05$) on employee's performance in private universities in Jordan.

2. Effective Time Management

Time Management: One of the branches of management science that is interested in investing time and making use of it as efficiently and as possible, reducing the chances of wasting it and wasting it in vain, and exploiting it by increasing the productivity of workers at a specific time. According to Ahmad et al (2012) time management refers to a conscious effort made by a person to be effective and efficient and managing the tasks at hand. Nagy and Male (2012) indicated that organizations nowadays are focusing more on time management due to the fact that performance and organization effectiveness as a whole depends upon the effective usage of time

Time management is defined as "the art and science of rational use of time," which is the science of effective time investment, a process of planning, organizing, coordinating, motivating, directing, monitoring, and communicating. It is both quantitative and qualitative. (Ali: 2010, p. 19). It is also defined as a "strategy or tool which helps a person to manage their time in a much productive manner that it results in getting more done in less time. It is known as the method of organizing and taking control over the activities that one performs throughout their day in a given amount of time. It is used to control the time which helps you be more effective, efficient and productive". (Khaled and Almaz, 2015). Employees of private universities to use and exploit it in a productive way, and try to avoid wasting it or waste (Stonehouse, 2011)

According to Lufunyo (2013) nowadays time management is seen as an important technique that allows managers in organizations to accomplish more, serve more and if undertaken in a good way, is a customer oriented profession. Effective use of time is an active, not passive, undertaking rather than simply recording dates, times and details of meetings and tasks (Gupta, 2012). Although time management had its start over a hundred years ago, the need for time management is greater than ever. As the pace of life increases, the perception of time changes whereby people in the organizations are considered a superior performer when achieve the goals on time

Effective time management is the key to improve the quality of life. Neither time nor lost opportunities can be regained. But we can make a good use of present and future time. This can be achieved by skillful self-management in time, or in other words by creating the possibility to fulfil one's responsibilities better and quicker. Actually, time management isn't the question of choice. All of us manage time, but only sensible people wish to master this skill and use it effectively. Effective time management depends on two factors: planning work and focusing on details. If we look closely into what we spend our time on, then decide on our priorities and plan the work to do step by step, we are bound to increase our efficiency. Good work organization is of utmost importance as it creates conditions conducive to effective time management. To use time more effectively and more creatively it is necessary to gradually change our habits and set priorities on your activities.

Time management is providing scientific and effective practices to save and control time in order to achieve greater success in work and life. These practices include goal setting, setting priorities and respect them. Practical time management is planning to do a series of actions and decisions which

are built base on efficient use of time and time saving. Time Management is an effective measure in the road of improving organizational activities and increasing staff productivity. (Amir and Saeed, 2015)

Research literature (identified three steps to achieve a high degree of effectiveness time management namely (Stonehouse, 2011): planning and prioritizing work, accomplishing tasks and adjusting priorities in the light of higher priorities, usually feedback and changes with progress in the implementation of tasks. ” Filiz & Necati, (2010) defined time management. There have been many definitions of time management, including “the efficient utilization of all resources to achieve business objectives and deliver on time from start to finish”

3. Principles of Effective Time Management

European Journal of scientific research (2008) indicated the following as

Principles of effective time management.

- D **Planning:** Planning involves setting goals and identifying practical steps to be followed to achieve such goals. There are three types of plans namely: strategic plan, intermediate plan and short term plans.
- E **Organization:** Organization refers to integrate all resources you have within the plan for the purpose overachieving personal goals.
- F **Responsibility:** The modern management basis is focusing on Responsibility and accountability. The following steps are used for responsibility are:
 - i. To be responsible for whom you are.
 - ii. To be responsible for what you can do.
 - iii. To be responsible for what you have received.
 - iv. To be responsible for those who are leading you.
- G **Accountability and Integrity:** It is important for any responsible individual to bear the responsibility for actual results of his/her actions and compare such results with places plans.

3.1. Steps for Effective Time Management

According to (Farah, 2008) effective time management steps are as follows:

3.1.1. Reviewing of Objectives, Plans and Priorities

Individual has to review his goals, plans and priorities because without clear goals, sound plans and arranged priorities, he can not organize his time and manage it well.

3.1.2. Maintaining Work’s Time Plan or Program

Individual has to set up a time program to achieve his goals. The short level shows hopes, tasks and responsibilities that will be achieved and starting and completion ending dates and his personal dates.

3.1.3. Setting up a Daily Checklist

Individual has to set up a day to day list of daily fulfillment that reminded him whenever he forgets and should take into account in list development the list of his daily achievements several points, such as making the status of the daily list as a part of his life and do not exaggerate in setting many things in achievement daily list.

