

**ST. MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT**

**AN ASSESSMENT TIME MANAGEMENT PRACTICE IN THE
CASE OF BANK OF ABYSSINIA**

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**JUNE, 2011
SMUC
ADDIS ABABA**

**AN ASSESSMENT OF TIME MANAGEMENT PRACTICE IN THE
CASE OF BANK OF ABYSSINIA**

**A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF
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DEGREE OF BACHELOR OF ARTS IN MANAGEMENT**

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CHAPTER ONE

INTRODUCTION

1.1. Background of Bank of Abyssinia

February 15, 1906 marked the beginning of banking in Ethiopia when the first bank of Abyssinia was inaugurated by emperor Menelik II. It was a private bank, whose shares were sold in Addis Ababa, New York, Paris London, and Vienna. In 1931, Emperor Haile Selassie introduced reforms in to the banking system and the bank of Abyssinia became the bank of Ethiopia, a fully government owned bank providing central and commercial banking service. With the Italian invasion in 1935 came the demise of one of the earliest initiatives in African banking (company manual, 2009).

On 15 February 1996, ninety years to the day following the establishment of the first bank of Abyssinia, a new privately owned bank with this historic name, but otherwise not connected with the older bank, came in to existence. The bank's authorized capital is currently, (june30, 2009) birr 630 million, subscribed capital birr 315 million, paid up capital birr 313 million capital including legal reserve and special reserve 417 million.

The staff of the bank during the fiscal year under review rose to 1,721. BOA's branches are expanding. Currently we have 24 branches in Addis and 24 in the region. The bank offers various service such as retail banking (savings, special savings, current account, loan and certificates of deposit) and trade finances (import, export guaranty and etc). To ensure customer service to highest quality and to increase effec4nty of staff operations our bank would like to automate all operation activity with reliable (company manual, 2009).

Bank of Abyssinia offer the following standard service, current(checking) account, savings accounts, time deposits, NR/NT account overdraft facilities, term loans, letters of credit, Bureau de change, and guarantees.

1.2. Background of the Study

Time management is more exactly the management of activities we engage in during our time. It is really self management. Managing oneself is like managing anything else. Time management means the efficient use of our resources, including time in such a way that we are effective important personal and organizational goals. It involves certain skills planning analyzing, organizing implementing and controlling. Time management is the daily process of planned and controlled use of time (Wisdom, 2008:6).

Time management refers to the development processes and tools that increase efficiency and product. In business, time management has moved in to everything from methodologies such as enterprise resource planning through consultancy service such as professional organizers. When we think of time management however, we tend to think of personal time management loosely defined as managing your time to waste less time on doing the things we have to do so we have more time to do the things we want to do (Wisdom, 2008:6).

Many people find that time management tools, such as PIM and PDAs help them manage their time more effectively. For instance PDA can make it easier to schedule and keep track of events and appointments. Whether you used technological tools or plain old pen and paper, however the first step in effective time management is analyzing how you currently spend your time and deciding how you want to change how you want to spend your time (Wisdom, 2008:7).

Therefore, conducting such kind of study is important for different stakeholders by providing information and creating awareness regarding what time management is and its importance.

1.3. Statement of the Problem

Time management skills are one's abilities to recognize and solve individual as well as organizational time management problems. With good time management skills, companies are in control of their survival, stress and energy levels. Companies are able to maintain balance between individual and organizational activities.

All time management skills are learnable. More than likely you will see much improvement from simply becoming aware of the essence and cause of common personal time management problems. Many of organizations' problems gradually disappear. If they all ready know how should they manage their time, but still don't give up. Depending on their situation such obstacles may be the primary reason why organizational procrastinate have difficulties saying no, delegating, or making time management decision.

Even though effective time management is important for all business organization and individual employees, most of them do not give much attention in the area of time management. The same is true for Bank Abyssinia, due to this reason various observable problems exist in the day to day banking operation of the bank which causes for shifting of customer and reduction of profitability of the bank.

Thus, in order to assess and investigate the possible solution regarding time management practice of Abyssinia bank the student researcher is interested to conduct this research on this area.

1.4. Basic Research Questions

In line with the above mentioned problems the following basic questions will use to pursue in the course of the study.

- What kind of time management system does the bank implement?
- What is the benchmark used to set the time management system?
- How is the responsiveness of the system operational requirements?
- What factors affect time mangment system of the bank?
- To what extents are employees aware of the system of the bank?

1. 5. Objectives of the Study

The main objective of the study will be to assess time mangment system of bank of Abyssinia. Whereas the specific objectives of the study include:

- To examine the kind of time mangment system the bank is implementing.
- To indicate the bench mark used to set the system?
- To examine the responsiveness of the system operational requirements.
- To identify factors that affect time mangment system of the bank
- To check employees awareness on the time management practice of the bank.

1.6 Significances of the Study

The study will be important to different body. Primarily, Bank of Abyssinia can get benefit from the conclusion and recommendation that the student researcher provided. Secondly, the student researcher obtained different experience for the future carrier and also be learning experience for her. Lastly the student researcher believes that this study can be used as a base line for other related study (it can be used as future reference for other student researcher).

