THE INFLUENCE OF TIME MANAGEMENT TENDENCIES ON THE RELATIONSHIP BETWEEN EMPLOYEE EMPOWERMENT AND ORGANIZATIONAL PERFORMANCE: A STUDY OF THE UNIVERSITY OF NAIROBI EMPLOYEES

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ABSTRACT

The main objective of this study was to determine the influence of time management tendencies on the relationship between employee empowerment and organizational performance. Employees' temporal patterns activities affect the way they make decisions which ultimately affect organizational performance. It is therefore important to understand how these differences in temporal patterns affect workplace attitudes and behaviors which compels organizations to get the right mix in individual employees. Employee exhibit monochronic and polychronic time management tendencies. These preference-driven variations are the focus of this study and influence on relationship between employee empowerment and organizational performance. This study was informed by two theories namely attention-based theory and the theory of reasoned action. A survey was carried out at the University of Nairobi using proportionate stratified random sampling technique to select seventy (70) respondents for the study. To measure organizational performance variables service quality, rate of innovation and employee were used. The results showed that the efforts of the university management had made to empower employees have not be successful …..... Organizational empowerment practices such as…..were found to have an influence on time management tendencies. The university management was committed to organizational feedback, creating a congenial and friendly atmosphere, greater cooperation, teamwork and support and a free and open communication environment which empowered employees and consequently affected organizational performance. However there was a negative relationship between the rate of innovation and completion of work within the time allocated. Monochronic tendencies were positively and significantly correlated with organizational performance while the polychronic orientation had positive significant correlation with customer satisfaction.

INTRODUCTION

Over time management theory and principles have been largely prescriptive where it is assumed that these are best practices that are effective in every situation. From the time of Fredrick Taylor the approach prescribed was that there is a one-size-fits-all theory that emphasized strict division of labour and specialization for maximum employee performance (Riccucci, 2002). Organizations today emphasize on multitasking as an important component of job performance. Some scholars claim that every job requires some degree of multitasking **(**Buhner, Konig, Pick, & Krumm, 2006).Organizations are experiencing expanding global

competition , increased demand for immediate availability of products and services   which supports the temporal dimension of work (Orlikowski and Yates, 2002). Given this trend in employee practices that show preference-driven variations in the temporal pattern of employees' activities ultimately affects their strategic decision making processes that may also affect organizational performance. According to Benabou (1999) time is central to human functioning that requires proper scheduling of time so that the various competing tasks can be accomplished on time. Time is an important strategic element that gives organizations competitive advantage. Time management is the art of arranging, organizing, scheduling and budgeting one's time for the sake of being more effective and efficient which will result in more work productivity.

Different systems of time affect time management methods and techniques as seen by early seminal studies (Finkelstein, Hambrick and Canella, 2009) that observed that top managers' temporal pattern of activities referred to as monochronic and polychronic work styles or time management impacted negatively to work performance. Employees displaying both monochronic and polychronic time management tendencies also differ in their effectiveness in various work situations. These time management tendencies styles refer to single tasking and multitasking respectively. It is therefore important for organizations to get the "right" mix of individual employees that can fit into the different work situations that demand different attitudes and behavior. These two should be able to coexist and create higher productivity for the organization.

According to Piercy, Cravens, Lane, Vorhies (2006) organizational and individual employee behavior and attitude have a significant impact on the overall performance of an organization. Laschinger, Finegan, Shamian & Wilk, (2004) also support this concept that employee empowerment has an influence on organizational outcomes. Ugboro and Obeng (2001) contend that employee empowerment is achieved by encouraging and authorizing employees to actively respond to work related problems by making available the required resources. This guarantees quicker on-the spot responses to customer needs during service delivery, faster on-line responses to rectify dissatisfying situations and professionally, confidently, warmly and enthusiastically interaction with customers (Bowen and Lwaler, 1992). These benefits can lead to improved organizational productivity and increase in customer satisfaction (Houlihan, 2007).