3.1.4. Closing Escape Outlets

These mean the outlets through which individual escapes from his responsibilities that he has planned to accomplish, the difficult ones in particular, such as: laziness, hesitation, and delaying, marketing, and excess self-relaxation. Individual must always remember that success is linked first to trust in Almighty God. Then In facing heavy and difficult responsibilities and failure is associated with procrastination and escape,

3.1.5. Do not Gave up in to Unnecessary Urgent Matters

Because it makes individual a tool in others programs of and their priorities and what they see as important and necessary and deprive its effectiveness and its time. The individual gave up to urgent and unnecessary, when he is weak in identifying his goals and priorities, and less organized for himself and his administration.

4. Employee Performance

Nowadays manpower in any organization are the most vital regardless no matter how successful or developed it is Man power are the ones that has made the organization successful and developed it. So this the cause manpower has become so important for organizations to look upon their performance in order to know who is doing well and who is not. And in order to know the performance of employee the managers must know how they can calculate the performance level (Nags, 2015) Employee performance is defined as work results that are based on quality and quantity achieved by employee during performing his job. (Celine, 2018), and the Employee performance is the end result of the skills he/she uses to perform a given task. (Khaled and Almaz, 2015). Rich (2012) identified four primary habits that serve as possible staples of personal productivity. Those four techniques are; setting goals, prioritizing tasks, scheduling time and staying organized with high support from other writers on time management as shown below.

5. Previous Studies

Manad (2017) study aimed to identify the concept of time management and its application in the Agricultural and Rural Development Bank in Abadiyya, as well as the level of employee's performance from their point of view and find out the role of organizing and preparing time in the Agricultural Bank. To achieve the the study objectives 47 questionnaires were distributed. The research found that there is a strong correlation between time management and employees performance.

Boydah (2017) study aimed to find out the effect of Time management to improve employee performance. The researcher used the questionnaire to collect the data. The collected data were subject to analysis through statistical social packaging system. 'The study found that there is no impact of time management in improving the employees performance in small and medium-size companies and there are no statistically significant differences in improving employees performance according to personal and functional variables.

Amal et al, (2017) study aims to identify the reality of the effectiveness of time management from the perspective of the employees of the Beauty Clinic of Dentistry. The researchers used the questionnaire method to collect data. The research sample consisted of 30 individuals .30 questionnaires were distributed. The research results showed that the effectiveness of time management from the point of view of the employees of the clinic of the beauty of dentistry was high,

Omar, (2016) aimed at recognizing the impact of time management on increasing the efficiency of employees. And to find out how effective time management when using modern technology, highlight. Efficiency measures and the role of time management in achieving that efficiency. The study results showed that there is a significant relationship between time management and job performance.

Ngasa, (2015) study aims to find out if there are time management techniques at Musoma municipal council, and to find out if there are time wasters in addition to find out the relationship between time management and work performance, The research used purposive sampling, stratified sampling and accidental sampling. The selected sample was 93 respondents. The study concluded that the sample employees are not aware time management at work place. The research also found that techniques of time management indicated that employees do not practice what they know, which affected poor task performance of tasks.

Khaled and Almas (2015) study aimed to find out time management's impact on employee performance. In addition the study aims to find out employee's productivity and factors that affect his

productivity. The researcher used the questionnaire to collect the needed data. 120 questionnaires were distributed over managers of NOC. The research found a positive relation between time management and employee's performance

Lufunyo, (2013) study aimed to examine the impact of time management on work performance, the research used the case study. The total sample was 93 respondents that were by using the purposive sampling, stratified sampling and accidental sampling. The primary and secondary data were collected through the use of different data collection methods such as, questionnaire, interview, documentary review, and observation. The study revealed that, sample's respondents are not aware with the potentialities of managing time at the work place. The techniques of time management showed that employees do not practice what they know. Delaying of information and interruption at the workplace has been identified as superior factors that cause employees to waste their time.

Abu Ziada (2012) study mainly aimed at investigating the impact of time management on functional performance of Palestinian commercial banks. The study sample included (114) managers. The study found that there are high trends towards the level of effectiveness of time management. The study also showed that there is a time management effect on the job performance.

6. Research Methodology

In order to achieve the study's goal in investigating the Impact of Effective Time Management on Private Universities Employee Performance In Jordan ., the researcher used the descriptive analytical method, which is known as: "The method that searches for the present, and the preparation of data to prove certain opportunities to answer. And current events where information can be collected at the time of the study, using appropriate tools (Al Aagha, 2010, p. 83).