1. 7. Scope of the Study

Abissinaya bank has many branches and gives many services. However, the study delimits itself only on three departments i.e. branch operation, international banking department and control department, due to the similar characteristics of the bank operation. Moreover, the study analyzes data only from 2008 to 2010.

1.8. Research Design and Methodology

1.8.1 Type of Research

The research is descriptive research method in order to describe the existing problem in relation to time management of the bank.

1.8.2 Population and Sampling Techniques

Managers and employees working in target department of the bank are considered as the population of the study. The population is 56, 49 and 51 for branch operation, international and control department respectively. Out of this population 50% of employees from each department will be taken as sample respondents using stratified sampling. Whereas, the respective management within the target department is taken as sample respondents using purposive sampling because it can help the researcher to select the concerned management body of the bank.

1.8.3 Type of Data Collected

In order to make the study complete and arrive at the desired outcome relevant primary and secondary data are used.

1.8.4 Methods of Data Collection

In order to collect the desired data to the study questionnaires and interview are used. Questionnaires will distribute to employees of the target department. Where as interviews question will provided to the respective department manager.

1.8.5 Data Analysis Methods

The student researcher uses descriptive statistics method in order to analyze and interpret the data .thus, percentage and frequency count will be used to analyze and interpret the data that will be collected from sample respondents.

1.9. Organization of the Study

The study is organized in to four chapters. The first chapter incorporates background of the study, statement of the problem, objectives, significant, Delimitation, definitions of terms, research design and methodology, organization of the study and other. Chapters two comprise review of related literature. Data analysis and interpretations will present chapter three and the last chapter contains summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 What is Time Management?

Time is the most valuable resource we have. In fact I one sense it is all we have. To each man is giving only one life in any given day each one of us has the same amount of time. Therefore we should be more concerned with the quality of time than we are with the quantity of it. Time is really noting more than rhythm of events. Early man measured time by the rising of the sun or the moon. Modern man measures time item the use of automatic clocks. But whether it is the rising of the sun or the motion of the atom it is still even upon event (Wisdom, 2010:54).

There are good times and bad time the best of times and the worst of times. Time is neither storable not retrievable loadable for borrowable. It accrues and must be spent. The question is how we will spend it how we will invest that which has been given to us. The view of time varies in different cultures. In one society being five minutes late or an appointment may require an explanation. In another society one may arrive on hour late and not be expected to give an excuse. Time therefore become more and more relational, if we see it this way we will realize the gook time management in modern society insist we mange both our unplanned time as well as our planned time. So time on the job may be divided in to superior imposed time, subordinate and peer impeded time and discretionary time.

2.2 The Time Management Generation

The phase organize and execute around priorities represent the evaluation of there generation time management theory.

As social development has taken form agriculture to industrial and to information revolution like wise in the time management. The first wave or generation could be characterized by notes and checklist this is an effort to give some semblance of recognition and inclusiveness to the many demands placed on our time and energy.

Second generation characterized by colander and appointment books. This wave reflects an attempt to look a head to schedule event and activities in the future.

The third generation reflects the current time management field. It adds to those preceding generation the important idea of prioritization of clarifying values and of comparing the relative work of activates based on their relation to those values. Moreover, it focus on

- setting goals specify long intermediate and short term targets
- time and energy directed towards these goals
- it also includes the concept of daily planning to accomplish those goals
- Though third generation has made a significant contribution. It has created clash with the opportunities to develop rich relationship to meet human needs.
- As a result may people have turned off by time management programs and planner that makes them feel too scheduled too restricted.
- Due to the fact that people reverting to first or second generating techniques to preserve relationship spontaneity and quality of life made necessary the emerging of fourth generation.
- The forth generation of time management different in kind. It recognizes that the challenge is not management time rather it is to among oneself. Forth generating rather than forcing on things and time its expectations fours and preserving and enhancing relationship and on accomplishing results.

2.3 Improving Time Management Skill

There's never enough time in a day to get everything accomplished. Looking back on the day retrospectively, we often say "If I would have done this first..." or, "if I would have remembered that, I could have gotten this

done..." Things are always clearer on retrospect and without a well defined plan it's easy to miss a thing or two. It's during those times where we wake up in the middle of the night and remember we didn't pack lunch for tomorrow, iron our clothes, or do homework! Luckily, there are a few ways that we can improve time management, enhance productivity, and make sure you get everything that you meant to get done, done! Here are my suggestions on how to improve your time management skills(Usgtmauthor, 2004:235)

Invest in a daily planner. Buy a daily planner that suits your needs--small and compact, or large with plenty of writing room. Daily planners are a great way to keep from forgetting things in the far future. Birthday's or homework assignments will never be forgotten again. Writing everything down allows you to see if you're taking on too much each day. Re-organize your tasks to decrease your chances of becoming overwhelmed. Remember not to spread yourself too thin!