Studies on Kenyan public universities show that they face multiple challenges such as increase in student numbers, reduced funding from the exchequer, insufficient remuneration for university staff, heightened competition from each other and private and foreign universities, complex environmental influences, persistent adverse economic impacts and the effects of globalization and change (Mok, 2003). Given the outlined challenges, universities have been forced to do more with less and work smarter and ensure availability of products and services for immediate and future use. The University of Nairobi is no exception. The University of Nairobi is a public university established by an act of parliament (Cap 210) of the Laws of Kenya for the purpose of proving university education in Kenya and the region. It is the oldest since 1956 and largest university with a student population of over 10, 0000 and staff population of over 5,000 in Kenya. The university has six colleges namely: Agriculture and Veterinary Sciences, Architecture and Engineering, Biological and Physical Sciences, Education and External Studies, Health Sciences and Humanities and Social Sciences. The University of Nairobi, like its counterparts in the region, is facing stiff competition, declining funding from the exchequer and rising expectations from its stakeholders. These changes present challenges to the institution that can only be addressed effectively by working smart. Among other things, the University's service charter demands rapid response by its service providers to the consumers of its service. For this to happen, University's service providers need to engage in multitasking. The extent to which this is done was the subject of this study.

RESEARCH OBJECTIVE

The main objective of this study is to determine the influence of time management tendencies on the relationship between employee empowerment and organizational performance.

THEORITICAL BACKGROUND

Theory building is a process of identifying patterns of relationships among factors. Individuals view time differently and this depends largely on their interaction making time a social construction (Lauer, 1981).The present study is based on two theories that is Attention-based theory and the theory of reasoned action.

The attention- based theory perceives the environment as a source of constant input and stimuli for the organization however individual employees and organizations have limited cognitive capabilities that cannot deal with all the available input and stimuli (March & Simon, 1985). Therefore individual employees respond to the environment by noticing and focusing time and effort that require action and responses that define that action (Ocasio, 1997). Organizations also pay attention on selected communications and interactions that are limited to their issues, situations and activities that are of interest to the organization and represent potential problems or opportunities for the organization (Hoffman & Ocasio, 2001). The attention-based theory is premised on the principle of selective attention that suggests that individual employees and organizations selectively respond to the environment while ignoring others (Ocasio, 2001). The theory also posits that individuals and organizations pay attention on particular issues within particular channels of communication through which they interact that suggests situation cognition (Ocasio, 1997). Further the theory suggests structural determination of attention based on how people think and attend to situations as a social and cultural process shaped by individuals and organizations (Ocasio, 1997). Individuals and organizations have choices on what issues they focus their attention on (Ocasio and Joseph, 2005). Ocasio (1997:195) refers this to "attention structure". Polychronicity/ monochronicity time management tendencies are "attention structure" that guide attention and strategic choice. The study is build on the attention-based view to determine how polychronicity/ monochronicity (attention structures) affect decision making channels and processes and subsequently firm performance.

The other theory which this study is premised is the theory of reasoned action that provides a useful framework that analyses an individual's polychronicity as it looks at the effects of available time, formal education, fatigue and time of day on an individual's polychroniciy (Slocombe, 1999). The theory asserts that individuals consider the consequences of acting monochronically or polychronically. Therefore, as the time for task completion is reduced, the individual would consider the priority of each task waiting to be completed, the likelihood of completing the different combinations of tasks in the remaining time, the consequences of completing different combinations of tasks, the inherent pleasure or discomfort in performing each combination of tasks, and the opinions of relevant others. The conditions of these variables would need to be specified in order to appropriately predict the effect of reducing the time available for task completion, (Slocombe, 1999).The theory of reasoned action may be useful for considering questions such as whether fatigue is likely to affect an individual's polychronically and whether an individual is more polychronic in the morning than in the afternoon or evening. The theory suggests that the individual's energy level, the norms in the work unit and the priorities assigned to the tasks to be accomplished are relevant. The theory of reasoned action suggests that simple questions about polychronicity may have complex answers. The decision to operate monochronically or polychronically may involve choice between placing a higher priority on human relationships or on task accomplishment. This consideration is clearly connected with the subjective norm (one's beliefs about others' opinion and one's motivation to conform to them) in the theory of reasoned action.

TIME MANAGEMENT TENDENCIES

The concepts of monochronic and polychronic time management tendencies developed by Hall (1983) are ends of a continuum that may have several intermediate preferences which explain the attitudes and behaviours with regard to time usage (Bluedorn, Kaufman and Lane. 1992). Monochronic time management tendencies refers to people who prefer to complete one task before becoming involved with another task. Polychronic time management tendencies refer to people who prefer to be involved with several tasks at the same time. Either of these time management tendencies are experienced by individual employees and organizations as entities.

Human preferences for different patterns of time utilization have potentially important implications for effective workplace behavior (Bluedorn, Kaufman and Lane, 1992; Kaufman, Lane and Lindquist, 1991). Greater insight into the significance of the congruence between individuals' preferred patterns of time utilization and those preferred by their managers and co-workers should help managers understand and influence behavior in their organizations. It should also facilitate the assignment of employees to positions where they will be more successful.