6.1. Study Population and Sampling

The research population included all managerial employees InPrivate universities in Jordan .The researcher used the random sample to select (175) employees. 175 questionnaires were distributed, 160 questionnaires were collected, and 10 questionnaires were disregarded because they are not complete. The fore 150 questionnaire were valid for analysis.

6.2. Data Collection

Two data collection methods: Secondary data collection is used for the purpose of obtaining basic information regarding the research topic that may help to provide the reader with different ideas related to the subject. The research use books, periodicals , journals, references and the internet. With respect to primary data self-administrated questionnaire was used and distributed to the research sample subjects.

6.3. Questionnaire Design

A self-administrated questionnaire was designed. The questionnaire consisted of covering, questions related to demographic data and statements that investigate the impact effective time management on employee's performance in private universities in Jordan. Five-point Likert scale, respondents were asked to indicate their degree of agreement or disagreement according to the following scale: 5 = strongly agree; 4 =agree; 3 =neutral, 2= disagree, and 1= strongly disagree. Two versions of questionnaire were made, the Arabic version and the English version.

6.3.1. Instrument Validity

The questionnaire was presented in its initial form to a set of professors, with the aim of identifying their views on the appropriateness of the study tool in terms of the suitability of its paragraphs, the soundness of its linguistic formulation, and the clarity of its meanings. Their opinions were taken in terms of suitability of the paragraphs to measure Impact of Effective Time Management on Private

Universities Employee Performance in Jordan, as well as paragraphs clarity. In light of the opinions of the referees, some paragraphs of were amended .Paragraphs that were approved by 80% of referees. Accordingly, the questionnaire became appropriate for the purposes of the study.

6.3.2. Research Reliability

Cronbach Alpha coefficient was used for the purpose of finding out the research reliability. The test indicated that Cronbach alpha level equals (91.2). This means that the reliability level is more than 70% which is accepted (Sekaran, 2012).More over Cronbach alpha was calculated for questionnaire dimension as mentioned in table (1). The obtained values are more than 70%, so they can be used to measure the research variables reliability.

Table 1: Instrument Reliability

Variables		Cronbach Alpha	No. of Statements
Time Management	Time planning	0.773	5
	Time organizing	0.763	7
	Time orientation	0.719	8
	Employees Empowerment	0.669	6
	Time control	0.654	4
Employees Performance		0.885	10
The whole instrument		0.912	40

6.4. Statistical Techniques

The Statistical Package for Social Sciences (SPSS) was used to carryout descriptive analysis and test hypotheses using different statistical methods:-

6.4.1. Descriptive Analysis

In terms of employees` gender, age, educational level, position, and experience, the data analysis for the information collected by the self-administered questionnaire revealed the results represented in **Table (.2)**

Table 2: Sample distribution according to Gender

Variable	Option	Frequency	%
Gender	Male	115	76.7
	Female	35	23.3
Age	Less than 25 years	14	9.3
	25 to less than35 years	23	15.3
	35 to less than 45 years	52	34.7
	45 +	61	40.7
Education Level	BSC	63	42.0
	Master	13	8.7
	PhD	74	49.3
Experience	Less than 5 years	13	8.7
	5 to less than 10	17	11.3
	10 to less than 15 years	57	38.0
	15 years and more	63	42.0
Job	Teaching staff	74	49.3
	Department Manager	17	11.3
	Head Section	10	6.7
	Employee	49	32.7

Table (2) shows that.76.7% of the sample is males, amounting 115males, while 23.3% of the sample are females amounting 35 female. With respect to age group, the study sample was divided as follows: 9.3%of the sample their age (Less than 25 years) years, 15.3% of the sample their age

ranged between (25 to less than 35 years) 34.7% their age ranged between (35 to less than 45 years), 40.7% their age ranged between group (40 years and) . In terms of educational level 42% have BSC, 8.7% have master degree, 49.3% has, PHD. In terms of years of experience 8.7% have less than 5 years, 11.3% have 5 to less than 10 years of experience, 38% have 10 to less than 15 years of experience. 42% have 15 years or more .

In terms of position 49.3% of the sample is teaching staffs 11.3% of the sample are department manager managers, 6.7% of the sample are head sections, 32.7% of the sample are employees.

7. Data Analysis

The mean, standard deviation, and multiple regressions were calculated to find out the study subjects' attitudes towards the impact of effective time management on employees performance in private universities in Jordan.