Learn to prioritize. Observe your list of tasks in your daily planner and start prioritizing which is more important and what has to get done opposed to the things you'd like to get done. Determine what can get pushed to the next day or what has to be done tonight.

Write lists. In addition to your daily planner, get more detailed with "To-Do" lists. Prioritize the lists from most important to least important.

Set reminders. Use alerts and reminders to tell yourself when it's time to move on to your next task. Outlook reminders on your email, toned alerts on your cell phone, or the old fashioned alarm clock are all great ways to keep yourself in check.

Wear a watch. Check your watches often to make sure you're not getting off track. If watches are not for you, always keep an eye on the wall clock. Sometimes it's necessary to force yourself to move on to the next task to avoid being late or missing a deadline.

Learn to multi-task. Some people struggle with multi-tasking and others thrive in it. Try to work on your multi-tasking ability so you can use the busy environment to your advantage. Make a conscious effort to accomplish multiple activities at one time. Writing lists of things that have to get done,

and things you can do together often help this process. Eventually it will become second nature.

2.4 How to Evaluate a Time Management System

When picking a time management system, you should evaluate the merits of it to see if it will in fact improve your time management and effectiveness.

After having read numerous books on the subject and reviewed lots of programs, the reality is that many of the time management programs and systems available are not only not effective, they are a negative on your productivity. This means they actually make you less productive than doing nothing or what you were doing before. Now, I am not going to name names and am not slamming anyone because there are systems that may fall into these categories for some, yet be the holy grail for others. The steps below will allow you to analyze and choose a time management system based on your needs and style (Usgtmauthor, 2004:235).

Evaluate if the system is too theoretical - Many systems tell you to focus on your goals and priorities and then every thing else will fall into place. These are all great concepts but does prioritizing a list of things you need to do get them done? These are great concepts but not necessarily big productivity boosters. I like thinking about goals and priorities but in and of itself, this activity is not a pure productivity strategy in my book.

Evaluate if the system is too specific - What, you just said too theoretical is not great. Yes I did, but productivity systems are like porridge, you need it just right. Some are too specific. Put your stapler here, don't look at email until 9:32 am, and use this exact model planner or software package. The reality is we all have different habits, work environments and needs. You need to find the right combination of tweaks to your life to improve productivity.

Evaluate the cost - Many systems cost lots of money. There is no need to spend lots of money on software, gadgets, notebooks or planners to improve your productivity. Simple tools that are readily available and cheap are just

as good. Put money into your business or learning new skills, there is no need to spend hundreds of dollars to be productive.

Evaluate the complexity - If someone told you that to be productive you needed to learn a new language, sport or musical instrument you would say they were crazy, yet some productivity gurus systems are discussed in this manner. After three months you will be starting to get it, after two years, you will be super good at it. If you need help today, who has two years yet alone three months to learn something new to help them be productive? In my view, if I can be more productive and free up time, I am going to learn a new musical instrument or do something that interests me. So productivity does not need to be complicated.

Make your decision - Review your thoughts on the previous steps and pick the system that feels right to you and fits your budget.

2.5 How to Develop Time Management Skills

Time management skills are very important, and easy to develop. Without proper time management skills, you will often find yourself asking, "Where did the day go?" This statement echoes from the mouths of many stressed-out consumers who just "can't find the time" to do all the things they want to do in a given day. If you have a problem managing your time, there's no better time than right now to begin learning better time management.

Write down what time you wake up and continue your day as you normally would. Every hour or two, make a note of what you have been doing since the last entry in your Time Management journal (John Rapp, 2006: 178)

Write down each time you have completed a task, and what time it is when you have completed it, along with the time you are going to start the next task. Review your Time Management journal at the end of the week. Count up all the hours you have spent on each task that you have recorded in your Time Journal. You may be surprised to learn that you have spent a total of 20 or more hours reading e-mails, or even just spacing out doing nothing at all.

Use the weekend to reflect on the data compiled in your Time Management journal and think of ways you can better improve your time management skills in the week to come. If you continue recording your daily activities in your Time Management journal, you should definitely notice much improvement in even just one month (Ibid).

2.6 Time management skills and Techniques

Time management skills are your ablates to recognize and solve personal time management problems. The goal of these time management lessons is to show you what you can do to improve those skills. With good time management skills you are in control of your time and your life of your stress and energy levels. You make progress at work. You are able to maintain balance between your work, personal, and family lives. And have enough flexibility to respond to surprises or new opportunities.

All time management skills are learnable. More than likely you will see much improvement form dimply becoming aware of the essence and causes of common personal time management problems with these time management lessons you can see better which time management techniques are most relevant for your situation. Just get started with tem many of your problems gradually disappear. If you already know how you should be managing your time, but you still do not do it do not give up. What you may be overlooking is the psychological side of your time management skills, psychological obstacles hidden behind you personality (John Rapp, 2006: 179).