Organizational Performance

Performance refers to results that are related to set objectives, goals or standards that are represented through productivity, efficiency, effectiveness and competence. Organizational performance is a measure of the results that are related to the vision, mission and core values of the organization. These measures can relate to service quality, level of productivity, profitability, timely marketing of products, and rate of innovation, employee absenteeism and turnover. Organizational performance is basically measured through individual employee job performance

 (Wall, Michie, Patterson,Wood, Sheehan, Clegg and West,2004) and the combination of expected behavior and task-related aspects (Motowidlo, 2003). Performance that is based on an absolute value or relative judgment may reflect overall organizational performance (Gomez-Mejia, Balkin and Cardy, 2007). Job performance is a multi-dimensional construct. Two aspects of performance-related behaviors that are increasingly important in today's work organization are proactive behavior and creativity (Griffin, Neal and Parker, 2007). Researchers have argued that daily variations in performance levels are 'substantial and meaningful' (Beal, Weiss, Barros and MacDermid, 2005-P.1055).Some predictors of performance-related behaviors on a daily basis (Amabile, Barsade, Mueller & Staw, 2005; Fritz & Sonnentug, 2009; Fisher & Noble, 2004; Ohly & Fritz, 2010).

To measure this performance in the business world, service quality is determined by customer satisfaction, customer retention, customer loyalty and profits (Schneider & Bowen, 1993). The service-profit chain also connects internal service quality with employee satisfaction and loyalty and customer satisfaction and loyalty with organizational growth and profits (Heskitt, Jones, Loveman, Sasser & Schelesinger, 1994). Ayres (1999) pointed out that the level of internal customer service quality has an essential impact on the service vale provided to the external customer. This realization has made many organizations focus on building truly good internal service quality to help increase their overall organizational results. These measures can relate to, employee absenteeism and turnover which can affect the level of productivity, profitability, timely marketing of products, and rate of innovation that ultimately measure organizational performance.

Employee empowerment

Employee empowerment is a process through which organizations give their employees authority and responsibility to freely perform their duties at work that could lead to happier employees that feel important.
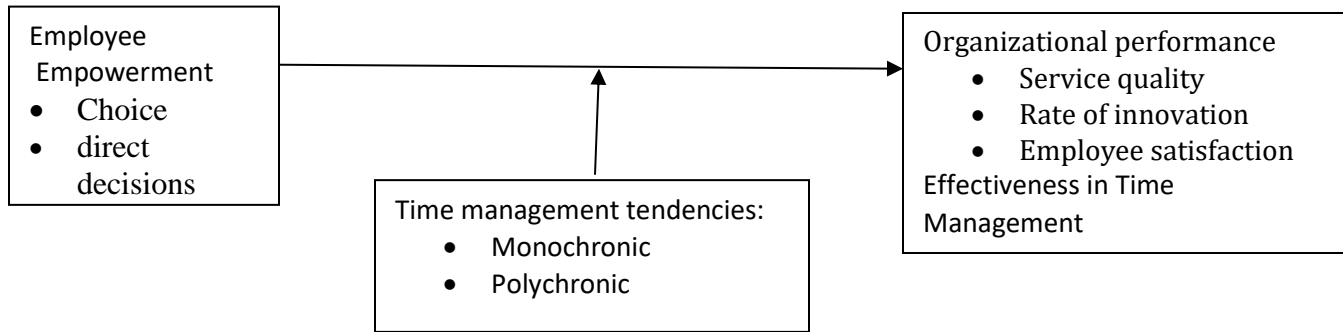
This is absolutely essential for business today and it can only work if management believes in the employees as they are the first hand representatives of the business. The management could pre-determine and define the scope of decisions made and work towards effectively building decision-making teams (Borade, 2010). Borade (2010) adds that the implementation of employee empowerment requires managers willing to give up control in certain areas of work production. The system must have scope for improvement of the strategy and flexibility within teams. The ability of the employees to contribute to a choice and direct decisions leads to an alleviated feeling of self-worth and dedication. It is very essential to ensure that the employee suggestions are addressed and discussed, especially if the management sees potential in employees. Employee empowerment means job enhancement via decision making. The traditional bureaucracy and the age old emphasis on control and standardization are now things of the past. The new vistas involve innovation, flexibility and commitment and consistent improvement (Borade, 2010).