Table 3: Means and standard deviations of sample's responses regarding Time planning

No.	Question	Mean	S.D.	Rank	Level
1	The University has time to plan	3.77	1.026	1	High
2	University staff begin their daily work by preparing a list of duties required from them	3.55	1.014	5	Meduim
3	The University is keen to arrange works entrusted to employees according to their importance	3.64	.950	2	Meduim
4	The University plans task you are required to perform prior to starting	3.64	.936	2	Meduim
5	The effective time planning is flexible	3.59	1.011	4	Meduim
Grand Mean		3.63	0.715		Meduim

Table (3) indicates that means of study sample's responses are ranging from (3.55- 3.77). The results indicate different levels of sample's agreement. Ranged between medium and high paragraph no. (1) "The University has time to plan" has the highest mean so it was the first, while paragraph no. (5) " University staff begins their daily work by preparing a list of duties required from them." has the lowest mean so it was the last. The total mean was (3.6) which emphasis the impact of effective time planning on employees performance in private universities in Jordan. **Table (3)**

Table 4: Means and standard deviations of sample's responses regarding Time Organizing

No.	Question	Mean	S.D.	Rank	Level
6	The university set instructions for employees to organize their time	3.23	.949	7	Meduim
7	The University is keen to organize time to minimize exerted efforts to carry out tasks	3.74	1.013	4	High
8	The University distributes tasks to be implemented fairly	3.59	.963	6	Meduim
9	The University takes into account in time effective organizing the human aspect	3.83	.886	3	High
10	The University organizes time based on the importance in the agenda	3.67	.959	5	High
11	University tasks leads organizing time effectively	3.85	.873	2	High
12	The University sets deadlines for better time organizing	3.97	.732	1	High
Total Mean		3.70	0.587		High

Table (4) indicates that means of study sample's responses are ranging from (3.23- 3.97). The results indicate different levels of sample's agreement. Ranged between medium and high paragraph no. (12) "The University sets deadlines for better time organizing" has the highest mean so it was the first, while paragraph no. (6) " The university set instructions for employees to organize their time." has the lowest mean so it was the last. The total mean was (3.7) which emphasis the impact of effective time organizing on employees performance in private universities in Jordan.

Table 5: Means and standard deviations of sample's responses regarding Time Orientation

No.	Question	Mean	S.D.	Rank	Level
13	The University set end dates for tasks entrusted to the employees	4.18	.696	1	High
14	The University is keen not to waste time for the employees	3.61	.919	7	Medium
15	The university utilize staff time in better way	3.15	1.234	8	Medium
16	The University issues instructions from time to time to direct the employees time available	4.03	.741	2	High
17	The university distinguishes between decisions that can be made and cannot be deferred	3.99	.685	4	High
18	The University describes the required tasks to be implemented in order to achieve a better orientation of time	3.67	.798	6	High
19	The university reduces paperwork in order to use time for implementation other goals	3.90	.721	5	High
20	The university directs employees to obtain better results in time management	4.01	.851	3	High
General Mean		3.82	0.492		High

Table (5) indicates that means of study sample's responses are ranging from (3.15- 4.18). The results indicate different levels of sample's agreement. Ranged between medium and high paragraph no. (13) "The University set end dates for tasks entrusted to the employees" has the highest mean so it was the first, while paragraph no. (15) "The university utilizes staff time in better way." has the lowest mean so it was the last. The total mean was (3.82.) which emphasis the impact of effective time orientation on employees performance in private universities in Jordan.

Table 6: Means and standard deviations of sample's responses regarding Employees empowerment

No.	Question	Mean	S.D.	Rank	Level
21	The university empowers employees to perform their responsibilities	3.88	.866	5	High
22	The University is reducing workloads through empowerment	4.32	.708	1	High
23	Empowerment gives officials enough time to perform other tasks	4.14	.686	2	High
24	The University encourages employees to take responsibility through empowerment	4.08	.790	4	High
25	The University restore to empowerment strategy to take advantage of everyone's time	4.09	.732	3	High
26	Empowerment provides officials with opportunities to perform non – routine jobs	3.73	1.055	6	High
Grand Mean		4.03	0.501		High

Table (6) indicates that means of study sample's responses are ranging from (3.73- 4.33). The results indicate level of sample's agreement. Ranged high. Paragraph no. (22) "The University is reducing workloads through empowerment" has the highest mean so it was the first, while paragraph no. (26) "Empowerment provides officials with opportunities to perform non routine jobs." has the lowest mean so it was the last. The total mean was (4.03.) which emphasis the impact of effective empowerment on employees performance in private universities in Jordan.

Table 7: Means and standard deviations of sample's responses regarding Time Control

No.	Question	Mean	S.D.	Rank	Level
27	The university compares the achieved performance with the planned one	3.62	.981	4	Medium
28	The university corrects deviations in work	4.11	.651	1	High
29	Effective control improves employee performance	3.79	.980	3	High
30	The university depends on employee's self-control	3.90	.749	2	High
General Mean		3.69	0.597		High

Table (7) indicates that means of study sample's responses are ranging from (3.62- 4.11). The results indicate level of sample's agreement. Ranged between medium and high .Paragraph no. (28) "The university corrects deviations in work" has the highest mean so it was the first, while paragraph no. (27) " The university compares the achieved performance with the planned one. "has the lowest mean so it was the last. The total mean was (3.69.) which emphasis the impact of effective time control on employees performance in private universities in Jordan.

Table 8: Means and standard deviations of sample's responses regarding Employees Performance

No.	Question	Mean	S.D.	Rank	Level
40	The work assigned to the employees fits with their abilities	4.01	.723	1	High
32	The university identifies times for completing the task.	3.92	.790	2	High
34	The University adopts specific performance standards	3.89	.697	3	High
37	The university requires all employees to perform their duties in time	3.88	.759	4	High
33	The duties are accomplished in accordance with procedures established by university	3.87	.774	5	High
39	The university is keen to allow employees to work with the least possible mistakes	3.87	.748	5	High
38	The University sets up flexible working procedures	3.85	.659	7	High
36	The University contributes in improvement and development of the followed bases in performance implementation	3.80	.769	8	High
35	The University follows up performance implementation accurately	3.78	.802	9	High
31	The required duties are completed by employees assigned to their specified dates	3.75	.837	10	High
General Mean		3.86	0.531		High

Table (8) indicates that means of subjects' responses regarding employee performance are ranging from (3.75- 4.01). The results indicate high degrees of sample's agreement. Statement no. (40) "The work assigned to the employees fits with their abilities" ranked the first, while statement no. (31) " The required duties are completed by employees assigned to their specified dates. ." ranked the last.

Table (8) indicates that means of study sample's responses are ranging from (3.75- 4.01). The results indicate level of sample's agreement is high .Paragraph no. (40) "The work assigned to the employees fits with their abilities" has the highest mean so it was the first, while paragraph no. (31) " he required duties are completed by employees assigned to their specified dates..." has the lowest mean so it was the last. The total mean was (3.86.) which emphasis the employees performance in private universities in Jordan.

8. Hypothesis Testing

To test research hypothesis multiple regression and simple regression are used to find the relationship between independent variables and dependent variables.

8.1. The Main Hypothesis

H01: There is no statistically significant impact at level $\alpha \leq 0.05$ of effective time management on employees performance in private universities in Jordan.

Table 9: Results of main hypothesis

Variable	R ²	R ²	F	Sig	B	t	Sig
Planning	.656	.431	21.809	.000 ^b	-.088	-1.561	.121
Organize					.137	1.850	.066
Orientating					.167	1.678	.096

Variable	R`	R2	F	Sig	B	t	Sig
Empowerment					.231	2.692	.008
Control					.314	3.958	.000

Table (9) indicates that correlation coefficient (R) value = .656 .So this means that there is a positive relationship between effective time management and employee performance in private universities in Jordan. Determination coefficient R^2 values is = .431 this means that 43.1% of changes in employee performance is due to changes in effective time management., Table also indicated that F calculated value =28.809 is more that tabulated $F= 2.6$ and Sig value is (0.000) which is less than ($\alpha=0.05$), Table (9) shows regression coefficients (B) equal 0..088, .137, .167,.231,. And .317. / These represent the impact. Table (9) shows that T values are significant except organization and orientation dimensions. So null hypothesis is refused This means that There is a statistically significant impact of effective time management on employees performance at level $\alpha \leq 0.05$.in private universities in Jordan.

8.2. First Sub-Hypothesis

H01.1: There is no statistically significant impact at level $\alpha \leq 0.05$ of effective time planning on employee's performance in private universities in Jordan.

Table 10:

Variable	R`	R ²	F	Sig	B	t	Sig
Planning	.193 ^a	.037	5.756	.018 ^b	.144	2.399	.018

Table (10) indicates that correlation coefficient (R) value = .193. This indicates that there is a positive relationship between time planning and employees performance in Jordanian private universities. Determination coefficient R^2 values is = .037 this means that 3.7% of changes in employees performance is due to changes in time planning., Table (10) indicated that, $t= 2.399$ at Sig (0.018) for planning, this means that null hypothesis is refused. So there is a statistically significant impact of planning on employees performance at level $\alpha \leq 0.05$.in private universities in Jordan.

8.3. Second Sub- Hypotheses

H01.2: There is no statistically significant impact at level $\alpha \leq 0.05$ of effective time organizing on employees performance in private universities in Jordan

Table 11:

Variable	R`	R ²	F	Sig	B	t	Sig
Organizing	.338 ^a	.114	19.068	.000	.305	4.367	.000

Table (11) indicates that correlation coefficient (R) value = 0.338 .This indicates that there is a positive relationship between organizing and employees performance in Jordanian private universities. Determination coefficient R^2 values is = .114 this means that 11.4% of changes in employees performance is due to changes in time organizing.

Table (11) indicated that, $t= 4.367$ at Sig 0.00 for organizing, this means that null hypothesis is refused. So there is a statistically significant impact of organizing on employees performance at level $\alpha \leq 0.05$.in Jordanian private companies.

8.4. Third Sub- Hypotheses

H01.3: There is no statistically significant impact at level $\alpha \leq 0.05$ of effective time orientation on employees performance in private universities in Jordan.

Table 12:

Variable	R`	R ²	F	Sig	B	t	Sig
Orientation	.517 ^a	.267	53.907	.000 ^b	.557	7.342	.000

Table (12) indicates that correlation coefficient (R) value = 0.517 .This indicates that there is a positive relationship between time orientation and employees performance in Jordanian private universities. Determination coefficient R² values is = .267 this means that 26.7% of changes in employees performance is due to changes in time orientation, Table (12) indicated that, t= 7.342 at Sig 0.00 for orientation, this means that null hypothesis is refused.

So there is a statistically significant impact of orientation on employees performance at level $\alpha \leq 0.05$.in Jordanian private universities.

8.5. Fourth Sub-Hypothesis

H01.4: There is no statistically significant impact at level $\alpha \leq 0.05$ of effective employee empowerment on employee's performance in private universities in Jordan.

Table 13:

Variable	R`	R ²	F	Sig	B	t	Sig
Empowerment	.515 ^a	.266	53.509	.000	.546	7.315	.000

Table (13) indicates that correlation coefficient (R) value = 0.515 .This indicates that there is a positive relationship between employee empowerment and employees performance in Jordanian private universities. Determination coefficient R² values is = .266 this means that 26.6% of changes in employee's performance is due to changes in empowerment,

Table (13) indicated that, t= 7.315 at Sig 0.00, this means that null hypothesis is refused .**So there is a statistically significant impact of employees empowerment on employees performance at level $\alpha \leq 0.05$.in Jordanian private universities.**

8.6. Fifth Sub-Hypothesis

H01.5: There is no statistically significant impact at level $\alpha \leq 0.05$ of effective time control on employees performance in private universities in Jordan.

Table 14:

Variable	R`	R ²	F	Sig	B	t	Sig
Control	.595 ^a	.354	81.048	.000 ^b	.529	9.003	.000

Table (14) indicates that correlation coefficient (R) value = .595 .This indicates that there is a positive relationship between time control and employee performance in Jordanian private universities. Determination coefficient R² values is = .354 this means that 35.4% of changes in employee performance is due to changes in time control.

Table (14) indicated that, t= 9.003 at Sig 0.00, this means that null hypothesis is refuse. So there is a statistically significant impact of time control on employees performance at level $\alpha \leq 0.05$.in Jordanian private universities.

9. Results and Recommendations

The data analysis reveal the following results There is a statistically significant impact of effective time management (effective time planning, effective time organizing, effective time orientation , effective employee empowerment and effective time control) on employees performance at level $\alpha \leq 0.05$.in Jordanian private universities.. Such result is in consistent with Monad, 2017, Amal 2017, Omar, 2016. Nags 2015, Khaled2015, Lufunyo, 2013 and Abu Ziada, 2013 and are not consistent with Boydah 2017 study results.

The study recommends that private universities have to deepen the concept of effective time and its importance to employees, by motivating them to manage time, and have to plan training programs to develop employee's skills how to manage their time effectively and to invent ways that can improve time management such as, introducing time management seminars, establishing strong management control tool effective rewards system and reduction of the bureaucratic system.

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