Depending on your personal situation, such obstacles may be the primary reason why you procrastination have difficulties saying no, delegating or making time management decision. The psychological component of your time management skills can also be dealt with. The time management skills information below will point at a reluctant solution for your situation.

Importing and urgent activities

What is urgent combining the principles of importance and urgent will determine what to put in your priority list. Your office routines should be established in such a way that they can operate during our absence.

An important activity is one that relates directly to your objective. Important things affect directly the achievement of your objectives. It has to do with planning, analyzing, diagnosing, training delegating, investigating, organizing and controlling. Therefore, it often takes a long time to accomplish it often cost money on the long run and it often would not show a return till long after tomorrow.

On the other hand, an urgent activity is one that must take place now to get optimum result. Each activity you perform has some degree of both importance and urgency.

Spending time on important things only

Take a look on all your activities from a different approach. Assign each of the activity to one of the following groups. Urgent and important, not urgent but important, urgent but not important, not urgent and not important.

Urgent and important

These are the priority number one tasks. Preparing report for tomorrow meeting preparing for tomorrows exam and paying bills day today task are some example of urgent and important works.

Not urgent but important

There are works that are not so pressing, but you understand by procrastinating them you are impairing your growth. These are the tasks on which you should emphasize your efforts most. Setting goals planning your activities and writing your business plan are examples from this group.

Urgent but not important

We spend a substantial amount of time on works that are pressing but does not have any real impact on achieving specific objectives. You have to chair a meeting that your colleague has requested as he is sick is an example of this type of activities. Often thanks form this group are request form other or work loads you have willing taken but deep in your mind you know that these tasks really do not carry any personal value for you(John Rapp, 2006: 182).

Not urgent and not important

These are the real time wasters. Reading junk mails browsing through the internet aimlessly, making unnecessary calls to friend are some of the common activities that should be avoided.

2.7 Prioritizing a Task

Everyone is looking for ways to improve time management. Whether it is the management of an organization looking for business improvement or and individual looking for ways it better spend their time, time management is important to both. Better time management can be achieved if goals have been se and them all future work is prioritized based on haw it moves the individual or organization towards meeting the goals. Many time management priority methods exist. The most popular ones are the A, B.C methods encourage looking at things that moon closer to meeting important goals as the highest priority to set. Things not related to goals would be lower priority (Wisdom, 2010:45).

High priority items (A or 1)

These tasks are those projects and appointment that yield the greatest result in accomplishing individual or organizational goals. for individual, this could be related to goals of career advancement or small business growth and ties directly to promises made to customer or co-worker or it could be unrelated to the job such as more family or leisure time goals and

promises. For originations this would likely be related to increase profits new business key projects and other strategic business items. High priority items should be the first work planned for each day and blocked in to time that falls with in the individuals' peak performance period.

Medium priority items (rank B or 2)

These are those standard daily weekly or monthly tasks projects and appointment that are part of the work that must be done in order to maintain the status quo. For individual this would relate to getting their standard work done and with mean going to scheduled family or outside group activities as expected. For organization that is every day business time's like project meetings cost reduction as well as regular administrative sales and manufacturing work. Medium priority work is scheduled after or between high priority function because this work doesn't require high levels of concentration it can be done during non peak periods as long as it is completed on schedule.

Low priority items (rank C or 3)

These are those tasks projects and potential appointment that are nice to do can be put off until another time and will not directly affect goals or standard work practices. For individuals this might mean learning a new skill or starting a new hobby that may seem like good ideas but are not directly related to most desirable personal goals. For organization this could be purging old files or evaluating existing work process that currently run smoothly enough.

It does not matter if time management priority methods like ABC numbering or simply marking high medium low using a personal coding or coloring method. It only matters that the practice has not more than three priorities used in moving closer to meeting important goals more than three priorities levels can bog the time manager in the process of prioritizing rather than doing valuable work. Since in the core of defective time management

lays the idea of doing things that are important to you, you have not figure out how to select those tasks. To make the best use of time simply means achieving the maximum output in the time available.

Identify daily specific goals

- List your work goals in order of importance
- Start working o your most important goal first setting aside all other work until this is achieved.
- Do not let outside influences stop you form accomplishing you goal

More work can be done if you specific deadline to achieve certain task. Once that are set you should do everything possible to meet deadlines. Effective people have high degree of self awareness. Thy know largely what they are capable of and what they are less capable of what can be considered their strong points and what area they are weak at and where that are more likely to succeed and where they may have difficulties succeeding. They choose the right path on the basis of self awareness. Take time ti plan your work and then take time to work your plan. It may be difficult to allocate a block of time for one activity.

Thinking positively

Time can sail past for some people and drag for others. Which of the two applies to you depend mostly on your attitude. Use the power of positive thing to make hour plans successful and even the most distasteful of tasks will seem painless. With a positive attitude to life it is much easier and quicker to mange your time and solve problems at work. Start forcing on feeling good about your self and you life and you wile less likely to interpret problem of other as your own. This will help you to objective and constructive in coming up with method of dealing with tight deadlines and budgets and resolving conflicts.