It is widely accepted that empowerment benefits the organizations which implement it effectively. Kanter posits that, "Organizational power can grow, in part, by being shared. . . .By empowering others, a leader does not decrease his power; instead he may increase it--especially if the whole organization performs better" (Kanter, 1979, p. 73). Kanter then uses the logic that, "The productive capacity of nations, like organizations, grows if the skill base is upgraded. People with the tools, information and support to make more informed decisions and act more quickly can often accomplish more." (Kanter, 1979, p. 73).

Many scholars have cited, "anecdotal and case evidence…to show that empowerment does produce more satisfied customers and employees" (Bowen & Lawler, 1995, p.75). However Bowen and Lawler go beyond this and provide additional evidence that "considerable research on practices such as gain sharing, communication programs, work teams, job enrichment, skill-based pay, and so on has shown the results of these practices are consistent and positive" (p.75). Bowen and Lawler (1992) indicate empowered employees provide "quicker on-line response to customer needs during service delivery … quicker on-line responses to dissatisfied customers during service recovery … employees feel better about their jobs and themselves; … employees will interact with customers with more warmth and enthusiasm …when employees felt that management was looking after their needs, they took better care of the customer;. … great word-of-mouth advertising and customer retention" (pp. 33-34). Randolph (1995) indicates that "A more subtle, yet very powerful benefit" of employee empowerment was increased "trust in the organization" (p. 22). When employees are confident that the company is not out to suck their blood but is providing a competitive product or service they will respond positively. That is, "people who have information about current performance levels will set challenging goals--and when they achieve those goals they will reset the goals at a higher level" (Randolph, 1995, p. 23).

CONCEPTUAL FRAMEWORK

Fig. 1: A model of the Relationship between Employee Empowerment, Organizational Performance and Time Management Tendencies.

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┌─────────────────────┐                                      ┌──────────────────────────────┐
│ Employee            │                                      │ Organizational performance   │
│ Empowerment         │                                      │   • Service quality          │
│   • Choice          │─────────────────────────────────────▶│   • Rate of innovation       │
│   • direct          │                        ▲             │   • Employee satisfaction    │
│     decisions       │                        │             │ Effectiveness in Time        │
└─────────────────────┘             ┌──────────┴────────────┐│ Management                   │
                                    │ Time management        │└──────────────────────────────┘
                                    │ tendencies:            │
                                    │   • Monochronic        │
                                    │   • Polychronic        │
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RESEARCH METHODOLOGY

This was a survey of the University of Nairobi. The proposed design falls within the logical positivist paradigm. The target population for this study comprised of all members of staff of the University of Nairobi. The sample comprised of randomly selected university staff members from the six colleges of the University of Nairobi that is at least 35 teaching and 35 non-teaching staff members. Proportionate stratified random sampling technique was used for the selection of respondents for the study**.** Data was collected using a self-report questionnaire with both structured and unstructured questions that is hand delivered to randomly selected staff member available on the ground at the time of delivery. Part A asked questions on bio-data. Parts B was on employee empowerment, Part C on time management tendencies, Part D on organizational performance. Cronbach's Alpha was used to measure internal consistency of the questionnaire items. The researcher used both quantitative and qualitative techniques to analyze data collected.

RESULTS AND DISCUSSION

This study investigated the relationship between organizational performance and time management tendencies and also considered the impact of employee empowerment practices on organizational performance for a sample of seventy employees of the University of Nairobi. The study considers how organizational performance is influenced by time management tendencies as defined by the two paradigms of the attention-based theory and reasoned-action theory. The three different but somewhat related proxies were used for organizational performance, namely: service quality, rate of innovation (as measured by introduction of new products or investment in research and development), and employee satisfaction. Organizational performance was held as the dependent variable while the independent or predictor variables were extracted from the various elements that separately make up the attention-based and the reasoned-action time theories.

I: Internal Consistency of Data

The management scales used in this study had a high internal consistency as measured by Cronbach's alpha. The test variables were split and averaged in all possible ways before finally examining their degree of correlation. The study's fifty one (51) cases had a total of seventy four (74) variables. Table 1 shows a summary of the results for the data's internal consistency:

Table 1: Internal consistency statistics for the measurement scales

Statistics for the scale	*Value*
Mean	188.43
Variance	687.13
Standard deviation	26.21
Cronbach's alpha	0.88

Cronbach (1990) has indicated that the closer to a score of 1 the alpha coefficient is, the higher the internal consistency while a score of 0.60 or less indicates that the items measure different characteristics. The score for this study is 0.88 which confirms that there is a high internal consistency in the data collection instruments. Thus, the findings from this research and conclusions drawn from it can be considered reliable.

Profile of Respondents

This study was conducted from a sample of 51 employees of the University of Nairobi. Male employees were 21 while females were 30. These employees were distributed across various job titles as shown in table 2:

Table 2: Composition of Respondents by job title

| Job title	Frequency (n)	Percent
Tutorial fellow	3	5.9
Lecturer	9	17.6
Cleaner	3	5.9
Clerk	7	13.7
Secretary	11	21.6
Administrative Assistant	15	29.4
Senior technologist	3	5.9
Total	**51**	**100.0**

From the table, non-teaching staff (that is, all job categories excluding tutorial fellow and lecturer) comprised the largest percentage of the sample (76.5%). Teaching staff comprised only about one-quarter of the sample size (23.5%). Respondents were drawn from the University's various Colleges as shown in Table 3 next:

Table 3: Composition of respondents by College

College	Frequency (n)	Percent
Health sciences	11	21.6
Agriculture and veterinary Sciences	8	15.7
Architecture and Engineering	4	7.8
Biological and Physical Sciences	7	13.7
Education and External Studies	11	21.6
Humanities and Social Sciences	10	19.6
Total	**51**	**100.0**

Respondents had worked in the University for varying periods, ranging from under five (5) years to over ten (10) years. This information is shown in Figure 2:

Figure 2: Composition of respondents by period of service
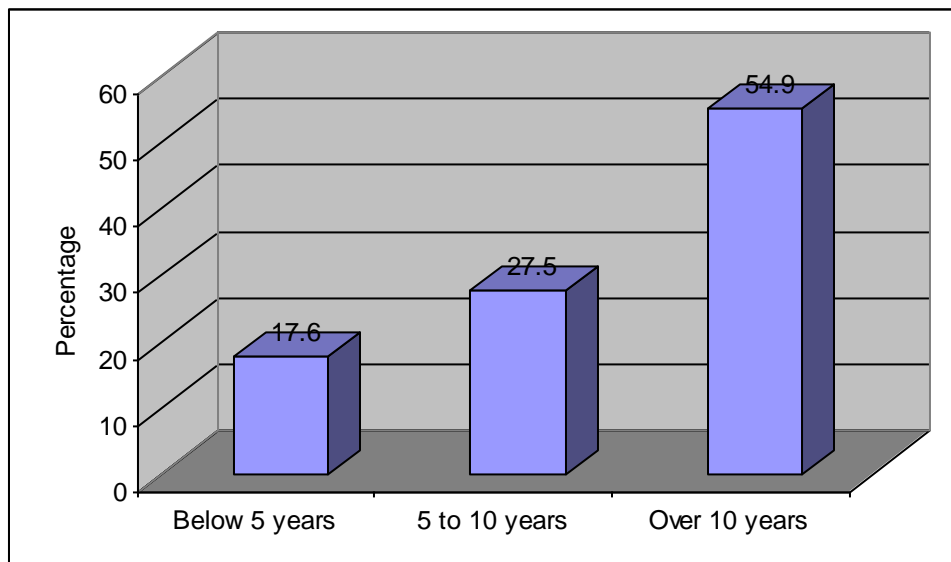

Thus, from Figure 2, more than half of the respondents (54.9%) have worked at the University for a long time (over 10 years). In total, 82.4% of respondents have been at the University for five or more years. From this fact, we expect that these employees constitute a good sample for any study on workplace empowerment and time management practices. Most of the employees were also mature in age as Table 4 shows:

Table 4: Age category of the respondents

Age bracket	Frequency (n)	Percent
20 - 29 years	12	23.5
30 - 39 years	16	31.4
40 - 49 years	18	35.3
Over 50 years	5	9.8
Total	**51**	**100.0**

From table 4, more than three-quarters (76.5%) of the employees are aged 30 years and above. Only about one-quarter can be considered youthful, that is, aged 20 to 29 years. Most of the respondents had high educational qualifications with a large percentage possessing a college certificate and above, as Figure 3 shows:

Figure 3: Educational qualifications of respondents
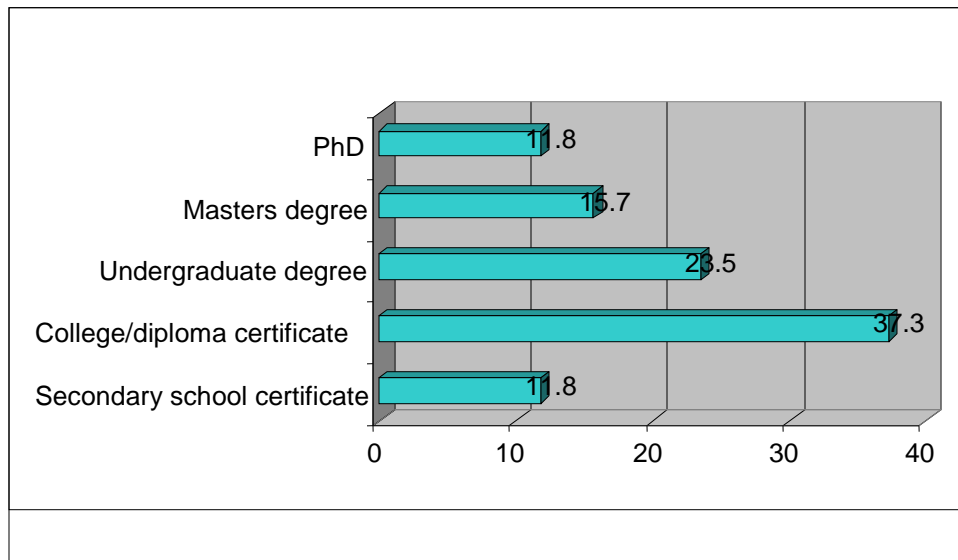
Employees possessing a college certificate were the majority in the sample (37.3%), while those with a PhD degree were the least (11.8%). The percentage of employees possessing a secondary school certificate was also small (11.8%) with most of them mainly distributed in the non-teaching job categories of cleaning and other janitorial work.

Respondents were on a wide range of employment status, namely: permanent (66.7%), contract (27.5%), and casual (5.9%) and were spread across various job categories and grades as shown in the table 5:

Table 5: Distribution of respondents by job grade

| Job grade	Frequency (n)	Percent
Academic (teaching)	16	31.4
Academic (non-teaching)	3	5.9
Grade A - F	27	52.9
Grade I - IV	2	3.9
Casual	3	5.9
Total	**51**	**100.0**

From table 5, slightly more than half of the employees were in Grade A-F and these comprised the largest percentage of the sample size. The composition of academic staff was also sizeable (about one-third).

II: Discussion of Results

Employee empowerment

Respondents rated workplace empowerment programmes as successful to "some extent" (mean score is 2.51, where 1 represents "to a great extent" and 5 "no extent at all"). Thus, management efforts in putting in place workplace empowerment initiatives have not been as successful as envisioned. Figure 5 shows scores for selected empowerment variables:

Figure 5: Degree of commitment employees have to put more effort
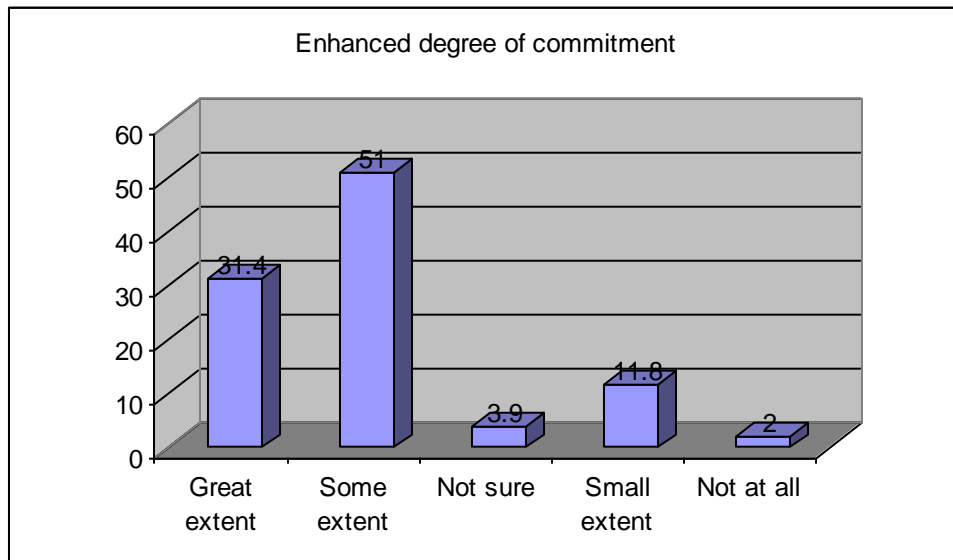
The figure above shows that 31.4% of employees report that empowerment efforts have enhanced their degree of commitment to "a great extent" while over half (51.0%) report enhanced degree to "some extent". The results for management's efforts for holistic concern to employees are shown in Figure 6:

Figure 6: Management's holistic concern for employees

The figure above shows that only a small percentage of employees (13.7%) report that management's holistic concern for them has motivated them to a "great extent" while 41.2% reported that such efforts have been helpful to "some extent".

The scores (in percentage) for other empowerment variables are shown in the next table:

Table 6: Scores for workplace empowerment variables

Variable	Extent (%)				
	Great	Some	Not sure	Small	Not at all
Congenial friendly atmosphere	9.8	64.7	9.8	15.7	
Organizational feedback	13.7	54.9	3.9	21.6	5.9
Sense of meaning and value	13.7	45.1	13.7	21.6	5.9
Employee job satisfaction	19.6	9.8	45.1	5.9	
Opportunity to choose tasks	9.8	49.0	5.9	33.3	2.0
Independence in decision-making	7.8	45.1	7.8	23.5	15.7
Increased customer satisfaction	39.2	49.0		11.8	

All in all, management has not been successful in putting in place effective workplace empowerment efforts that can motivate employees to put in extra effort to achieve desired goals and objectives.

Relationship between Organizational Performance and Time Management Practices

The study looked at time management practices from the perspective of monochronic and polychronic orientations and considered the impact of these orientations on organizational performance.

A: Models on Attention Based Theory

(i) Selective attention to external events model

The selective attention to external events model statistics is shown in Table 7 and shows that the regression models for organizational performance are significant (as shown from their *p*-values).

Table 7: Summary of attention-based model statistics

Organizational performance proxy	Statistics		
	R	R^2	p-value
Service Quality[1]	0.374	0.140	0.007
Rate of Innovation[2]	0.488	0.238	0.001
Employee satisfaction[3]	0.483	0.233	0.002

Multiple regression models to mathematically demonstrate the relationship between organizational performance and selective attention variables are shown below:

Multiple Regression Models:

Service Quality[1]:

Y^1 = 4.457- 0.401X_1

Where:

Y^1 = Service Quality

X_1 = Complete an entire project every day

Rate of Innovation[2]:

Y^2 = 2.505 + 0.488 X_1 – 0.315 X_2

Where:

Y^2 = Rate of Innovation

X_1 = *Employee prefers to do one thing at a time*

X_2 = *Seldom work on more than a single task*

Employee satisfaction[3]

Y^3 = *3.515 – 0.330 X_1 + 0.271 X_2*

Where:

Y^3 = *Employee satisfaction*

X_1 = *Seldom work on more than a single task*

X_2 = *Employee would rather complete an entire project*

ii.   Attention-based Channels of Communication

Table 8: Summary of attention based on channels of communication

Organizational performance proxy	Statistics		
	R	R^2	p-value
Service Quality[1]	0.762	0.580	0.000
Rate of Innovation[2]	0.484	0.234	0.000
Employee satisfaction[3]	0.437	0.191	0.001

Service Quality[1]

Y^1 = *1.535 + 0.765 X_1 – 0.412 X_2 – 0.228 X_3*

Where:

Y^1 = *Service Quality*

X_1 = *Commitment to organizational feedback*

X_2 = *Emphasis on congenial and friendly atmosphere*

X_3 = *Greater cooperation, teamwork and support*

Rate of Innovation[2]:

Y^2 = *1.010 + 0.524 X_1*

Where:

Y^2 = *Rate of innovation (measured by investment in research and development)*

X_1 = *Free and open communication*

Employee satisfaction[3]

Y^3 = *1.985 + 0.382 X_1*

Where:

Y^3 = *Employee satisfaction*

X_1 = *Free and open communication*

B: Models on Reasoned-action Theory

Under this theory, individuals consider the consequences of acting monochronically or polychronically. Thus, as the time for each task is reduced, the employee takes into account the priority to be given to each task that is waiting to be done. The study found only two significant predictor variables for organizational performance. These are shown next:

X_1= Employee finds it more important to deliver good work even if takes more time than allocated

X_2= Employee feels uncomfortable when work is not 100% complete within the time allocated

Using the reasoned-action model, the following multiple regression models were develop for organizational performance (the dependent variable) as represented by service quality, rate of innovation, and employee satisfaction. Stepwise multiple regression has been used in order to include only significant variables, as shown by the *p*-values in the next table:

Table 9: Regression statistics for the reasoned-action model

Organizational Performance proxy	*Statistics*		
	R	*R^2*	*p-value*
Service Quality[1]	0.324	0.105	0.020
Rate of Innovation[2]	0.479	0.230	0.002
Employee satisfaction[3]	0.404	0.163	0.003

The relevant models are shown next:

Service Quality[1]

$Y^1 = 1.246 + 0.343 X_1$

Rate of Innovation[2]:

$Y^2 = 1.254 + 0.383 X_1 - 0.231 X_2$

Employee satisfaction[3]

$Y^3 = 1.933 + 0.509 X_1$

Where:

X_1= Employee finds it more important to deliver good work even if takes more time than allocated

X_2= Employee feels uncomfortable when work is not 100% complete within the time allocated

III: Correlation Analysis for Relationship between Organizational Performance and Time Management Tendencies

A: Monochronic Orientation

Table 10: Correlation Results for monochronic orientation management tendencies and performance

Monochronic variable	*Employee satisfaction*	*Customer satisfaction*	*Service quality*
Employee would rather complete an entire project every day than parts of it	r = 0.349* *p*= 0.012	r = -0.374** *p* = 0.007	r = 0.306* *p*= 0.029

Employee usually does one project at a time			r = 0.333* p= 0.017
Employee prefers to do one thing at a time		r = 0.306* p = 0.029	
Employee seldom works on more than a single task at the same time	r = -0.409** p= 0.003		

*** Correlation significant at the 0.01 level (two-tailed)*

** Correlation significant at the 0.05 level (two-tailed)*

Our study found that an employee's tendency to complete an entire project every day rather than parts of it is significantly correlated with employee satisfaction, customer satisfaction, and superior products. The study also found that an employee's tendency to complete one project at a time is significantly correlated with superior products while employee's preference to do one thing at a time is significantly correlated with customer satisfaction. The study also found significant correlation between an employees's seldom working on more than one task at a time and employee satisfaction.

B: Polychronic Orientation

Table 11: Correlation Results for customer satisfaction and service quality

Polychromic variable	*Customer satisfaction*	*Service quality*
Employee juggles several activities	r = - 0.465** p = 0.001	
Employee believes people should be given several tasks to perform at the same time		r = 0.431** p = 0.002
Employee manages to do many things in a short time	r = - 0.456** p = 0.001	

*** Correlation significant at the 0.01 level (two-tailed)*

This study found that the following dimensions of empowerment: "*employee juggles several activities*", and "*employee manages to do many things in a short time*" are significantly correlated with customer satisfaction, while "*employee believes that people should be given several tasks to perform at the same time*" is significantly correlated with service quality.

III: Conclusions

The study found that efforts that University management has made to empower employees have not been as successful as was expected. Majority of employees rated empowerment efforts as successful only to "some extent". Efforts to enhance employees' degree of commitment, holistic concern for employees, opportunity to choose tasks and independence in decision-making were all rated as mildly successful.

The study also found that the significant empowerment attributes for the selective attention model are: employees' ability to complete an entire project every day, employees' preference to do one thing at a time, and their opportunity not to work on more than a single task at any one time.

Organizational empowerment practices that have a significant impact on time management tendencies were found to be the following: management's commitment to organizational feedback, management's emphasis on

a congenial and friendly atmosphere, its emphasis on greater cooperation, teamwork, and support, and a free and open communication environment.

The significant time management tendencies that define the reasoned-action theory were those that made it possible for employees to do good work even if took more time than allocated and those that allowed employees to complete their work up to 100% even if the time allocated expired, that is, situations that allowed for time extension to enable employees complete the work to full satisfaction.

The study found a negative relationship between the rate of innovation, which is a measure of organizational performance, and employees being forced to complete their work within time allocated. This indicates that employees working on research and development do not prefer to be hurried on their work and would prefer, rather, to have all the time they need to complete their innovations.

Monochronic tendencies were found to be positively and significantly correlated with organizational performance. Thus, when employees are allowed to complete an entire project every day rather than parts of it, and when employees' preference to do one thing at a time is supported, there is a positive correlation with customer satisfaction, rate of innovation, and employee satisfaction.

The study found that, under the polychronic orientation, employees' juggling of several activities and their ability to do many things in a short time has positive and significant correlation with customer satisfaction. We also found that employees who believed that people should be given several tasks to perform at the same time were more likely to show a positive correlation with the organization's ability to produce superior products.

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