EMPLOYEE ATTRIBUTES, ORGANISATIONAL FACTORS, TIME MANAGEMENT TENDENCIES, AND EMPLOYEE PERFORMANCE IN CHARTERED UNIVERSITIES IN KENYA

BY

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2013
DECLARATION
This research thesis is my original work and has not been submitted for the award of degree in any other University

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When I first started work on my PhD I had mixed feelings. On the one hand I knew it would be a very rich experience, giving my knowledge and professional skills greater breadth and depth; on the other hand it was likely to be a project lasting several years, which at the outset seemed like an eternity. Besides my personal experience, it was interesting to discover during the course of my studies that other people had to deal with the same, or other, time management issues. Moreover, managing time at work was not as easy as it would seem, and many factors, both personal and work-related, appeared to be involved. I can honestly say that there was never a dull moment, I enjoyed all of it and learned a lot.

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DEDICATION

To

The memory of my one and only sister

Lilian Gesare Monari-Mutuli
TABLE OF CONTENT

ACKNOWLEDGEMENTS ........................................................................................................... II
DEDICATION ........................................................................................................................ IV

LIST OF TABLES .................................................................................................................... VII

ABSTRACT ............................................................................................................................ IX

CHAPTER ONE: INTRODUCTION .......................................................................................... 1
1.1 BACKGROUND OF THE STUDY .................................................................................... 1
1.2 RESEARCH PROBLEM ................................................................................................. 14
1.3 RESEARCH OBJECTIVES ......................................................................................... 16
1.4 VALUE OF THE STUDY .............................................................................................. 17

CHAPTER TWO: LITERATURE REVIEW ............................................................................... 19
2.1 INTRODUCTION ......................................................................................................... 19
2.2 THEORETICAL FOUNDATION OF THE STUDY ......................................................... 19
2.3 EMPLOYEE PERFORMANCE ...................................................................................... 35
2.4 EMPLOYEE ATTRIBUTES AND PERFORMANCE ....................................................... 43
2.5 ORGANIZATIONAL FACTORS AND EMPLOYEE PERFORMANCE ............................. 69
2.6 TIME MANAGEMENT AND JOB PERFORMANCE ................................................... 94
2.7 EMPLOYEE ATTRIBUTES TIME MANAGEMENT TENDENCIES AND EMPLOYEE PERFORMANCE ................................................................................................. 106
2.8 EMPLOYEE ATTRIBUTES AND ORGANIZATIONAL FACTORS AND EMPLOYEE PERFORMANCE ........................................................................................................ 116
2.9 EMPLOYEE ATTRIBUTES AND ORGANIZATIONAL FACTORS, TIME MANAGEMENT TENDENCIES AND EMPLOYEE PERFORMANCE .................................................. 120
2.10 SUMMARY OF STUDIES REVIEWED ....................................................................... 123
2.11 CONCEPTUAL FRAMEWORK .................................................................................. 126
2.12 HYPOTHESES ......................................................................................................... 127

CHAPTER THREE: RESEARCH METHODOLOGY ............................................................... 128
3.1 INTRODUCTION ....................................................................................................... 128
3.2 RESEARCH PHILOSOPHY ......................................................................................... 128
3.3 RESEARCH DESIGN .................................................................................................. 130
3.4 TARGET POPULATION ............................................................................................. 132
3.5 SAMPLE DESIGN ...................................................................................................... 133
3.6 DATA COLLECTION .................................................................................................. 136
3.7 OPERATIONALISATION OF VARIABLES ................................................................. 138
3.8 DATA ANALYSIS ..................................................................................................... 139
3.9 PILOT STUDY .......................................................................................................... 143
# LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 2.1: Theory of reasoned action</td>
</tr>
<tr>
<td>Table 2.2: Theory of planned behavior</td>
</tr>
<tr>
<td>Table 2.3: Differences between Monochronic and Polychronic Cultures</td>
</tr>
<tr>
<td>Table 2.4: Summary of previous studies and gaps in knowledge</td>
</tr>
<tr>
<td>Table 3.1: Sample size</td>
</tr>
<tr>
<td>Table 3.2: Summary of Study variables and their operationalisation</td>
</tr>
<tr>
<td>Table 3.3: Summary of objectives, hypotheses, analysis and results</td>
</tr>
<tr>
<td>Table 3.4: Results of the test of Reliability</td>
</tr>
<tr>
<td>Table 4.1: Reliability Statistics of Actual Study</td>
</tr>
<tr>
<td>Table 4.2: Name of University and Respondents</td>
</tr>
<tr>
<td>Table 4.3: Gender Distribution</td>
</tr>
<tr>
<td>Table 4.4: Distribution of the respondents by age bracket</td>
</tr>
<tr>
<td>Table 4.5: Distribution of the respondents by length of Service</td>
</tr>
<tr>
<td>Table 4.6: Respondents’ Employment Terms</td>
</tr>
<tr>
<td>Table 4.7: Respondents’ Educational Level</td>
</tr>
<tr>
<td>Table 4.8: Actual job designations of the respondents</td>
</tr>
<tr>
<td>Table 4.9: Composition of Respondents according to Job Category</td>
</tr>
<tr>
<td>Table 4.10: Means and Standard Deviations for Measures of Employee Job Satisfaction</td>
</tr>
<tr>
<td>Table 4.11: Means and Standard Deviations for Measures of Employee Empowerment</td>
</tr>
<tr>
<td>Table 4.12: Means and Standard Deviations for Measures of Employee Motivation</td>
</tr>
<tr>
<td>Table 4.13: Means and Standard Deviations for Measures of Employee Commitment</td>
</tr>
<tr>
<td>Table 4.14: Means and Standard Deviations for Measures of Employee Competence</td>
</tr>
<tr>
<td>Table 4.15: Means and Standard Deviations for Measures of Time Management Tendencies</td>
</tr>
<tr>
<td>Table 4.16: Means and Standard Deviations for Measures of Organizational strategy</td>
</tr>
<tr>
<td>Table 4.17: Means and Standard Deviations for Measures of Organizational structure</td>
</tr>
<tr>
<td>Table 4.18: Means and Standard Deviations for Measures of Organizational Leadership</td>
</tr>
<tr>
<td>Table 4.19: Means and Standard Deviations for Measures of Organizational Culture</td>
</tr>
<tr>
<td>Table 4.20: Means and Standard Deviations for Measures of Employee Effectiveness</td>
</tr>
</tbody>
</table>
Table 4.21: Means and Standard Deviations for Measures of Employee Efficiency ........................................................................................................................... 180
Table 4.22: Overall Means and Standard Deviations for Measures results of all variables .................................................................................................................................................. 182
Table 4.23: Results of Stepwise Regression of Employee Attributes on Employee Effectiveness .................................................................................................................................................................. 185
Table 4.24: Regression coefficients for the effect of Employee Attributes on Employee Effectiveness .......................................................................................................................... 187
Table 4.25: Stepwise Regression of Employee Attributes on Employee Efficiency .................................................................................................................................................. 188
Table 4.26: Regression Coefficients for the effects of Employee Attributes on Employee Efficiency .......................................................................................................................... 190
Table 4.27: Stepwise Regression of Employee Attributes and Time Management Tendencies on Effectiveness .......................................................................................................................... 193
Table 4.28: Regression coefficient for the effect of Employee Attributes and Time Management Tendencies on Effectiveness .......................................................................................................................... 196
Table 4.29: Stepwise Regression of Employee Attributes and Time Management Tendencies on Efficiency .................................................................................................................................................. 198
Table 4.30: Regression coefficients on for the effect of Employee Attributes and Time Management Tendencies on Efficiency .................................................................................................................................................. 200
Table 4.31: Stepwise Regression of Employee Attributes and Organizational factors on Effectiveness ........................................................................................................................................................ 203
Table 4.32: Regression coefficients on for the effect of Employee Attributes and Organizational factors on Effectiveness ........................................................................................................................................................ 205
Table 4.33: Stepwise Regression of Employee Attributes and Organizational factors Tendencies on Efficiency ........................................................................................................................................................ 207
Table 4.34: Regression coefficients on for the effect of Employee Attributes and Organizational Factors on Efficiency ........................................................................................................................................................ 209
Table 4.35: Stepwise Regression of Joint effect of Employee attributes, Time management tendencies, Organizational factors on Effectiveness ................. 211
Table 4.36: Regression coefficients on for the Joint effect of Employee attributes, Time management tendencies, Organizational factors on Effectiveness ....... 214
Table 4.37: Stepwise Regression of Joint effect of Employee attributes, Time management tendencies, Organizational factors on Efficiency .................. 216
Table 4.38: Regression coefficients on for the Joint effect of Employee attributes, Time management tendencies, Organizational factors on Efficiency .......... 218
ABSTRACT

The concept of time is as a major topic for organizational and management research. This research investigates the influence of time management tendencies and organizational factors on the relationship between employee attributes and performance. The one-size-fits-all approach to management for ensuring maximum employee performance is no longer an appropriate strategy (Riccucci, 2002). University staff are always under great pressure to conduct research, publish articles, teach classes, advise students and serve on committees. Successfully balancing and juggling all commitments requires an organized approach to both time and task management. This formed the basis for carrying out this study. The main objective of the study was to determine the influence of time management tendencies and organizational factors on the relationship between employee attributes and performance in chartered universities in Kenya. The present study is based on two theories – attention-based theory and the theory of reasoned action. A cross-sectional survey of all employees in all chartered universities in Kenya was conducted using a questionnaire on organizational performance, individual attributes, organizational factors and time management tendencies. A sample size of 1365 employees of the universities was randomly selected. Using quantitative and qualitative techniques to analyze data collected. Through linear regression and stepwise multiple regression, the results from the study have demonstrated that there is a relationship between employee attributes of satisfaction, empowerment, motivation, commitment and competence and employee performance as exhibited by effectiveness and efficiency. When the elements are considered individually, the results show that employee satisfaction and employee motivation have a negative relationship on employee performance. The other variables – empowerment, commitment and competence – have a positive relationship on employee performance. The results also show that a significant relationship exists between organizational factors (strategy, structure, leadership and culture) and employee performance. Organizational factors were also found to positively and significantly moderate the relationship between employee attributes and employee performance. In relation to time management behaviors, the research demonstrated that certain time management behaviors have a direct and an indirect effect on performance. Time management tendencies were also found to positively and significantly moderate the relationship between employee attributes and employee performance. Preference-driven variations in the temporal pattern of employees’ activities affect their strategic decision processes and, consequently, organizational performance. This leads to the conclusion that time management tendencies and organizational factors influence the relationship between employee attributes and performance in the workplace. The findings are relevant as they provide vital information to managers, supervisors and employees. Therefore, universities through the human resource departments should consider time management tendencies and organizational factors in determining the employment of its staff, noting that it is potentially beneficial to understand the differences in workplace attitudes and behaviors which affect the use of time so that the "right" mix of individuals may be hired to fit an organization’s situation.