Reducing time pressure

To deal with daily pressure in personal as well as working life you need to use effective techniques of time management. You will probably have a long list of things to do daily, weekly and monthly. This may include attending meetings supervising others giving orders writing reports and memos and a multitude of other duties. You need a systematic means of dealing with this activity otherwise much pressure and frustration may develop.

Breeding down tasks

Work time log, look at the categories in to which you have allocated your task and divide them into groups. Routine tasks ongoing project and tasks that work develop your job. Work out the percentage of time spent on each group. You should as much as possible use the chart to show exactly how you used your time. In some instances you may be doing things which are in no way related to your main objectives. Reviewing regularly the pie chart will help you determine how much time you spend on various activities the type of objective you believe are important and the outcome of your various activities (Wisdom, 2010:87).

2.8 Maximizing Efficiency\ how to maintain peak performance

During the day everybody's performance potential is subject to fluctuation. Your performance needs to understand the mental and physical cycles that your body follows each day in order to prioritize and plan your workload effectively. Note down the time at which you feel most tired or alert over a few days and recording the tasks you were performing at this time. This fluctuation manifests itself in a natural rhythm which varies from person to person but is predictable in each case. Average daily performance and the way it fluctuates is different from person to person, however the following basic statement can be made (Wisdom, 2010:92).

- The maximum performance level usually offers in the morning. This level is not reached again during the rest of the day.
- In the afternoon, the well known after lunch period of inactivity begins
- After a second high performance has in the evening the performance drop continuously until it reaches its lower point a few hours after midnight.
- In order to maintain peak performance it is important to ascertain your personal daily rhythm, so that you can plan to work on the complicated and important matter a task during your performance peak in the morning.
- During a performance low you should not work against our biological rhythm, but try to relax and use this phase for social contacts and routine activities.
- Once the performance level rises again in the later afternoon, you can resume work on more important tasks.
- If you take advantage of the natural law which governs your body performance by organizing your day according to the performance level you will increase your productivity considerably without having to make major sacrifices or resort to desperate measures.
- A complicated unpleasant task which demands concentration is much easier to deal with in the morning than during the low performance phase when it will require far greater effort.
- To work for long periods of time without taking a break is not effective. Time use, energy decrease, boredom, stress and tension accumulate and attention wavers. Switching for a few minutes from a mental task to something physical can provide needed stimulation and relief. Rest is not a waste of time but as a welcome opportunity to recharge your batteries it improves health and efficiency.

Time Management System

Time management is the act or process of exercising conscious control over the amount of time spent on specific activities, especially to increase efficiency or productivity. Time management may be aided by a range of

skills, tools, and techniques used to manage time when accomplishing specific tasks, projects and goals. This set encompasses a wide scope of activities, and these include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing. Initially, time management referred to just business or work activities, but eventually the term broadened to include personal activities as well. A time management system is a designed combination of processes, tools, techniques, and methods. Usually time management is a necessity in any project development as it determines the project completion time and scope. (Wikipedia, the free encyclopedia)

Benchmarking used in Time Management

Benchmarking is the process of comparing one's business processes and performance metrics to industry bests and/or best practices from other industries. Dimensions typically measured are quality, time and cost. In the process of benchmarking, management identifies the best firms in their industry, or in another industry where similar processes exist, and compare the results and processes of those studied (the "targets") to one's own results and processes. In this way, they learn how well the targets perform and, more importantly, the business processes that explain why these firms are successful.

The term benchmarking was first used by cobblers to measure people's feet for shoes. They would place someone's foot on a "bench" and mark it out to make the pattern for the shoes. Benchmarking is used to measure performance using a specific indicator (cost per unit of measure, productivity per unit of measure, cycle time of x per unit of measure or defects per unit of measure) resulting in a metric of performance that is then compared to others.

Also referred to as "best practice benchmarking" or "process benchmarking", this process is used in management and particularly strategic management, in which organizations evaluate various aspects of their processes in

relation to best practice companies' processes, usually within a peer group defined for the purposes of comparison. This then allows organizations to develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing some aspect of performance. Benchmarking may be a one-off event, but is often treated as a continuous process in which organizations continually seek to improve their practices. (Wikipedia, the free encyclopedia)

Factors Affecting Time Management

How often do you find yourself running out of time? Weekly, daily, hourly? For many, it seems that there's just never enough time in the day to get everything done.

When you know how to manage your time you gain control. Rather than busily working here, there, and everywhere (and not getting much done anywhere), effective time management helps you to choose what to work on and when. This is essential if you're to achieve anything of any real worth.

We've put together an interactive Time Management Quiz to help you identify the aspects of time management that you need most help with. The results will point you to the specific tools you need to use to gain control of your time, and start working efficiently. (Wikipedia, the free encyclopedia)

Employee's awareness on Time Management

Employees' awareness of how much power their equipment is consuming, and getting them involved in reducing that amount, is critical to success in reducing energy use in the office environment.

Employee awareness of office energy consumption through internal communications, including e-mails, white papers, corporate newsletter articles, and social media such as blogs, and that by increasing awareness of energy saving opportunities in the office, this awareness may extend to other areas such as at home. (Wikipedia, the free encyclopedia)

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with presentation, analysis and interpretation of data obtained from respondents through administration of questionnaire and interview. Out of 77 questionnaires distributed to the respondents, 68(89%) of them were properly filled and returned only 9 respondents are reluctant to return the questionnaire, and also interview provided to management bodies of the bank.

Accordingly, all the data gathered were presented, analyzed and interpreted in the here after.

3.1 GENERAL CHARACTERISTICS OF RESPONDENTS

Table 1 below shows, the general characteristic of respondent in terms of their sex distribution, age category, year of service in the bank and work experience of respondents.

Table 1 Sex Distribution, Age, Year of Service and Educational Background

S.N	Item	Frequency	
		No	%
1	Sex		
	Male	47	70
	Female	21	30
	Total	68	100
2	Age		
	18-25	22	32
	26-33	35	51
	34-41	-	-
	Above 42	11	17
	Total	68	100
3	Educational Background		
	Diploma	29	43
	1 st degree	37	55
	Above 1 st degree	-	-
	2 nd degree	2	2
	Total	68	100
4	Work Experience		
	Below 5 years	45	66
	5-10 years	21	32
	10-15 years	2	2
	Above 15 years	-	-
	Total	68	100

As can be seen in previous page, majority of the respondents i.e. 47(70%) are male. While the rest 21(30%) of them are female. This indicates that, the study obtained opinion of both gender.

Table 1 indicates that, majority of the respondents i.e. 35(51%) of the respondents are in the age category of 26-33. While the rest 22(32%) and 11(17%) of the respondents are fall in the age category of 18-25 and above 42 respectively. This indicates that, much of the study respondents are beastly mach the requirement of the study.

Item 3 of the same table indicated that, majority of the respondents i.e. 37(55%) of them replied that they are 1st degree holders. While the remaining 29(43%) and 2(2%) of them categorized as diploma and second degree holders respectively. This shows that, respondents are has understanding to express their idea regarding the topic.

Item 4 of the same table signifies that, 45(66%), 21(32%) and 2(2%) of the respondents have work experience of below 5 year, 5-10 years, and 10-15 years respectively. Form this one can understand that, respondents have enough practical know how about what time management practice look like with in the bank.

3.2 ANALYSIS OF MAJOR FINDINGS

Table 2 Time Management System

Item	Frequency	
	No	%
There is well developed time management system?		
Strongly agree	-	-
Agree	-	-
Neutral	12	18
Disagree	56	82
Strongly disagree	-	-
Total	68	100

As can be observed in table 2 above, 56(82%) of the respondents i.e. majority replied that, they disagree disagreed with the existence of well developed time management system, while the remaining 12(18%) of them replied that they are

neutral to give any idea regarding the question asked. Form this one can easily realize that, respondents are doubtful for the existing time management system.

Table 3 Time Management Practice Or the Bank

Item	Frequency	
	No	%
How do you see the time management practice of the bank?		
Highly satisfactory	-	-
Satisfactory	-	-
Somehow satisfactory	48	71
Not satisfactory	20	29
Total	68	100

As can be seen in table above majority of the respondent's i.e. 48(71%) replied that they are relatively satisfied with the existing time management practice of the bank. while the remaining 20(29%) of the respondents replied that they are not satisfied by the time management practice of the bank. Moreover, the data obtained through interview indicated that our bank has its own time management practice that is pre designed to make the day to day operation scheduled, but it's not ensuring to say well practiced. Form this one realize that, the bank have no properly applied time management practice, this might affect its day to day operation effectiveness.

Table 4 Measurement and Awareness Creation on Time Management

S.N	Item	Frequency	
		No	%
1	Does the bank have standard measurement to implement time management system?		
	Yes	21	31
	No	47	69
	Total	68	100
2	To what extent the bank strive to create awareness about time management to employees?		
	To very great extent	-	-
	To great extent	14	20
	To some extent	12	18
	To lower extent	42	72
	To very lower extent	-	-
	Total	68	100

Item 1 of the above table shows that, 21 (31%) and 47(69%) of the respondents replied that, Yes and No respectively, regarding the presence of standard measurement for time management of the bank. This indicated that, majority of the respondents is not agreed. From this one can infer that there is no pre determined standard to measure the time management practice of the bank. This informed that there's no pre determined standard to measure (scheduled program that can measure starting and ending time of the job) time management practice of the bank. Beside this, the data gather through interview indicated that, there is no clearly determined time management measurement with in the bank that can seriously follow its practice but the level of job done with in specified period of time is assessed thorough reporting and other mechanism.

Item 2 of table 4 above depicted that, majority of the respondents i.e. 42(72%) of them replied that, to lower extent the bank strive to create awareness about time management. While the rest 14(20%) and 12(18%) of the respondents replied that, to grate extent and to some extent the bank strive to make employees aware about time management. Form this on can easily realize that, the management of the bank dose not give serious emphasis to employees in managing their time at work.

Table 5 Employee Time Management on Their Job

S.N	Item	Frequency	
		No	%
1	Does all staff consciously carry out their job with specified time?		
	Yes	38	56
	No	30	44
	Total	68	100

As can be seen in table 5 above, 38(56%) of the respondents i.e. majority said yes employees are finished their job on time, while the remaining significant mummer of respondents i.e. 30(44) replied that, employees are not finish their job on time. This can slightly infer that, there is wide gap in side of employees understanding about time management and its effect on the operation of the bank.

Table 6 Alleviating Time Wastage Factors

Item	Frequency	
	No	%
To what extent you the bank strive to alleviate time wastage factors?		
To very great extent	-	-
To great extent	16	23
To some extent	50	73
To lower extent	2	4
To very lower extent	-	-
Total	68	100

As can be observed in the table above, Majority of the respondents i.e. 50(73%) replied that, to some extent the bank strive to allocate time wastage factors. While the rest, 16(23%) and insignificant number of the respondents replied that, to great extent and to lower extent the bank strives to avoid time wastage factors respectively. From this, one can easily understand that the bank somehow emphasise on tasks affecting time management of the bank.

Table 7 Feedback Mechanism Utilised By the Bank

Item	Frequency	
	No	%
The bank set feedback mechanism to take corrective measure in its time management practice?		
Strongly agree	-	-
Agree	21	30
Neutral	-	-
Disagree	47	70
Strongly disagree	-	-
Total	68	100

As shown in the above table, Majority of the respondents i.e. 47(70%) replied that they are disagreed with setting of feedback mechanism to take corrective measure, where as the remaining, 21(30%) of them replied that they are agreed with setting of feedback mechanism by the bank to take corrective measure. Form this one can easily understand that, the management of the bank lake some important imputes when making decision related to its time management since there is not proper feedback mechanism.

However, the management indicated during the interview section, feedback mechanism used was not only for other activities but also using it for evaluating the time management gap and make corrective measures over it.

Table 8: Compatibility of The System

Item	Frequency	
	No	%
Time management practiced installed is compatible with the existing work environment?		
Strongly agree	-	-
Agree	24	36
Neutral	-	-
Disagree	24	36
Strongly disagree	20	28
Total	68	100

Table 8 above indicated that, 24(36%), 24(36%) and 20(28%) of the respondents replied that they are agreed, disagreed and strongly disagreed with the compatibility of the system with the existing work environment. Form this one can understand that, there is incompatibility of the system and the existing work environment

Table 9 Applicability of the System

Item	Frequency	
	No	%
To what extent the bank time management system applicable in the day to day service delivery operation?		
To very great extent	-	-
To great extent	-	-
To some extent	12	18
To lower extent	56	82
To very lower extent	-	-
Total	68	100

As can be seen table 9 above, majority of respondents i.e. 56(82%), replied that, to lower extent the system is applicable in the day to day operation of the bank. Where as the remaining, 12(18%) of the respondents replied that, to some extent the system is applicable in the day to day operation of the bank. This implies that, there is a problem of tight control management of the bank in follow up and monitoring of the system whether applied or not.

Moreover, according to the data obtained from the management indicted that, there are various factors that affect the proper application of the system in the bank's day to day service delivery operation such as improper understanding of the system by the employees and absence of tight controls over the area make existence of such facts.

Table 10 Frequency of Revision and On Time Service Delivery

S.N	Item	Frequency	
		No	%
1	The system enables the bank to deliver on time service to its customer?		
	Strongly agree	-	-
	Agree	24	36
	Neutral	-	-
	Disagree	35	52
	Strongly disagree	9	12
	Total	68	100
2	The bank revises its time management practice frequently?		
	Strongly agree	-	-
	Agree	-	-
	Neutral	-	-
	Disagree	62	91
	Strongly disagree	6	9
	Total	68	100

As it is depicted in table 10 item 1 above, majority of the respondent's i.e. 35(52%) replied that, they are disagreed with the enable of the system to deliver on time service. While the remaining 24(36%) and 9(12%) of the respondents replied they are agreed and strongly disagreed respectively. Form this one can understand, the system has no maintainable contribution for the operation of the bank.

Item 2 of the same table depicted above, majority of the respondent's i.e. 62(91%) replied that, they are disagreed with the frequent revision of the system. While the remaining 6(9%) of the respondents replied that, they strongly disagreed that frequent revision of the system by the bank. Form this one can understand, the

bank left activities related to the time management system that can pose greater problem over it.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

All the data gathered were presented analyzed and interpreted in the preceding chapter. Based on the analysis, major findings are summarized, conclusions and possible recommendations were forwarded as follows:

4.1 SUMMARY OF MAJOR FINDINGS

- The study revealed that, 56(82%) of the respondents disagreed with the existence of well developed time management system.
- The study indicated i.e 48(71%) replied that they are somehow satisfied with the existing time management practice of the bank.
- Majority of the respondents agreed to lower extent the bank strives to create awareness about time management.
- Majority of the respondents i.e. 50(73%) replied that, to some extent the bank strive to allocate time wastage factors form its operation
- The study indicated that, 47(70%) replied that, they disagreed with setting of feedback mechanism to take corrective measure.
- The study indicated that, 56(82%) of them confirmed to lower extent, of time management system is applicable in the day to day operation of the bank
- Majority of the respondents disagreed with the inability of time management system to deliver on time service.
- According to the study, 62(91%) of the respondents, they are disagreed with the frequent revision of time management system

4.2 CONCLUSIONS

Based on the findings summarized, the following conclusions were drawn by the study.

- Employees are doubt-full about the existing time management system, which is highly affecting its proper existence in the day to day operation of the bank.
- The bank has no properly applied time management practice this might affect its on time service operation effectiveness.
- There is no pre determined standard to measure the time management practice of the bank; this might result to what extent the system is significant to the bank over all activities.
- The management of the bank dose not give serious emphasis to employees in managing their time at work, which makes difficult the management of time wastage factors that might hamper operation.
- There is wide gap between each of the employees understanding what time management and its effect on the operation of the bank; this can limit the possible effort exerted for its effectiveness.
- The emphasis given to time management by the bank is not as it is expected by some customer, which can seriously affect customer loyalty on the service of the bank
- The management of the bank lacks some important imputes when making decision related to its time management, this caused by absence of proper feedback mechanism.
- There is high level of contribution obtained from the time management practice, which is significant for properly carried out the task.
- Identifying factors and disregarded by the bank, this can cause problem in its practice.
- Problems are observed in management of the bank in follow up and monitoring of time management system, which hide proper functioning of the system for the intended purpose.

4.3 RECOMMENDATIONS

Based on the conclusions drawn the following recommendation were forwarded by the study.

- In order to ensure proper practice of time management system of the bank, the management of strongly advised to create clear picture about the system over the implemented members.
- In order to deliver speedy and on time service to the customer, the bank advised to pursue its effective practice of the time management system in each and every activities.
- In order to get and know the importance of the installed system, the management of the bank strongly recommended developing measures that can rate results of time management system.
- In order to properly find out and cure factors causing time wastage, its is strongly advisable to take in to account seriously the issue of time management system.
- In order to ensure full application of time management system in the overall operation of bank, the management of the bank recommended to enhancing the awareness of employees through different mechanism regarding the time management system.
- In order to retain and make all the customers loyal for the service obtained form the bank, its is recommended to improve the emphasis given to the out come of the time management relation to customer satisfaction.
- In order to enhance the efficiency of the decision made on the time management system, the management of the bank recommended improving its feedback mechanism.
- In order to make the system fit with the existing operational environment, it is advisable to identifying possible error of time management system and makes corrective measure.
- Finally, the management of the bank should have to create tight follow up over of time management system, in order to see features to be added on it.

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Appendix
ST. MARY UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

The purpose of this questionnaire is to gather information and opinion to support the study, Thus, your frank and sincere response to the items in the questionnaire will help to meet the objective of the study. The information you provided will be keep confidential and used only for academic purpose only.

Thanks in advance for your cooperation.

N.B. No need of writing your name

Where alternative answers are given, please make your answer using an “X” mark in the corresponding circle.

Part I- **Personal information**

1. Sex Male Female

2. Age

- 18-25
- 26-33
- 34-41
- Above 42

3. Educational Background

- Diploma
- 1st degree
- Above 1st degree
- 2nd degree

5. Work Experience

- Below 5 years
- 5-10 years
- 10-15 years
- Above 15 years

5. There is well developed time management system?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

6. How do you see the time management practice of the bank?

- Highly satisfactory
- Satisfactory
- Somehow satisfactory
- Not satisfactory

7. Does the bank have standard measurement to implement time management system?

- Yes
- No

If you side no for the above question please specify your reason?

8. To what extent the bank strive to create awareness about time management to employees?

- To very great extent
- To great extent
- To some extent
- To lower extent
- To very lower extent

9. Dose all staff consciously carry out their job with specified time?

- Yes
- No

If you side no for the above question please specify your reason?

10. To what extent the bank strive to alleviate time wastage factors?

- To a very great extent
- To great extent
- To some extent
- To lower extent
- To very lower extent

11. The bank set feedback mechanism to take corrective measure in its time management practice?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. To what extent time management practice of the Bank contributes to the effectiveness?

- To very great extent
- To great extent
- To some extent
- To lower extent
- To very lower extent

13. Time management practiced installed is compatible with the existing work environment?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. To what extent the bank time management system applicable in the day to day service delivery operation?

- To very great extent
- To great extent
- To some extent
- To lower extent
- To very lower extent

15. The system enables the bank to deliver on time service to its customer?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. The bank revises its time management practice frequently?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree