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**EFFECTIVE TIME MANAGEMENT AND
ORGANISATIONAL PERFORMANCE: A CASE STUDY OF
QATAR NON-GOVERNMENTAL ORGANISATIONS (NGOs)**

by

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award of degree of Doctor of Philosophy**

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Declaration

Abstract

Cultural differences have an effect on time management practices. The time management practices would then influence key job performance outcomes. A relationship, thus, exists between time management cultures and job performance which then influences organisational outcomes. Most of the time management research has, however, mainly focussed on monochronic western cultures. There is, therefore, very little insight into whether relationship in other cultural contexts, such as polychronic Middle Eastern countries.

The aim of this study is to investigate the impact of time management practices on organisational performance of non-governmental organisations (NGOs) in Qatar. The study employs a multi-case study approach using three NGOs: Qatar - Japanese Friendship Society, Qatar Centre for Child Culture and Doha Centre for Media Freedom, in order to investigate the possible relationship that has been found to be mainly positive in monochronic western cultures. In investigating the relationship, the study also examines the perceptions (meanings) of time and identifies the factors that influence time management behaviours, in particular, the role of leadership and culture.

The study adopts a mixed methods research methodology from a pragmatic perspective, employing questionnaires and semi-structured interviews. In total, 278 questionnaires were administered to employees and 7 interviews conducted with top management of the selected NGOs in Qatar.

The study found that time management was of great importance and that cultural differences played a crucial role in its determination. Analysis of the interviews revealed that cultural factors had a strong impact on time management. It was also found that there was very little understanding about the impact of monochronic time and polychronic time. However, the study revealed that Qatari NGO employees had attributes that characterise polychronic culture and that the employees was interested to learn more about monochronic practices.

In addition, the study showed that there was indeed a linkage between time management behaviours and organisational performance. The study found that aspects of job outcomes, examined in respect of work balancing, work load and awareness building, were positively and

significantly impacted by time management practices. Further, the research found that the NGOs under investigation have gradually been coming to terms and implementing effective time management strategies. These are increasingly recognised as important for the NGOs to achieve their organisational objectives.

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Abbreviations and acronyms

DCMF -	Doha Centre for Media Freedom
GCHR -	Gulf Centre for Human Rights
MOFA -	Ministry of Foreign Affairs
MOSA -	Ministry of Social Affairs
NGO -	Non-governmental organisation
NHRC -	National Human Rights Committee
QES -	Qatar-English society
QJFS -	Qatari-Japanese Friendship Society
QMS -	Qatari Mediation Society
QCCC -	Qatar Centre for Child Culture

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

Time is one of the most important assets for any organisation in the business world (Adebisi, 2013; Forbes, 2016). This is virtually because time is tied to every organisational activity that feeds into its strategic objectives. As an important asset, its management is critical for organisational survival and success. As a result, time management could be considered as one of the major competitive tools that can contribute towards improved organisational performance (Ahmed et al., 2012; Nonis et al., 2011). Time management is necessary for any organisation to carry out its operations effectively. Improved operational efficiency through time management contributes to organisational success. Studies have empirically demonstrated the relationship between time management practices and organisational performance (Claessens et al., 2007; Miqdadi et al., 2014; Njagi and Malel, 2012; Nonis et al., 2011). Time management practices are however, influenced by culture (Macan et al., 1990; Nonis and Sager, 2003). As such, different cultural settings could influence organizational time management practices which would then influence the overall organizational performance. As a result, the findings on the relationship that exists between time management practices and job or firm performance could be contextual, and therefore, not generalizable.

Importantly, the time orientation of a culture affects how time is valued and also controlled (Arman and Adair, 2012; Bouncken, 2004; Kaufman-Scarborough, 2017; Onken, 1999). The way time is perceived and also controlled has an effect on the performance of tasks. Thus, arising from the differing perceptions of time and its management across cultures can pose a serious problem for a global or multinational organisation that has to deal with different cultural settings/context. In other words, culturally different attitudes to time management can be extremely harmful in such organisations as it affects cross-cultural communication. Therefore, understanding different attitudes or perceptions to time management forms an important aspect in managing or maintaining intercultural business relationships.

In the broad classifications of cultural perspectives on time, two distinct cultural classes have been observed in the literature: monochronic and polychronic cultures (Hall, 1999; Harvey and Kamoche, 2004; Hirschman, 1987). In such a classification, polychronicity refers to the extent

to which people in a culture prefer to be engaged in two or more tasks or events simultaneously; and believe their preference to be the best way to do things (Bluedorn et al., 1999; Nonis et al., 2011; Onken, 1999). Monochronicity, on the other hand, refers to the culture where individuals believe that doing one thing at a time is better than doing several things at a time (Nonis et al., 2005). In monochronic cultures, time is viewed as “linear and separable, capable of being divided into units, and therefore emphasize doing ‘one thing at a time’” (Nonis et al., 2005, p. 412). These cultural orientations have implications on organisation culture. This is particularly the case given that national culture has an influence on organisational culture (Hofstede, 2001; Rosen, 2002). For instance, Rosen (2002) argues that the national culture applies to social interactions and power relationship, both within and outside of formal organisations. The national cultures are usually deeply engraved in employees and influence organizational culture. National culture influences managerial decision-making, leadership styles, and human resource management practices (Li et al., 2001; Willmott, 2000). Further, managerial functions within the organisations such as communication, motivation, organizational design, employee’s expectations of work design, and reward systems are all affected by national culture (Khan and Law, 2018; Nicholls et al., 1999). As such, polychronicity and monochronicity are both temporal dimensions of organizational culture. Temporal dimensions basically refer to the perceptions, and thus meaning of time (Hall, 1983; Harvey and Kamoche, 2004; Kaufman-Scarborough, 2003) in one cultural setting.

The cultural dimensions of polychronicity and monochronicity can be further related to the cultural distinctions of low context cultures and high context cultures (Hall, 1976; Korac-Kakabadse et al., 2001; Khan and Law, 2018). This cultural distinction is used mostly with respect to language and how this affects communication (Khan and Law, 2018). In this cultural dimension, “a low context culture is one in which things are fully (though concisely) spelled out. Things are made explicit, and there is considerable dependence on what is actually said or written. A high context culture is one in which the communicators assume a great deal of commonality of knowledge and views, so that less is spelled out explicitly and much more is implicit or communicated in indirect ways” (Rutledge, 2011, p.1). There is more responsibility that is placed on the listener to keep up their knowledge base and remain plugged into informal networks in a low context culture while in high context cultures, there is a strong inclination to indirect methods of communication. In the high context cultures, communication is therefore implicit with the context and relationship have an important role to play than the actual words spoken. The importance of this understanding of the cultural distinction is that it can be related

to the time management perceptions. In particular, high context cultures typically use a polychronic perception of time while low context cultures use a monochronic perception (Khan and Law, 2018; Lechner, 2001).

Considering the differences in cultural settings and the possible influence on the organisational practices, it's imperative that contextual factors are taken into consideration when investigating the relationship that exist between time management and organisational performance. Several studies have shown, for example, that there is positive relationship between time management practices and key job outcomes such as improved job satisfaction, job stress, and health (Macan et al., 1990; Nonis and Sagar 2003; Nonis et al., 2005; Schuler, 1979). However, most of this literature is focussed on western cultures (mainly North America and Northern Europe) which are largely low context monochronic cultures (Nonis et al., 2011). Thus, the empirical evidence on the positive relationship between time management and their correlates is mainly limited to Western cultural environment where such effects “can be easily assumed” (Noni et al., 2005, p. 410). Given the differences in cultural perceptions on time and communication, the findings from such studies on western cultural environments cannot be generalised to non-western cultural environments. Important, these non-western cultural environments (such as Middle Eastern, Asian, African) have different perceptions and therefore, meaning of time (Harvey and Kamoche, 2004; Hall, 1983; Khan and Law, 2018; Mopfu et al., 1996) which has implications on firm performance. This creates a research opportunity to investigate the extent to which the findings in western cultural environments could be generalised to non-western contexts. In short, the claims of a relationship between time management and job or firm performance are yet to be fully investigated in non-western cultures. This study is motivated at making a contribution to this understanding by focussing on Middle Eastern cultural settings which are typically high context polychronic cultures (Hall and Hall, 1990; Hall et al., 2017). The study is located within the Middle Eastern cultural context of Qatar.

1.1 Understanding Time Management

Generally, time management refers to the development of processes and tools that increase efficiency and productivity. Time management represents the act or process of exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity (Ahmad et al., 2012; Lucchetti, 2010). This act or

process may be aided by a range of skills, tools, and techniques that can be utilized in order to manage time when accomplishing specific tasks, projects and goals. The tasks needed to be accomplished encompass a wide scope of activities which include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing (Allen, 2001). In other words, time management is about organizing tasks or events which involves the estimation of how much time a task will take to complete, when it must be completed and adjusting events accordingly that could interfere with task completion so as to ensure appropriate amount of time is spent (Adejo, 2012; Forsyth, 2003). According to Forsyth (2003), time management involves working actively to create efficiency and effectiveness in a way that makes achieving targets or deadlines more likely. The need to manage time arises from its nature as a limited resource (Osawe, 2017). Time is universally static irrespective of geographic location which makes it a limited (or precious) resource. In addition, “time is one of the fundamental bases on which all cultures rest and around which all activities revolve” (Hall and Reed, 1990, p. 179). Its effective and efficient management could lead to better performance (Nonis et al., 2011). As a scarce resource within organizations, its effective and efficient utilization can contribute to organizational competitiveness. According to Ward (2003, p. 19), in business, time management “has morphed into everything from methodologies such as enterprises and resources planning through consultant services such as professional organizers”. Further, Paul and Stroll (2006) state that when considering time management, leadership plays a major role. As an organisational resource, it’s the responsibility of leaderships to ensure that managing time effectively leads to the achievement of organisational goals.

Further, a distinction can also be made between effective time management and time management. The former refers to a situation where high performance is expected by managers and therefore effective time management is the tool used to achieve that expectation. The latter (i.e. time management) is already prevalent within an organisation but may be surrounded with inadequacies. In other words, effective time management goes beyond influencing the productivity of employees to aiding in coping with stress, conflicts and pressure more efficiently (Osawe, 2017). Thus, effective time management has the additional benefit of promoting and maintaining a healthy work-life balance which could contribute to employees’ motivation. Put simply, while time management refers to managing time effectively so that the right time is allocated to the right activity, effective time management, on the other hand, allows individuals to assign specific time slots to activities based on their importance (Forsyth, 2003).

In this context, effective time management demands a good sense of management and organization in the work life of both the managers and the employees (Osawe, 2017). As a result, good effective time management should be a core skill for management (Forsyth, 2003). This skill can be a key differentiating factor that allows management to have an edge/lead over subordinates (Williams and Cooper, 2002).

Time management has an effect on organisational performance (Adebisi, 2013; Nonis et al., 2011). Importantly, time management can be a motivating element behind employees' performance and productivity on tasks which forms the base for the overall performance of organisations. Given the motivating role of time management, its promotion within organisations is important for increased efficiency and productivity (Macan et al., 1990; Nonis and Sager, 2003). However, as time management practices are culturally contextually driven, understanding the cultural environment within which organisations operate is important. This study is located within the Middle Eastern cultural context of Qatar. Time management practices are investigated within a non-government organisation, the Qatari-Japanese Friendship Society (QJFS).

Further, within the cultural context of Qatar, it is necessary to also explore other factors that may affect time management within an organisation. Such factors could be internal or external to the organisation. In this respect, Robinson (1977) categorised the factors into four mutually interacting set of personal, role, resource and environmental factors. Understanding these factors is important when investigating the effect of time management on organisational performance as these factors can either foster or inhibit the potential impact (Singh, 2008).

The next section puts the study into context by introducing the Qatari-Japanese Friendship Society.

1.2 The study in context

The role played by civil society (or non-governmental organisations (NGOs)) in national development is of importance to all developed and developing countries (Banks and Hulme, 2012; Pearce, 2000; World Bank, 2013). The civil society have played an increasingly prominent role in the national developmental agenda of many countries, "widely praised for

their strengths as innovative and grassroots-driven organisations with the desire and capacity to pursue participatory and people-centred forms of development” (Banks and Hulme, 2012, p. 171). In most developing countries, civil society fills an important gap left by the failure of states in meeting the needs of their poorest citizens following the adoption of neo-liberal policies (Banks and Hulme, 2012; Fukuyama, 2001). Thus, civil society (NGOs) plays a pivotal role in the process of economic and social development together with governments and private institutions. Before discussing about the Qatari – Japanese Friendship Society, it’s imperative that a definition of civil society and thus, NGOs is briefly elaborated to guide understanding.

In general, civil society can be perceived as a social sphere separate from both the State and the market. Kumar (1993) defines civil society as,

“ the sphere of culture in the broadest sense. It is concerned with the manners and mores of society, with the way people live. It is where values and meanings are established, where they are debated, contested and change” (p. 382-3).

According to the World Bank (2013, p. 1), the term ‘civil society’ refers “to the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations”. As such, the term is used to describe a wide range of organizations, networks, associations, groups and movements that are independent from government and that sometimes come together to advance their common interests through collective action in the social sphere (WHO, 2014). This means that civil society encompasses community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations.

This network of organisations and institutions result from, and in turn, frame day to day interactions of people (McCrone, 2009). Sarnaik (2001) however, highlights the complexity and paradox in defining civil society, arguing that the term covers a vast range of activities. Similarly, Kumar (1993, p. 389) argues that “civil society is, no more than State power, a panacea. Its divisions and discontents remain a source of inequality and instability”. Nonetheless, the understanding that is pursued in this study is that NGOs should be conceived as part of civil society.

In the context of a growing of Qatar, there has been an increase in the number of civil society organisations (Gulf Centre for Human Rights (GCHR), 2016). This is evident in almost all sectors where civil society organisations are playing a prominent role in capacity building and social up-lifting of the grassroots. The National Human Rights Committee (NHRC) in its 2013 survey reports that the most common areas of specialisation of civil society organisations were in the fields of culture and development (65%) followed by social services (50%) and development and housing (46%) (NHRC, 2013) (see table 1 below). As a consequence of growth, civil society organisations have received increased attention from the citizenry. The establishment of civil society organisations (NGOs) is enshrined in the national constitution (Ministry of Foreign Affairs, 2010). Further, the State of Qatar has legislation and laws which govern the works of civil society organisations. In particular, Law No. 12 of the year 2004 governs the establishment of associations (private and professional) and foundations. These fall under the Ministry of Social Affairs (MOSA). As a result of legislative provisions, the number of NGOs has increased from only a few in the 1980s to more than 20 professional, charitable, cultural and social organisations by early 2010 (Ministry of Foreign Affairs, 2010). These will keep growing depending on the need for services. The programmes offered by NGOs have become diversified and the base of beneficiaries from their activities and programmes has expanded to involve all categories in society, particularly the role they play in community service (see figure 1). In terms of organisation types, the NHRC (2013) survey reported the highest number to be the service-provision organisations followed by advocacy organisations. With this understanding of the broader civil society organisations in Qatar, the case study organisation is introduced next.

Table 1: Qatar NGOs Areas of Specialisation

Area of specialisation	Frequency	<u>Percentage</u>
Health Care	10	38%
Education	11	42%
Research	12	46%
Social Services	13	50%
Charity	10	38%
Human and Minority Rights	11	42%
Culture and Development	17	65%
Development and Housing	12	46%
Others	15	58%

Source: National Human Rights Committee (NHRC) Survey, 2013

The Qatari-Japanese Friendship Society (QJFS) is a cultural association which was set up in 2005 as a non-governmental organisation concerned with the promotion of cooperation ties between the State of Qatar and Japan. The main objectives of the association include: informing the Qatari-Society about the State of Japan and vis-versa; promoting and developing trade and cultural relations between the State of Qatar and Japan; enhancing cooperation relations and strengthen ties between the Qatari and Japanese societies; promoting tourist visits to both countries and; supervising activities and events that strengthen friendship between the two countries (Ministry of Foreign Affairs, 2010).

Further, in addition to the Qatari-Japanese Friendship Society which forms the main case study, this research extends the investigation of time management practices to two other non-governmental organisations: the Qatar Centre for Child Culture and Doha Centre for Media Freedom. The Doha Centre for Media Freedom was founded in December 2007. It is a non-profit organisation aimed at promoting press freedom and quality journalism in Qatar, the Middle East and the world. The Doha Centre for Media Freedom has partnered with Qatar University in order to research on the media landscape in Qatar based on the UNESCO's internationally-recognized Media Development Indicators (see appendix 2). As such, a multi-case study approach is adopted in this research in order to investigate the time management phenomenon in the civil society sector of Qatar.

Thus, the three non-governmental organisations (Qatari-Japanese Friendship Society; Qatar Centre for Child Culture and Doha Centre for Media Freedom) are not profit-making organisations. A review of the literature on time management shows the most focus on profit oriented organisations (see, Claessens et al., 2007; Onken, 1999). In such studies, time management practices have been investigated with respect to profit-oriented variables as firm performance indicators. However, there has been very little attention given to time management practices and job outcomes on charitable, cultural and social organisations whether within monochronic or polychronic cultural settings. There is, therefore, a need for more rigorous research into the mechanism of time management and the factors that contribute to its effectiveness in non-governmental organisations. Further, as perceptions and thus, meanings of time are culturally impacted, understanding the relationship within a non-Western cultural environment has potential to offer new insights.

Therefore, an attempt to explore the correlation between time management and job outcomes through a cross-cultural study could foster insight into how NGOs might improve organisational performance in Qatar, and the Middle East in general. Although the basic operational functions and scope of NGOs are similar throughout the world, there are some distinctive features which are based on specific country culture. In other words, there are socio-cultural differences that impact on time management, despite time being a crucial factor for any organisational success regardless of the size, type and operations of an organisation (Macan et al., 1990; Nonis and Sagar 2003).

The importance of time management within NGOs arises because they conduct various projects according to their aims and objectives; and these projects have close association with time schedules and management. Like every other project, these NGOs projects also have specific deadlines and scheduling. Understanding the association between polychronic time culture, as practiced in the Middle East (Qatar included) and monochronic time cultures as practiced in the Western cultures could enhance knowledge and understanding of how NGOs in Qatar might improve their organisational performance. As Ghebre (2003, p. 1) observed “one of the most non-renewable resources most of us have in our lives is time. No matter how hard we work, or how much we strive to accomplish, time is always our enemy. However, learning to get a handle on time can be one of the first steps we take in our working lives. Understanding the importance of time management is an important step”. This perspective supports the notion that time is of essence and that it needs to be managed well and systematically (Forsyth, 2003; Lucchetti, 2010).

Further, understanding time management in organisational settings can also be accomplished through inter-organisational innovations (Mandell and Steelman, 2010). This implies that utilization of key management strategies such as networks, collaborations and information technology may go a long way in assisting time management designed to accomplish organisational objectives. Indeed, having a goal-oriented strategy is quite critical in time management (Nonis et al., 2011).

In addition, when considering time management, the concept of leadership becomes critical (Paul and Stroh, 2006). As noted in section 1.1, good effective time management should be a core skill for management (Forsyth, 2003). As such, it is often suggested that organisations are driven by leadership and that the quality of leadership greatly affects time management and the

resultant organisational performance (Bass 2008; Bensimon, 2013; Cummings, 2013). However, while this is true in terms of tact, power and influence, there are other considerations which would affect organisational performance, for instance, the perception of subordinates to perceive time management as a motivational factor (Kaufman-Scarborough, 2017).

Interestingly too, this study has been undertaken in a period of dramatic changes in the Middle East. In particular, the Middle Eastern countries are undergoing a paradigmatic shift from a relatively rational perspective towards more cultural and symbolic perspectives (Bensimon, 2013). Such a shift presents a view of leadership, at organisational levels, that is highly compatible with the characteristics of time management (ibid). Time management and its implementations can only truly be effective if there is a linkage between leadership on the one hand and culture and symbolic actions on the other hand (De Giosa, 2009). The recognition of such linkage of different perspectives of time management is essential for organisational performance.

1.3 Rationale of the Study

Time management is critical for organisational success (Nonis et al., 2011). It is necessary for any organisation to carry out its operations effectively. However, the time management practices are contextual, affected by culture and other factors such as leadership. Studies that have shown the relationship between time management practices and organisational performance have focussed mostly on monochronic western cultural environments (Claessens et al., 2007; Miqdadi et al., 2014; Njagi and Malel, 2012; Nonis et al., 2011). In such environments, time is viewed as a commodity to be controlled (Nonis et al., 2011). However, in high context cultures such as the Middle East, polychronic time perception is the norm where time is considered to be multi-dimensional and flexible (Korac-Kakabadse et al., 2001). Therefore, from the outset, there are key cultural distinctions on perceptions and meaning of time between Western and non-Western cultural settings that could have implications on time management and its effect on job performance. With the increase in the global business operations and the interest of Western companies to do business in the Middle East, it becomes important to understand the factors that could affect the development of good business relationships. In the context of research, it becomes necessary to understand how polychronic

time and monochronic time might be reconciled in order to improve performance of employees in organisations such as Qatari-Japanese Friendship Society.

With the increase in cross-cultural interaction between the Middle East and Western countries, its importance that aspects that could affect cross-cultural communication are understood and addressed. This is because interactions between monochronic managers and polychronic managers could easily become problematic (Macan et al., 1990; Nonis and Sager, 2003). This is the underlying rationale of the study. In particular, the changing business landscape in Middle East which has become more open to international investments calls for a need to promote more cross-cultural communications. PWC (2018, p. 1), for instance, reported that “restrictions on foreign portfolio are also changing rapidly as Gulf countries look to attract capital into their markets to finance privatisations (such as Aramco) and help local champions to develop into multinationals”. In Qatar, foreign ownership limits in large state-controlled firms have been raised from 25% to 49% (PWC, 2018).

The motivation to undertake this study was necessitated when the researcher observed these changes and thus, showed some interest in discovering the importance of time management in the Middle Eastern cultural settings. In addition, the relative low wage rates and also high technical and professional nature of the Middle Eastern job market (McKinsey, 2018) has attracted a significant number of not only multinational corporations but also NGOs in the last few years. This raises questions of human resource management practices of foreign corporations in the mainstream job market. Time management forms an important aspect of human resource management in any organisation (Bailey et al., 2018). In term of future outlook, over one quarter of the world’s population is in South Asia and the Middle-East and therefore, the presence of Western businesses and NGOs in the region is most likely to increase in the near future (Nonis et al., 2005). Central to all the changes are the different kinds of human resource management practices in the organisations. Time management practices, which form an integral aspect of human resource management, have been chosen by the researcher for investigation. For instance, it would be interesting to discover how monochronic time practices (of western cultures) might influence polychronic time practices in Qatar’s non-governmental organisations.

1.4 Problem Statement

The principle and practice of time management embraces collaborations, partnership and networks involved in organisational performance (Ward, 2003; Mandell, 2010). Njagi and Malel (2012) argue that the effectiveness of organisations arises from the appropriate utilisation of one key resource, time. The management of time is fundamental to job performance. Time management typically involves goal setting, establishing priorities, budgeting the amount of time given to a particular activity and planning and scheduling the steps required for the accomplishments of goals (Allen, 2001; Lucchetti, 2011). Alan (2009) argues that the key to successful time management is planning and protecting the planned time, which often involves re-conditioning the environment, particularly the re-conditioning of expectation of others. The perception and meaning attributed to time could be viewed as either a mental construct (Macan, 1994), a social construct (Lewis and Weigert, 1981) or a behavioural issue (Hirschman, 1987). As such, understanding the importance of time attributed to activities is a complex undertaking.

Time is an essential resource; it's irrecoverable, limited and dynamic (Osawe, 2017). As a valuable resource, unless it is managed properly, achievement of organisational goals can be difficult. Bregman (2013, p. 5) described time as "a unique resource, it is indispensable, intangible, irreplaceable, irretrievable and therefore invaluable. It is equitably and uniformly distributed". Similarly, Osawe (2017, p. 154)) describes time is a "scarce resource and universal, which cannot be replaced by man...time cannot be accumulated like money, be stocked like raw materials nor be turned on and off like machine". Since time is biologically, socially and professionally determined, it follows, therefore, that time management requires both the person and the skill, tools and techniques to manage time.

According to Bregman (2013, p. 8) biologically determined time pertains to "bodily functions, social pertains to self-sanity and social and professional pertains to professional activities such as time spent at work". As a result, it can be observed that time management should be viewed as embracing a holistic approach in its determinants. Effective time management involves analysing how organisations spend their time in deciding how to achieve their goals through organisational performance. As mentioned already, the problematic issues in this study involve reconciling monochronic time practices and polychronic time practices in the Middle Eastern context, with particular reference to Qatar's NGOs. Further, although time management can be

perceived as essentially a matter of self-discipline, it is affected by external factors such as culture and the qualities of leadership that exist within an organisation. These aspects should be considered when examining the influence of time management practices on job or firm performance.

1.5 Research Aims and Objectives

The aim of this study is to investigate the influence of time management practices on organisational performance in non-governmental organisations (NGOs) in Qatar using a multi-case study approach. As such, the study examines the time management strategies and approaches adopted by NGOs in Qatar and how these affect performance. As perceptions of time is culturally constructed, the study in exploring the time management practices in the Qatar's NGOs also attempts to highlight and reconcile monochronic time practices and polychronic practices on firm performance..

In order to address the research aim, the objectives of the research are to:

1. identify factors that influence time management behaviours in NGOs.
2. explore monochronic and polychronic time perceptions in NGOs.
3. determine the impact of time management practices on organisational performance in NGOs.
4. highlight the influence of culture on time management practices and its impact on organisational performance.
5. explore the future development of time management practices

1.6 Research Questions

The underlying question of the research is “what is the impact of time management practices on organisational performance of NGOs in Qatar?”. Thus, the study aims to advance knowledge and understanding of the relationship between time management practices and key organisational objectives such as improved organisational performance and job satisfaction in a non-Western cultural settings. The following research questions will help to direct the achievement of the above research objectives:

1. What are the factors influencing time management behaviours in NGOs in Qatar?
2. Do the NGOs in Qatar use time management strategies based on monochronic time practices or polychronic time practices?
3. What is the effect of the adopted time management practices on the NGOs' performance?
4. What influence does culture have on the time management strategies in the NGOs?
5. How are the time management practices changing in NGOs in Qatar?

The next section summaries the methodological approach taken in this study.

1.7 Methodological approach

In order to address the above research objectives, a mixed methods research approach is adopted from a pragmatist perspective (see chapter four for detailed discussion). In this respect, both qualitative and quantitative research methods are employed in order to obtain the rich data needed to help address the research objectives. In investigating the perceptions and meaning attached to time, including the factors that affect time management practices, a qualitative research approach is applicable. On the other hand, in order to investigate the possible association of time management practices on job outcomes and thus, firm performance, a quantitative research approach is relevant.

In this respect, a mixed methods research with the supporting philosophical orientation of pragmatism, is appropriate to achieve the research objectives. Pragmatism is suitable as it supports the use of both qualitative and quantitative approaches in the same study (Creswell and Clark, 2007; Leech and Onwuegbuzie, 2009). The pragmatism philosophical perspective postulates that the focus of research should not be on whether a proposition fits a particular ontology but on whether it suits a purpose and is capable of creating action (Gray, 2013). In this context, the notion of 'what works' applies well in selecting the methods that work best in order to address a study's problem and questions (Leech and Onwuegbuzie, 2009). Thus, pragmatist researchers consider the research questions/objectives to be more important than the paradigm that underlie the method (Morse and Niehaus, 2009).

Further, as the study is focussed on Qatar's civil society sector, a multi-case study strategy, using three NGOs, is adopted to aid the capture of useful data for the investigation of the time management phenomenon. This provides an opportunity for a better understanding of time management conceptions, the factors which influence the time management behaviours and how this is related to organisational performance.

The research techniques utilised are semi-structured interviews and questionnaire administration. Document analysis supplements the data collected from both research techniques. The analysis of qualitative data is based on Seidel's (1998) model which involves three steps of noticing, collecting and thinking about interesting things. This process starts with the researcher noticing interesting things in the data and then assigning 'codes' to them based on the topic or theme which potentially breaks the data into fragments. Further, the quantitative analysis of data was performed statistically with the aid of a statistical computer software, Statistical Package for the Social Sciences (SPSS). Thus, after collecting the quantitative data, Microsoft Excel was used to set it up and then SPSS was used to run the regression.

Thus, in adopting this methodological framework, the underlying aim has been to obtain and analyse data in order to sufficiently address the research objectives.

1.8 Research Contribution

As highlighted in section 1.1 above, time management has an influence on organisation performance. However, whether the relationship between time management practices and organisational performance is positive, negative or neutral is bound to be influence by several other factors (Ahmed et al., 2012; Nonis et al., 2011). Culture, for instance, has a significant influence on the perceptions and meaning attached to time (Macan et al., 1990; Nonis and Sager, 2003). Similarly, within organizational settings, leadership styles or approaches could also influence the time management practices which then affect job outcomes (Wang et al., 2010). Therefore, both internal and external factors could play a role on the relative influence of time management practices on organizational performance. In this regard, studies on time management are largely contextual. As a result, there should be no dogmatic generalization of findings in one context to another on the relationship between time management practices and firm performance. The focus of this study is time management practices and how these affects

organisational performance of NGOs in Qatar. The study acknowledges that there are several other factors that influence time management practices. As such, the study also investigates the role played by culture and leadership in the time management practices as these are most significant (Hall and Reed, 1990; Wang et al., 2010).

This research makes a contribution, firstly, to the time management literature by advancing knowledge and understanding of perceptions of time in a non-Western context of Qatar. In this regard, the study contributes in showing how the generalised categorisation of countries as low context monochronic culture and high context polychronic culture actually apply at the organisational level. Understanding the implications of these cultural constructs of time on organisational performance contributes to effective cross-cultural interactions which is necessary in the current era of globalisation.

Further, the study in empirically demonstrating the factors that influence time management practices in a non-Western context also contributes in showing what internal factors should be controlled in order to achieve the observed western cultural contexts of the positive relationship between time management and job performances. In this respect, the study provides some useful insight into how time management practices can result in positive job outcomes in other cultural contexts, in this case, polychronic time cultures.

In highlighting the potential relationship that exist between time management practices and job outcomes, the research aims to make a practical contribution through providing guidelines on how NGOs can utilise the time resource to achieve positive outcomes. In addition, through understanding the leadership styles that could be employed in polychronic time cultures, a more proactive approach to time management practices could be promoted in NGOs in Qatar.

Further, as Qatar has gradually opened up to increased international investment, promoting cross-cultural communication is important. As such, this study contributes in advancing understanding of the different factors that influence time management behaviours which could have implications on international business relationship. Therefore, with the increase in globalization and exchange programmes, this research contribute towards the understanding of the importance of time management from a cross-cultural perspective.

1.9 Structure of Study

The thesis is organised into seven chapters. A diagrammatic framework of the thesis is presented in figure 1 below which also shows the link between the chapters. The introductory chapter one is followed by two chapters (two and three) which are aimed at reviewing prior time management research and developing the conceptual framework that will guide the research. Chapter four, the research methodology chapter, provides a bridge to the main empirical chapters (chapters five and six) which present the findings and discussion of the results. The conclusion and summary of this study, including suggestions for future research, is then made in chapter seven.

The aim of this chapter was to introduce the study. The chapter outlined the study context and the background understanding of time management. This was followed by a discussion of the rationale of the study, research aims, objectives and questions. The expected contribution of the study was then articulated. Chapter two provides a comprehensive review of the time management. The chapter starts by defining time and time management and how these are conceptualised. This is followed by a discussion of the factors that influence time management practices, in particular, culture and leadership. Further, theoretical propositions on time management are then articulated before delving into a discussion of the association between time management and organisational performance. A review of some studies that examine this relationship in high context polychronic culture is then made. This is aimed at highlighting the existing literature gap to which this study makes a contribution.

The conceptual framework of this study is developed and presented in chapter four. The chapter starts with a discussion of the main approaches that have been adopted in previous studies on time management and organisational performance. Then, based on the understanding of the cultural context of Qatar and the organisational context, a conceptual framework that helps link time management practices and organisational performance in NGOs is developed. This provides a useful guide to the study. Chapter four outlines the research methodology and methods underpinning this study. It presents the study's philosophical standpoint and highlights the research approach, research strategies and the research methods. The chapter highlights this research as a case study research that utilised both quantitative and qualitative research approaches.

Chapters five and six report the findings of the study and then presents a discussion of the results in light of the research aims and objectives. As the study utilises both qualitative and quantitative approaches, chapter five presents the results of the quantitative approach whilst chapter six reports and discusses results from the qualitative research approach. Chapter seven will then give the summary, recommendations, reflections and conclusion of the study.

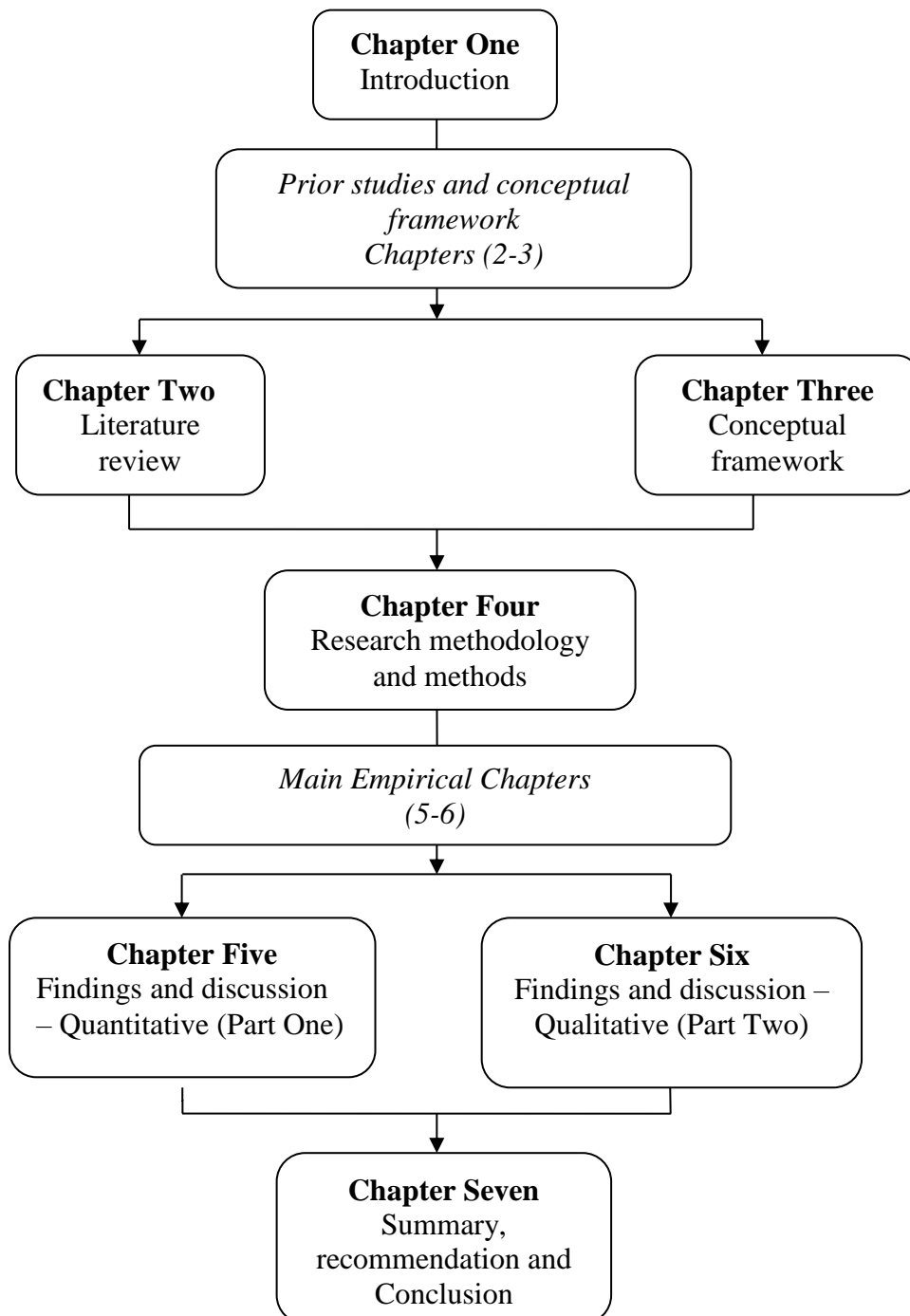


Figure 1: Diagrammatic framework of the thesis

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature on time management. The first section is focussed on giving some context by defining the key concepts used in this study. This is important as the study builds on this understanding in order to investigate the relationship between time management and firm performance. The definition of key terms is then followed by a discussion of the factors that influence time management. Then, the theories adopted in previous research on time management are discussed. In order to understand the impact of time management on organisational performance on NGOs in Qatar, three different areas of literature are relevant. These are: literature on national culture, literature on international human resource management and literature on monochronic and polychronic time. This literature review is then followed by a review of some studies on organisational performance, leadership and strategic management in relation to time management. The next section starts with definitions of key terms.

2.1 Definition of terms

The aim of giving definitions is to help give some context and scope to what is being covered in this study. Understanding what is referred as ‘time’ in this study is important as it forms the background to understanding why it needs to be managed.

2.1.1 Time

Time, whilst known as used by everyone, is hard to define precisely with some inconsistency depending on whether from a scientific, philosophical, religious or artistic perspective. From a scientific perspective, for instance, it can be described as the progression of events from the past to the present into the future. Its perceived as the fourth dimension of reality that describes events in three-dimensional space (Richards, 1998).

The perspective, however, envisaged in this study is that time represents a period within which activities have to be undertaken. As such, time is a resource under one’s control and sufficient

to accomplish a given task. In this respect, time is a period during which actions or processes take place. From this perspective, time becomes a scarce resource that must be properly managed, otherwise nothing can be accomplished (Menzies, 2009). The supply of time is limited whilst its demand is always limitless. However, unlike other organisational resources which are scarce, time can never be turned on or off or replaced or stock piled like raw material. Time is a unique quantity a manager cannot store, rent or buy. Therefore, time is considered as an essential resource that is limited, scarce, dynamic and irrecoverable. Time flows at a pre-determined rate regardless of circumstances and everyone is equally endowed with the same amount of it irrespective of their status (Ziekye, 2016). As such, the management of this resource becomes imperative for successful task completion.

With respect to research on how individuals perceive and think about time, several perspectives have been provided. From psychophysical research, time is viewed as a mental construct which compares the perception of the time to ‘clock’ time (Macan, 1994). Sociological research, on the other hand, views time as a social construction, a convenience that cultures agree on (Lewis and Weigert, 1981) while behavioural research attempts to predict what individuals might do, their motives for thinking about time in a certain way and their related behavior (Hirschman, 1987). Importantly, in all views about time, it’s the perception of time (or temporal perception) which then leads to temporal behaviours (Nonis et al., 2005). As will be discussed below (see section 2.3), this perception of time is highly influenced by culture.

2.1.2 Time management

There is no universally accepted definition of time management as there is no agreement on its definition (Claessens et al., 2007). As a result, it has been defined and operationalized in a variety of ways (Claessens et al., 2007; Nonis et al., 2011; Davis, 2000). Time management has been defined as the process of planning, organising and exercising control over the amount of time spent on particular activities in order to increase effectiveness, efficiency or productivity (Ahmad et al., 2012; Lucchetti, 2010; Nonis et al., 2011). Time management is also defined as a systematic application of common-sense strategies and techniques to help people become more effective in both their personal and professional lives (Hisrich and Peters, 2002). Thus, for time management to be effective, it must be aided by a range of skills, tools and techniques so that targets may be reached. The tasks needed to be accomplished encompass

a wide scope of activities which include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing (Allen, 2001).

According to Hisrich and Peters (2002) time management involves investing time to determine what one wants out of their activities. It is a process of using time in order to accomplish given tasks in an efficient and effective way using skills and instruments to achieve organisational tasks and goals. It has also been described as a method for managers to increase work performance effectiveness (Claessens et al., 2009). Therefore, effective time management is the key to high performance levels and the latter are necessary for organisational success. Time management becomes thus, a process by which individuals can accomplish organisational tasks and goals (Frank, 1994; Randall, 1979). In addition, Ward (2003) argues that time management is often thought of or presented as a set of time management skills. The theory is that once people master the time management skills, they will be more organised, efficient and happier.

However, according to Bregman (2013), the biggest and most distinctive myth in time management is to consider everything done if only a person follows the right system, uses the right time to do his/her tasks and in the right way. Thus, Bregman (2013) argues that this is a mistake because we live in a time when the stream of information and communication, demands reviewing our schedules from time to time. Ghebre (2012) observed that it is crucial to understand the importance of time management. Ghebre (2012) argues that one of the most non-renewable resource that most of us have in our lives is time. As a result, no matter how hard we work or how much people strive to accomplish, time is always the enemy. As such, learning to set a handle on time can be “one of the best steps people take in their working lives” (American Psychological Association (APA), 2019, p. 1). At the same time, understanding the importance of time management becomes an important step.

The above views demonstrate that time is of the essence and that it is a valuable resource designed to be used in a more controlled and profitable manner. Bevius and De Smet (2013) point out that time management is not just about productivity issue over which companies have no control; it has increasingly become an organisational issue whose root causes are deeply embedded in corporate cultures. As such, companies should ensure that individuals are given tools and incentives to manage their time effectively. It can also be added that time management has become an institutional practice since top management of organisations are taking it seriously. Management is responsible for creating an environment that is conducive

to the effectiveness of time management, setting priorities and making sure that activities around those priorities are carried out and reducing time spent on non-priorities.

The effect of time management has also been investigated on different aspects. These aspects include performance in work and academic settings such as sales performance (Barling et al., 1996); job performance (Abdullah et al., 2013); and academic performance (Burt and Kemp, 1994). Other aspects are the effects on attitudinal and stress-related outcomes such as perceived control of time (Davis, 2000); job satisfaction (Landy et al., 1991; Nonis et al., 2005); role overload (Burt and Kemp, 1994); job-related and somatic tension (Davis, 2000; Macan, 1994); work-family interference (Adams and Jex, 1999); strain (Jex and Elacqua, 1999); emotional exhaustion (Peeters and Rutte, 2005); and health (Bond and Feather, 1988). Claessens et al. (2009) highlight in their review that time management behaviours/activity relate positively to perceived control of time, job satisfaction and health and negatively to stress. Therefore, at an institutional level, management must develop more effective time management practices so as to enhance time management skills in the work place.

2.1.3 Organisational performance

The resultant impact of time management on the different aspects of organisational activities is the overall performance of the organisation. Therefore, the positive effect of time management on productivity, job performance, job satisfaction or motivation, for instance, should result in overall organisation performance (Abdullah et al., 2012; Claessens et al., 2009). The positive contributions of time management practices by employees on their productivity, efficiency and effectiveness in discharging activities leads to organisational success. Organisational performance could be captured or represented in different way. A quantitative way of expressing organisational performance could be through financial analysis. For instance, an organisation's market share, efficiency, profits or capital bases relative to competitors or changes over a period of time (Njagi and Malel, 2012; Osawe, 2017). A non-financial aspect could include service delivery, customer satisfaction, employee welfare, and other measures of productivity (such as reduced staff turnover, stress and health).

The measure of organisational performance is also dependent on the type of organisation. For instance, measures of organisational performance would be different from profit making organisations to non-profit making organisation. Thus, whilst financial analysis or aspects

related to profitability would be suitable to profit-oriented organisations, these would not be appropriate for a non-profit making organisations. Other aspects of measuring organisational performance become necessary, therefore, for non-profit making organisation. The effectiveness of the organisations would be perceived as more important for such organisations, as performance is then judged in respect to their objectives and the impact that their activities have on beneficiaries (Ramadan and Borgonovi, 2015). In this respect, the effectiveness of an organisation is the extent to which, “by the use of certain resources, fulfils its objectives or desired goal without depleting its resources and without placing undue strain on its members and/or society” (Ziekye, 2016, p. 4). In this study, the limited resource being ‘time’. As such, it’s the extent to which organisation manage their time in order to effectively fulfil their objectives.

The measurement of performance of NGOs activities is basically a systematic evaluation of a program’s outputs, inputs and impacts (Ramadan and Borgonovi, 2015). Thus, as argued by Kareithi and Lund (2012), the paramount aim of NGOs should be focused on achieving goals desired by their targeted beneficiaries and their communities. As such, the NGOs’ performance would then be assessed by their effectiveness and efficiency in achieving the mutually identified social goals. In order to assess their performance, NGOs generally create performance indicators and gather information that is related to these indicators (Ramadan and Borgonovi, 2015). According to Teelken (2008), the most utilised performance indicators for NGOs operations are efficiency, effectiveness, economy and efficacy while Carman (2007) identified efficiency, effectiveness, fundraising, costs, audits and beneficiaries’ satisfaction. Benjamin and Misra (2006) argue that measuring performance in NGOs should focus on inputs, outputs, outcomes and impact.

This understanding guides the development of organisational performance in this study. The aim is directed at what is suitable or appropriate to the case studies used in the research so as to fully address the research objectives.

2.2 Theories on time management

Time management literature has lacked a general theorisation (Claessens et al., 2009; Nonis et al., 2005). Some theoretical contributions, nonetheless, have been made towards understanding

how time management works (e.g. Britton and Glynn, 1989; Huang and Zhang, 2001; Macan, 1994). The theoretical understanding of how time management works could then be used to suggest how it could be improved.

In the contribution by Britton and Glynn (1989), time management is visualised in terms of three elements: macros, medium and small levels. In Britton and Glynn's (1989) theoretical contribution, the macro level refers to the choice and prioritization of goals while the medium-level involve tasks related to the creation of goals and sub-targets. The small level element then consists of design and implementation. Macan's (1994) theoretical contribution also perceived time management as a multi-dimensional construct consisting of four dimensions: setting of time goals and priorities, mechanics of time management, preference for organisation and perceived control over time. Of the four dimensions, setting of time goals and priorities, mechanics of time management and preference for organisation are time management behaviours while perceived control over time is a time attitude that is an outcome of engaging in time management behaviour (Macan, 1994; Nonis et al., 2005). Similarly, Huang and Zhang's (2001) theoretical model comprises of three dimensions of mental structure and multiple levels. The three dimensions of mental structure are: behaviour, time management, and the sense of the value of time. These three dimensions encompass two levels: the social value of time-orientation and time-oriented individual value. Huang and Zhang (2001) perceive time management as a kind of temperament attribute which makes it possible to be reflected as a means of utilising and managing ones' time. Thus, the three theoretical models of Britton and Glynn (1989), Macan (1994) and Huang and Zhang (2001) provide examples of attempts to conceptualise time management.

Further to the conceptualisation of time management, some theories have been proposed in order to aid the understanding of the importance of time management in organisations (and everyday life). The most common theories are pickle jar theory, pareto's principle:80/20 rule and parkinson's law. The pickle jar theory explains how relatively unimportant tasks or commitments can easily take up much of a person's time (Rivera, 2007). The theory is useful in explaining the need for identification of important tasks that should be prioritised in individual or organisational tasks. Similar to the pickle jar theory, the pareto's principle:80/20 rule postulates that approximately 20% of the activities that yield the highest benefits and consume 80% of the time should be prioritised (Koch, 2011). The principle is that individuals need to concentrate more on the important tasks/activities (20%) which give the highest results.

The parkinson's law proposes reducing the time assigned to each task (Rivera, 2007). This is based on the proposition that the time required to complete a task will expand according to the amount of time it is allotted. The theory states that less time allocated to a task can lead to better, more effective work.

The next section discusses the factors that influence time management behaviour, particularly in small organisations.

2.3 Factors that Influence Time Management Behaviours in Small Organisations

Time management behavior is influenced by several factors (Claessens et al., 2007; Onken, 1999). Understanding these factors is important as it forms the basis for evaluating how time management could be enhanced or restrained. As this study focusses on NGOs in Qatar, the factors that are particularly relevant to small (and non-profit making) organizations are considered. The importance of understand the factors which influence time management practices in NGOs lies in the pursuit of these organisations to achieve goals desired by their targeted beneficiaries and their communities. Time management practices have a significant effect on reaching organizational outcomes, particularly during critical or tough times. In this respect, McNamara (2010) argues that effective time management is required in boosting business resilience during tough times. Is is therefore, an essential success factor for small business success. This perspective is relevant to non-governmental organisations too. Further, time management behaviours could be studied at an individual or organizational level (within and across the hierarchy). This research adopts the wider organization level perspective of time management, which is therefore, not limited to top management (executive or managers) but to all the employee.

The major factors that influence time management behaviours include: individual characteristics and skills factors, work life balance, organisational factors, internal and external environments, information technology and cultural factors. Figure 3 below depicts these factors. Individual characteristics, work life balance, organisational factors, internal and external environment and information technology are discussed next. Cultural factors, which forms an important focus of this study, is discussed in section 2.4.

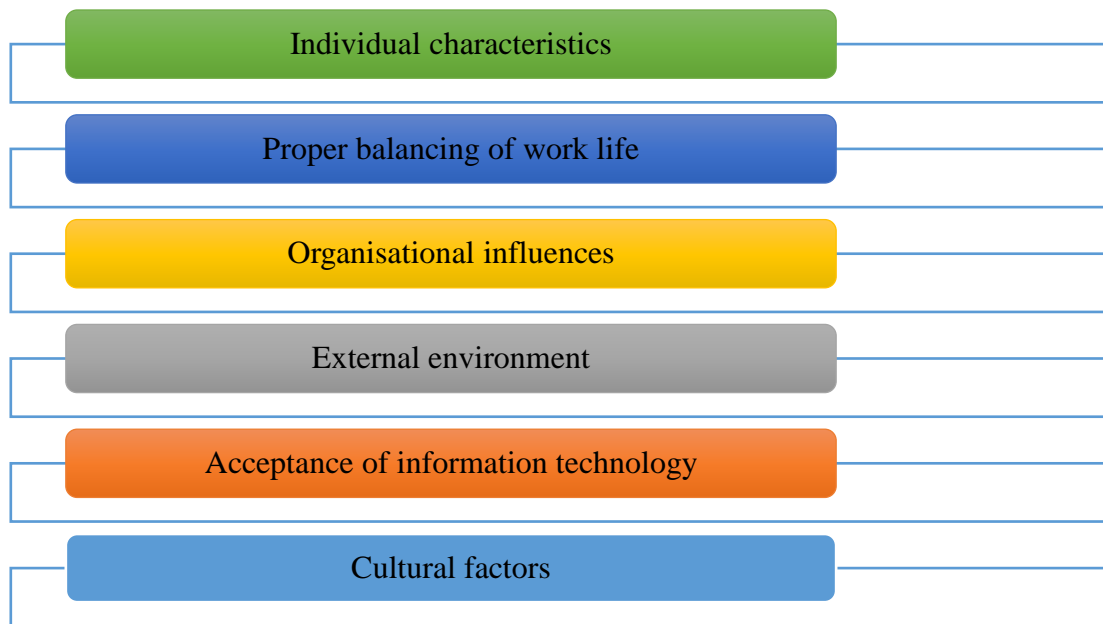


Figure 2: Influencing factors for time management in the small organisations
(Source: Harris and White, 2018, p. 21)

2.3.1 Personal characteristics and skills

Factors that are based on personal characteristics encompass such personality traits as charisma, confidence and self-confidence, extraversion or introversion (McNamara, 2010). Skills include organisational abilities, self-discipline, punctuality and initiative (Hogarth et al., 2001). It is argued that possession of the above skills influences good time management. According to Macan (1996) there is a positive correlation between personal characteristics and skills and good time management. Those who possess cognitive skills tend to have a propensity to do things in a more planned and orderly way and that they regard time as urgent. Pansiri and Temtime (2010) observed that age, experience and capability are other factors that have a positive bearing on a manager's time management behaviours.

2.3.2 Work-life balance factors

If employee well-being is regarded as both a product of work and non-work activities then it becomes clear that an imbalance between an employee's work and personal life is likely to be a source of stress and, potentially, ill-health (Wilton, 2011). Thus, if there is a balance between work and social life, an employee is likely to manage their time in a more planned and orderly

manner. There has been a growing recognition in recent years of the importance of employee well-being to individual performance. The adverse effects of an unbalanced work and life ratio have been associated with such negative outcomes as relationship breakdowns, stress, fatigue and burnout (Brown et al., 2010; McNamara, 2010).

Therefore, taking up work-life balance initiatives is a factor that is likely to contribute towards high performance in the organisation. A healthy employee is a satisfied employee who is likely to perform his/her duties and responsibilities on time. Therefore, effective time management requires the management of work-life balance which encompasses policies and practices that allows some flexibility with respect to hours of work, allow people to work from home and provide work place facilities which will enable employees to attend work on time (Brown et al., 2010). Employee work-life balance increases better individual demands. It also leads to effective time management practices.

Work-life balance is arguably most appropriate to employees with dual personal and professional responsibilities particularly in highly gendered societies like Qatar. For instance, the fundamental role of Qatar women is perceived as maintaining their home, including caring for their children and husbands (Hamdan, 2006). With such constructs of gender, maintaining a professional working life and personal family responsibilities raises challenges. In recent years there has been a growth in the number of working mothers and dual-career couples and the majority of these employees feel a strong time strain on their lives generally (Aycan and Korabik, 2017). It becomes imperative, therefore, that flexible working should be available so as to reduce levels of stress and ill-health. According to Hogarth et al. (2001) there is significant agreement among employers about the benefits of providing for greater work-life balance through the provision of flexible working practices. One such benefit is the increase that can be accrued on productivity due to effective time management.

2.3.3 Organisational Factors

Every organisation, large or small has an impact on time management. The smaller the organisation is, the more opportunities are for effective time management. Pansiri and Temtime (2010) discovered that there is a correlation between the size of an organization and effective time management. Pansiri and Temtime (2010) argue that small to medium size organisations may require considerably more ‘hands on’ activity than do larger enterprises. Where project

management is required, time management becomes a necessity as it determines the project completion time and scope. Another area where time management provides a challenge is when secondments and assignments are involved.

These projects are particularly important in the Middle-East, where some countries such as Qatar and other members of the Gulf Co-operation Council (GCC) have a different time management culture (see section 2.4). Further, in these countries, skills shortages are a major issue and as Khoja (2013) argues, experienced foreign staff helps to improve regional expertise including time management practices. Therefore, secondments and assignments of staff in organisations are a practical way of integrating a local operation with a global culture. It can thus, be argued that organisational factors do influence effective time management in such a way that secondments and assignments transfer skills such as time management skills from a more established base into a developing workforce based abroad such as Qatar in the Middle-East.

2.3.4 Environmental Influences

Both internal and external environmental factors play a major role in influencing time management practices (McNamara, 2010). Internal environmental factors include good industrial relations, attractive salary and other fringe benefits, a democratic style of leadership, adequate financial resources and good communication channel between management and the work force, the availability of the forgoing lead to job satisfaction (Judge et al., 2017). Thus, there is a positive correlation between job satisfaction and effective time management (Nonis and Sagar 2003). A satisfied employee is likely to show greater enthusiasm in the work place. This would contribute towards an employee's good time management.

External environmental factors that may influence employee time management behaviours include the availability of a good transport system from home to the work place (McNamara, 2010). Industry competition, customer demand issues and government regulations are other factors that contribute towards effective time management (Arnold and Pulich, 2004). The desire to achieve a competitive advantage as well as increase market share will enable both managers and employees to improve their time management techniques.

2.3.5 The Impact of Information Technology

Technological advancement in recent years has had some impact on time management behaviours. In this respect, McNamara (2010, p. 5) argues that “the widespread uptake of technology by small business has witnessed high usage of computers and other electronic communication devices have informed some aspect of business performance”. It can strongly be argued indeed that the arrival of the internet with its provisions of e-mails, twitter, Facebook and blogs has led to the improvement in the working life of managers and employees with respect to their time management.

Electronic communication is now being managed first as easily and as quickly as paper by using what Candell (2005) calls the four Ds, namely: delete it, delegate it, do it and defer it. E-mail is now best handled in batches at regularly scheduled times of the day. These activities eventually lead towards effective time management.

2.4 Factors that Influence Time Management Behaviours in NGOs

Time is the most vulnerable asset in any organization (Miqdadi et al., 2014; Njagi and Malel, 2012; Nonis et al., 2011). In the NGOs specifically, time management is considered as one of the major responsibilities that is essential for these organizations to provide proper services to the society (Harris and White, 2018). Apollon (2014) argues that, nowadays, people working in the corporate world are more frustrated over the loss of time than lack of money. On the other hand, time pressure also has several ill effects on the body. According to Christensen et al. (2015) man comes under most stress when they have to follow the diabolical triangle. This theory postulates that in any organizational performance, the job done is evaluated under three aspects or three poles. These are: the objectives that need to be attained; the quality or the parameter set for attainment of the target; and lastly, the duration in which the task is to be accomplished (Christensen et al., 2015). However, these constraints follow in any context also. In case of household work, for instance, the same three criteria follow. Thus, the question may be raised as to what makes the organizational context different? It can be replied that in the modern companies (profit making as well as nonprofit organizations) the workplace culture forces the individual employees to function better, faster and with lower remunerations.

Therefore, the aforementioned criteria under the diabolical triangle become all the more critical and challenging to maintain.

The nonprofit making organizations, however, do not make the situation such critical for the employees working there. Moreover, with particular reference to NGOs in Qatar, these receive the patronage of the government and influential personalities of the state. Hence, it becomes easy for the managers of these charitable organizations to fulfill their charity work. The directors are also able to ascertain the charitable goals of the organizations without focus too much attention on the monetary limitations. However, it may seem that time management is completely an off-context thing for any NGO. However, if studied in depth, time management in an NGO is more critical. First of all, the organizations are not working here for the fulfillment of only their organizational goals. They have the responsibility of the society as a whole (Röpke, 2017). Again, since the NGOs in Qatar receive so much financial aid, the expectations from them are also high. Thus, the work pressure on these organisations is also equally high. Secondly, at times it happens that due to lack of immediate commercial goals, the employees working for non-profit seeking organizations are not as dedicated as corporate (profit oriented) employees (Ramadan and Borgonovi, 2015). Hence time management policies and principles are of utmost importance for their personal and professional regime.

Building on the discussion in section 2.3 above, the basic factors that tend to influence the time management behaviour in an NGO can be categorized as:

1. Macro and micro environment
2. Personal traits and mental happiness level of the employees
3. Efficiency level of the social welfare skills possessed

It is critical to have job satisfaction in a workplace (Landy et al., 1991; Nonis et al., 2005). Time constraint (deprivation) is one of the major factors that kills job satisfaction of employees (Degens et al., 2017). In the modern world, organizational goals and performance are constantly monitored for both planning and decision making. The more information that is available, the greater the strength of the organizational database and the more reliable for future decision making. Hence, an employee is constantly occupied with the flow of data that needs to be assembled and accommodated. In this context, data management is coherent with time management.

Another important concept that may be introduced with respect to NGOs is the concept of importance versus urgency (Drucker, 2012). One key distinction is that corporate employees are always faced by an urgency since their activities are highly associated with organizational progress. On the other hand, NGO employees are not driven by urgency. The importance of their work drives them. However, this same concept can be a source of effective weaponry for time management for NGO employees also. This is because the urgency of the employees in a profit-making organization is due to the parameters set to them by somebody else. Hence, their personal attachment to their immediate goals is nothing. On the contrary, the employees in non-profit organizations are not set any work targets by others. The tasks that seem more relevant or most beneficial to the community or society are deemed as more important.

Hence, an NGO employee should possess good personal skills such as self-discipline, extraversion and punctuality. As argued by Dumetz (2016), positive personal characteristics have an important role as these are very essential for earning good time management skills.

2.5 The Influences of Cultural Factors

National cultures are one of the major factors that influence time management behaviours. In general, a person tends to behave according to society's values, habits and norms (Cleveland et al., 2016). In other words, social interactions have a strong bearing on culture which in turn has a strong influence on time management behaviours. In order to understand how cultural factors influence time management behaviours, a theoretical discussion of national cultures is imperative. In this respect, there are several conceptualisations of national culture. The most notable contributions are Hofstede's cultural dimensions, Trompenaars' cultural dimensions and Hall's cultural dimensions. Each cultural conceptualisation has its own way of defining and explaining national cultures.

Time management trends depend significantly on the national culture and the socio ethical standards in any state. Mandell and Steelman (2010) argue that understanding the implications and applications of cultural factors is an important step in allowing managers to understand the importance of time management behaviours. Similarly, Bolton et al. (2014) suggest that the main factors of national culture are essential in order to understand the way that culture affects time management practices.

2.5.1 National Culture

Culture is a “notoriously difficult term to define” (Spencer-Oatey and Franklin, 2012, p. 1). Indeed, several definitions of culture exist in the literature (Cleveland et al., 2016; Connell, 2014; McCarthy, 2005). These definitions also reflect the diverse set of perspectives and applications of the term (Cleveland et al., 2016; Grossberg, 2013; Liu, 2014) which explains the difficulty in defining the terms. Tylor (1871, p. 1) provides one of the earliest conceptualisation of culture as “that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society”. Kroeber and Kluckhohn (1952, p. 181) identified 164 different definitions of culture in their critical review of the concept, and note that:

“patterns, explicit and implicit, of and for behaviour acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiment in artefacts; the essential core of the culture consists of traditions (i.e., historically derived and selected) ideas and especially their attached values; culture systems may, on the other hand, be considered as products of action, on the other, as conditioning elements of future action”.

This understanding of culture brings a number of aspects to light including, for instance, the way culture is transmitted (i.e. by symbols) and its constituents (i.e. traditional ideas, values). Subsequent definitions of culture can be observed to have captured some aspects of Tylor’s (1871) and Kroeber and Kluckhohn’s (1952) definitions. Hamblin (1978, p. 6) defines culture as “a set of beliefs, objects and events acquired by individuals as members of society” whilst (Hofstede, 1980, p. 25) defines it “as the collective programming of the mind which distinguishes the members of one group or category of people from another”. Heine (2015), on the other hand, provides a two-part definition of culture. The first part views culture as information (e.g. beliefs, habits, ideas) which is learned from others and is capable of influencing behaviour while the second part perceives culture as the shared context and experiences of a group of people. In a similar vein, Matsumoto (2009, p. 5) defines culture as: “a unique meaning and information system, shared by a group and transmitted across generations, that allows the group to meet basic needs of survival, by coordinating social behaviour to achieve a viable existence, to transmit successful social behaviours, to pursue happiness and well-being, and to derive meaning from life”

UNESCO (2001, p. 62) has defined culture “as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs”. These definitions, in short, recognise that culture is a process that involves people, and thus, does not develop out of a vacuum. It is essentially the people that shape and define culture. Trompenaars and Hampden-Turner (1997) summarise culture as a shared system of meanings which dictates what we pay attention to, how we act and what we value.

Culture has also been viewed by some scholars (Munjeri, 1998; Richards, 1996; Spencer-Oatey, 2008; Thiaw, 1998) as pertaining to the way people perceive, think and evaluate the world, themselves and others in it. This view of culture puts the individual within his/her surroundings. This is important as individuals’ perception of life is also significantly affected by the surrounding environment (Munjeri, 2004; Spencer-Oatey, 2008; Thiaw, 1998). Thus, the social environment not only impacts the individual but that the individuals also have a role to play in constructing that environment. Culture is therefore, viewed as a learned process where the cognitive capabilities of groups arise from the interactions with others within a particular social group (Richards, 1996; Munjeri, 2004). In short, “culture is learned, not inherited. It derives from one’s social environment, not from one’s genes” (Hofstede, 1991, p. 5). As a learned concept, there are distinctiveness in cultural aspects from one generation to another.

The different conceptualisation of culture is discussed next.

2.5.2 Hofstede’s Cultural Dimensions

Geert Hofstede is one of the most significant contributors to the body of knowledge on culture. His work largely resulted from a large scale research programme involving employees from the IBM Corporation, initially in 40 countries. In focusing on one organisation, Hofstede felt the result could be more clearly linked to national cultural difference. Hofstede initially identified four dimensions of culture: power distance, uncertainty avoidance, individualism and masculinity (Muslims, 2006). A fifth dimension was added in 1991 based on research by Michael Bond and Geert Hofstede on Chinese value survey. The fifth dimension based on confucian dynamism is long term orientation (Hofstede, 2012). Hofstede’s cultural dimension may be used to analyse and understand the effect of national culture on time management

behaviours. It's a useful model to understand cross-cultural communication (Nonis et al., 2005).

The five dimensions are explored further below:

- Power distance index (PDI)

As Hofstede (2012) mentions, this dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The issue here is how a society handles inequalities among people. In societies exhibiting a large degree of power distance, people accept a hierarchical order which is in place and which needs no further justification. In societies with low power distance, people strive to equalise the distribution of power and demand justification for inequalities of power.

- Individualism versus collectivism (IDV)

In this dimension, individualism can be defined as a preference for a loosely knit social framework in which individuals expect their relatives or members of a particular group they belong to, to look after them in exchange for unquestioning loyalty. The position of society on this dimension is reflected in whether people's self-image is defined in terms of "I" or "WE".

- Masculinity versus femininity (MAS)

In society, the masculinity side of the dimension represents a preference in achievement, heroism, assertiveness and material reward for success. Society at large is more competitive. The opposite, femininity stands for a preference of cooperation, modesty, caring for the weak and quality of life. The society at large is more consensus-oriented.

- Uncertainty avoidance (UAI)

This dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The question here is how a society deals

with the fact that the future can never be known: should we try to control the future or just let it happen? Countries that exhibit strong UAI maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. Societies with a weak UAI maintain a more relaxed attitude in which practice counts more than principles.

- Long term versus short term orientation (LTO)

This can be interpreted as dealing with society's search for virtue. Here, societies with a short term orientation generally have a strong concern with establishing the absolute truth. They are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and focus on achieving quick results (Hofstede, 2012). On the other hand, in societies with long term orientation, people believe that the truth lies very much on situation, context and time. They show an ability to adapt traditions to changed conditions, a strong propensity to save and invest, and perseverance in achieving results .

These cultural dimensions can be represented in a diagram as shown in figure 6 below. Then based on the measures of each dimension, the world average scores are depicted in figure 4 below. This helps to understand the concept. In terms of the five dimensions, figure 4 shows that the uncertainty avoidance dimension has the highest average score in the world.

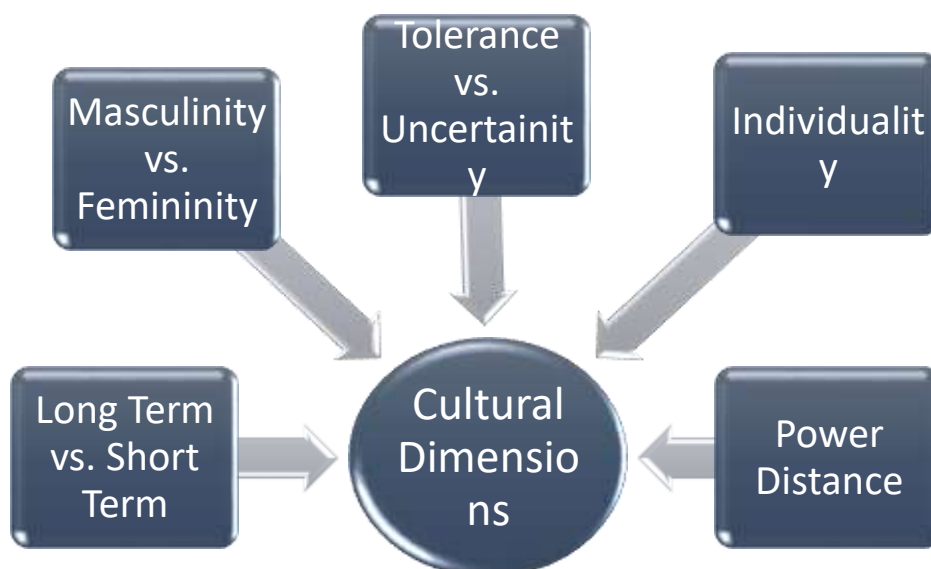


Figure 3: Hofstede's Cultural Dimensions
(Source: Rahim, 2017, p. 76)

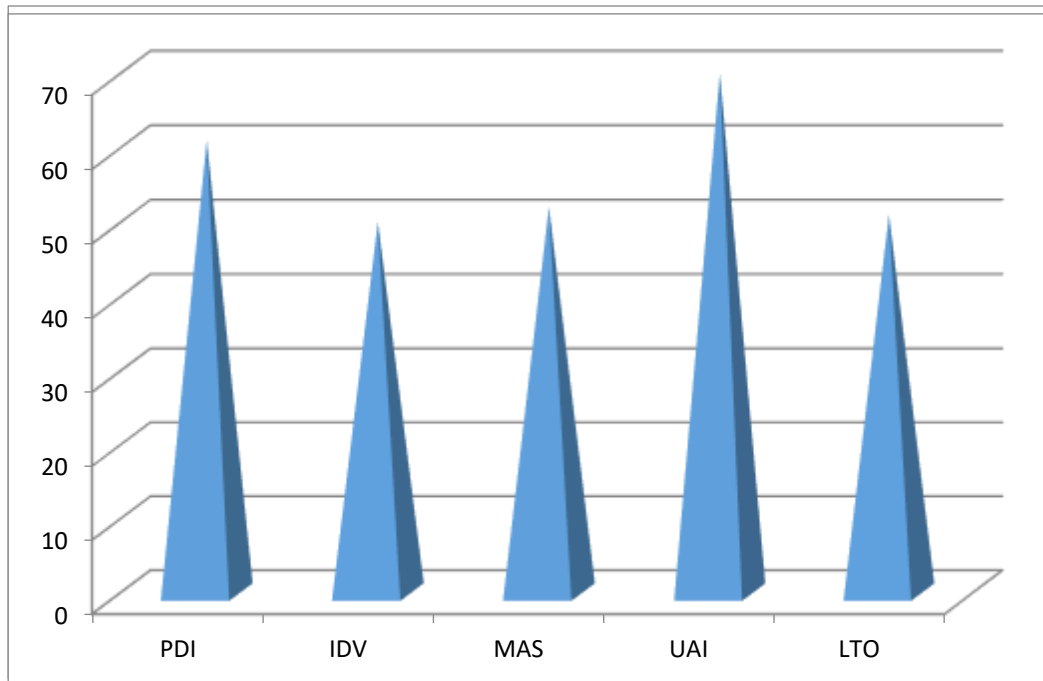


Figure 4: World Average Scores in Hofstede's Cultural Dimension

As Hofstede based his research on data collection from 40 nation states, the national cultural difference are therefore, more evident in his study. A comparison of the United Kingdom and Qatar (the country focus of this study) is shown in figure 5 below. The highest relative difference between the two countries is under individualism and collectivism. Generally, in Arab, African, Latin and Asian countries, the power distance index is given more prominence. This can be seen in the case of United Kingdom and Qatar. The individuals in western and more developed countries are more efficient in terms of monetary strength. Hence, they are not compelled to sell their time to earn for living. However, as argued by Lo et al. (2017), in Asian countries, where per capita population is huge and development is comparatively less, people have to compete with each other to gain social prominence. In this struggle, the people who remain in the lower rungs of the social hierarchy, in the end serve the ones who have been more successful. Thus, the latter section of society utilise their power and resources to buy the time of the prior section. According to the analysis of Vitell et al. (2016), the exhibition of masculinity is mostly in Europe and Asian countries. Major percentage of women here are housewives and unemployed. They depend on their male counterparts for their living. Hence, the social prominence of men is most and seem to get the most value of their time. On the contrary, it is the men who have to suffer from time stress due to the burden of their job roles. The women are relatively free from time stress. According to the findings and analysis of Haq

et al. (2017), the Nordic countries on the other hand exhibit low level of masculinity. Hence the time stress is equally divided among men and women in those countries.

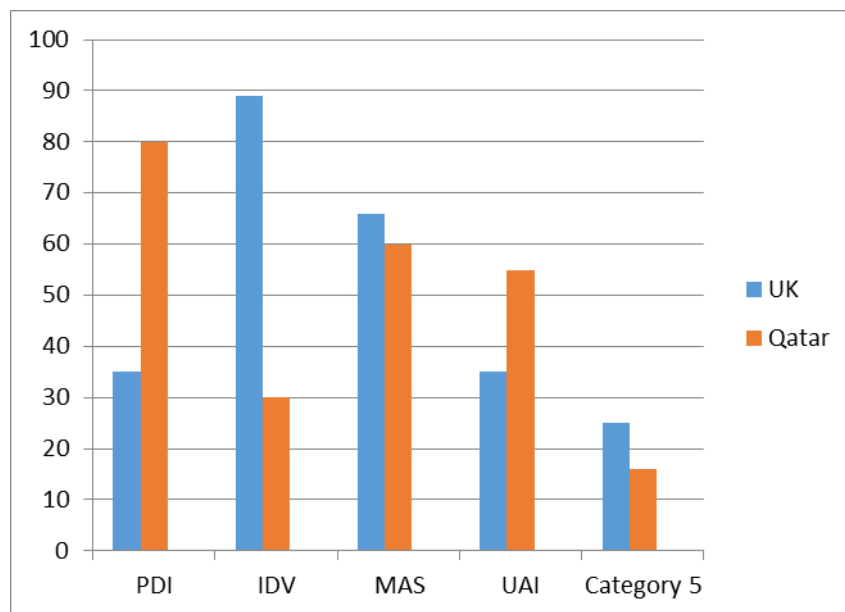


Figure 5: Comparison of United Kingdom and Qatar
Source: <http://geert-hofsted.com/united-kingdom.html>

A sixth dimension was added to Hofstede's model based on Minkov's (2000) label on research conducted from the World Values Survey data (Minkov, 2011). This was labelled indulgence versus restraint. This dimension, however, has not been widely adopted because it's still relatively new and unlike other dimensions, there is less data and fewer countries were investigated (De Mooji, 2018). The indulgence versus restraint dimension proposes that dwellers of developed countries have higher chances of fulfilment of immediate needs or personal desires. However, Linnenluecke (2017) argues that in the less developed countries men are engaged in power struggle with one another. Hence, they invest a major amount of time in enhancing their competitive skills for gaining success in the future. Hence, they need to have restraint over personal desires and immediate requirements.

Hofstede's cultural dimensions could be useful applied to understand the effect of national culture on time management behaviours. The first concept, with respect to time management, is the power distance index of time distribution. From this conception, the value attributed to time is relevant mostly for the financially affluent and the most resourceful persons of society. These implicitly use their time and money to purchase the time of others. The social inequalities and the personal positions of individuals in the society are responsible for this. However,

Maleki and De Jong (2014) argue that the Hofstede's dimension of individualism versus collectivism is more applicable when thinking about time management. Individualism can be perceived as the personal preference of individuals in the society by virtue of which they choose to remain in a loosely knit time frame. They try to restrict the time stress from coming upon themselves. In contrast, collectivism is the phenomenon where individuals expect a set of subordinates or followers to perform under a constrained time frame. They expect unquestionable loyalty from the other members.

The cultural conception that follows next is masculinity versus femininity. Masculinity is usually expected to perform tasks under great liability to society. Femininity is generally deprived or refrained from the time rush. However, as Gómez-Rey et al. (2016) argue, in NGOs the cultural theory that is most applied is the long-term aspect versus the short term aspect. On the other hand, in profit making organizations, usually short term or immediate goals are achieved by a cognitive framework of men with similar skills. However, on the contrary, Goodrich and De Mooij (2014), suggest that in an NGO, the managers focus on the achievement of long-term goals based on the personal skills of the executives.

2.5.3 Trompenaars and Hampden-Turner's Dimensions of Culture

Along with Charles Hampden-Turner, Trompenaars developed a model of differences in national cultures. This model includes seven dimensions which are believed to have shed light on how people in different national cultures interact with each other. They are: universalism versus particularism, individualism versus collectivism, neutral versus emotional, specific versus diffuse, achievement versus ascription, sequential versus synchronic timing and internal versus external control (Trompenaars and Hampden-Turner, 2009). These are explained further below:

- Universalism versus particularism

The Universalist approach is roughly: "What is good and right can be defined and always applies". In particularistic cultures far greater attention is given to the obligations of relationship and unique circumstances. For example, instead of assuming that the one good way must always be followed, the particularistic reasoning is that friendship has special obligations and hence may come first. Less attention is given to abstract societal codes (Trompenaars and Hampden-Turner, 1997).

- Individualism versus collectivism

“Do people regard themselves primarily as individuals or primarily as part of a group?” Furthermore, is it more important to focus on individuals so that they can contribute to the community as if they wish, or is it more important to consider the community first since that is shared by many individuals? (Trompenaars and Hampden-Turner, 1997).

- Neutral versus emotional

“Should the nature of our interactions be objective and detached, or is expressing emotion acceptable?” In North America and North-West Europe business relationships are typically instrumental and all about achieving objectives. The brain checks emotions because they are believed to confuse the issues. The assumption is that we should resemble our machines in order to operate them more efficiently. Further south and in many cultures, business is a human affair and the whole range of emotions deemed appropriate. Loud laughter, banging your fist on the table or leaving a conference room with anger during a negotiation is all part of business (Trompenaars and Hampden-Turner, 1997).

- Specific versus diffuse

“How far too we get involved?” this is the degree to which responsibility is specifically assigned or is diffusely accepted. In a specific culture, people first analyse the elements individually and then put them together, the whole is the sum of its parts. People’s lives are divided accordingly and only a single component can be entered at a time. Interactions between people are very well defined. Specific individuals concentrate on hard facts, standards and contracts. A diffusely oriented culture starts with the whole and sees individual elements from the perspective of the total. All elements are related to one another. Relationships between elements are more important than individual elements (Trompenaars and Hampden-Turner, 1998).

- Achievement versus ascription

“Do we have to prove ourselves to receive status or is it given to us?” This is the degree to which individuals must prove themselves to receive status versus status simply given to them. In a culture with achieved status, people derive their status from what they have accomplished. On the other hand, in a culture with ascribed status, people derive their status from birth, age, gender and wealth. Here status is not based on achievement, but it is accorded on the basis of the person being (Trompenaars and Hampden-Turner, 1998).

- Sequential time versus synchronic time

“Do we do things one at a time or several things at once?” This is the degree to which individuals do things one at a time versus several things at once. Cultures developed their own response on time. Time orientation has two aspects: the relative importance cultures assign to the past, present and future, and their approach to structuring time. In a sequential culture, people structure time sequentially and do things one at a time. In a synchronic time culture, people do several things at once, believing time is flexible and intangible (Trompenaars and Hampden-Turner, 1998).

- Internal versus external control

“Do we control our environment or work with it?” This is the degree to which individuals believe the environment can be controlled versus believing that the environment controls them. In an internal directed culture, people have a mechanistic view of nature; nature is complex but can be controlled with the right expertise. People believe that humans can dominate nature, if they make an effort. On the other hand, in an external directed culture, people have an organic view on culture. Here mankind is viewed as one of nature’s forces and should therefore live in harmony with environment. People therefore adapt themselves to external forces (Trompenaars and Hampden-Turner, 1998).

Trompenaars discussed the variation of time management in the light of his social analysis. The first concept introduced by him is universalism versus particularism. The believers of universalism rely on a general set of conception that can be applied without any modification. They are particularly people who serve lower job roles. Whereas, Zhang et al. (2015) opines that the particularism is practiced by executives and managers who circumnavigate their ideas

and conceptions to formulate new practices. They set down the rules which people follow universally. Universalists have another negative aspect also. They cannot differentiate or prioritize among their personal, professional and immediate needs. However, the particularists keep their job roles separate. They generally tend to keep their personal and private life separate from their professional priorities. Particularists employ much more time in policy making. They take lesser time in execution of ideas. However, universalists first act and then think hence they invest more time in acting than thinking.

The next concept introduced by Trompenaars is the idea of Individualism versus Communitarianism. Individualist prefers to act singly. They neither prefer to include more people in their neither work, nor do they want to follow others footsteps. On the other hand, the communitarians always want to remain associated with people. They love socializing. Now according to the opinion of Park (2015), individualism teaches the value of time to men in the best manner. Men never waste time if they follow this principle. Whereas, Piri et al. (2017) had opined that about 71% of the people in this world love to socialize and generally consult others in important assignments. Being extrovert keeps man happy. The immense popularity of social platforms like FaceBook or Whatsapp bears evidence of the fact that major amount of people in the world love to socialize. In this regard, Rahim (2017), had opined that man cannot achieve a greater aim without the help or participation of others.

After that comes the concept of neutral versus Emotional. Neutral people are more focused to their immediate goals. They are generally not concerned with the aftermath of any action. Cultures of Japan, England, and Ireland and so on are predominantly neutral cultures. However, as Shuter et al. (2016) suggest, the emotional kind of people are open minded. They gain strength by connecting emotionally with people. Thus, they think much about the pros and cons of any task. Emotional people think too much about how their actions would affect others. They invest a lot of time by doing this.

Two other categories of people are those, which are considered as the specific people and diffused people. Specific people share their public space with lot of people. However, they do not allow them to enter their personal space. Now, people spend maximum time in their personal space. Since, these people have few people who share their personal space, they invest much time in their professional world, which is their public space. Corporate personalities are likely of this kind. However, the diffused people share their public and personal space with

equal number of people. Hence, they spend more personal time. Thus, the output which they produce in their professional place is also lesser. The employees of nonprofit making organizations like NGOs are more of this kind. According to Vitell et al. (2016) the kind of work in NGOs requires professionals to interact with a lot of people closely. Hence, they share personal space with large amount people.

The category recognizes the sequential and synchronic people. According to Wang et al. (2016) the sequential culture makes men fond of leading lives in an organized way. Such people are more concerned about the weightage of success and failure in their personal lives. They give topmost priority to punctuality in their lives. They plan, schedule and always remain specific about the task in hand and generally prefers to work within deadlines. However, synchronic people always prefer to take up multiple assignments at the same time. They are flexible in their execution and rely on people to set parameter for them.

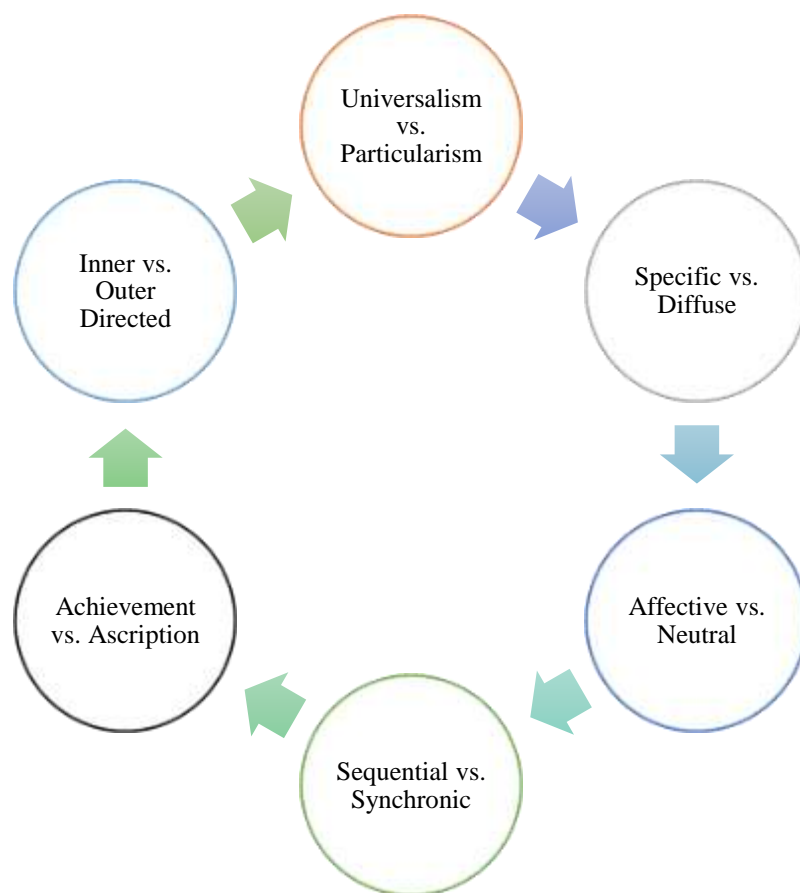


Figure 6: Cultural Factors of Trompenaars
(Source: Park, 2015, p. 23)

2.5.4 Hall's Cultural Factors

Hall used the concept of context to explain the differences in communication styles among cultures. According to him, the context is the information that surrounds an event; it is completely bound up with the meaning of that event. He categorized cultures on a scale from high to low context. (Treven et al., 2008). Hall used various aspects to focus on how men distribute their time for communicating with each other. Various communication styles across multiple cultures may be studied in this respect.

2.5.4.1 *Context*

- High context- In a high context culture, there are many contextual elements that help people to understand the rules. As a result, much is taken for granted. This can be very confusing for a person that does not understand the unwritten rules of culture.
- Low context culture- Here very little is taken for granted. Whilst this means that more explanation is needed, it also means there is less chance of misunderstanding particularly when visitors are present.
- Contrasting the two- French contracts tend to be very short (in physical length not time duration) as much of the information is available within the high context French culture. American content, on the other hand, is low context and so contracts tend to be longer in order to explain the detail. (Hall, 2012) Highly mobile environments where people come over and go need lower context culture. With a stable population, however, a higher context culture may develop. Here there is a similarity with Trompenaars' Universalism (low context) and Particularism (high context).
- The cultures that may be studied in this regard are high culture and low culture contexts. In high context cases, people rely on many contextual factors for realizing the severity of any situation. They analysed the various frames of reference and decides their footsteps based on how the scenario impacts the other frames of reference. Any person who enters this culture from any foreign context will find it very difficult to identify the frames of reference and the ways in which the context matters for each frame of reference.

- Secondly, Hall focused upon the low context culture. In this case people do not concentrate upon the reference frames. Rather they tend to study the real scenario. Thus they take very little for granted. Hence, there are lesser chance of misinterpretation and misappropriation.
- A beautiful contrast between the high context and the low context culture is visible in the French culture and the American culture. According to the findings of Volery, Mueller and von Siemens (2015), this is why the French concentrate so much on detailing, ambience and impression of things. Their greeting styles, food habits, behavioural trends and everything else reflects that they rely on high context in any case. On the contrary, the American people never care much about the locale when execute something. In France, the population growth rate is stable for the last few decades. This is one major factor that gives birth to high end cultures. Whereas, according to the opinion of Vitell et al. (2016), in America, infiltration and immigration is one major issue. Thus, people hardly care for assessing the contextual frames of reference. Trompenaars' concept of Universalism and particularism is very similar to this concept of Edward Halls.

2.5.4.2 *Space*

In addition, Hall was concerned about space and peoples' relationship within it. He called this Proxemics. People have concerns about space in many situation, from personal body space to space in the office, parking space and space at home.

- The need for space - people in generally need space to varying degrees in different aspects of life. As such, there could be some who consider, for instance, personal space as very important such that anyone who encroaches into that space is seen as a threat or avoided. Personal space is an example of a mobile form of territory and people need less or greater distances between them and others. In addition, some people need bigger homes, bigger cars, bigger offices and so on. This may be driven by cultural factors. For example, Americans generally make greater use of space whilst Japanese need less space (partly as a result of limited useful space in Japan (Hall, 2012).

- High territoriality – Here, some people are more territorial than others with greater concern for ownership. They seek to mark out the areas which are theirs and perhaps having boundary wars with neighbours. This happens right down to desk-level, where co-workers may do battle over a piece of paper which overlaps from one person's area to another. At national level many wars have been fought over boundaries. Territoriality also extends to anything that is 'mine' and ownership concerns extend to material things. Security thus becomes a subject of great concern for people with a high need for ownership. People with high territoriality tend also to be low context (ibid).
- Low territoriality- In this case, people with lower territoriality have less ownership of space and boundaries are less important to them. They will share territory and ownership with little thought. They also have less concern for material ownership and their sense of 'stealing' is less developed (this is more important for highly territorial people). People with low territoriality tend also to be high context (ibid).
- Contrasting- Aboriginal people will say they belong to the land rather than the other way round. This is because they have thrived in harsh conditions for thousands of years. On the other hand, western society has shown much barbarity over the ownership of land (Hall, 2012).

In accordance to the cultural factors of Hall, it can be argued that space is about the situational aspect that is desired by the individuals in many contexts. For instance, space in office, space at home and personal space are the forms of space that are desired by individuals (Jolly et al., 2016).

- **The need for space**

The need for space can be demonstrated with an example of a Chinese person who needs less space, can stand closer to Japanese. However, the Japanese can be uncomfortable due to this fact. Personal space can be mentioned as the territorial form according to which, individuals need greater or less distances from other or between them.

- **High territoriality**

There are some individuals, who follow territoriality with compare to others in terms of greater concern of ownership. For instance, few employees at NGOs are associated with

the viewpoint of achieving the ownership of a position that has been made out as their own and no other employee can take their place (Lister, 2016).

- **Low territoriality**

On the other hand, low territorial employees are those, who are less associated with the ownership of space. For instance, an employee, at an NGO, can be less concerned about the boundaries as the boundaries are less important for them.

- **Contrasting**

The contrasting of both high and low territoriality can be demonstrated with an example of Australian Aboriginal individuals. According to the Australian Aboriginal individuals, their belonging is from the land rather than another way around. It can be connected with the harsh conditions of Australian Aboriginal people for more than thousands of years. The western society has presented much more barbarity over the ownership of the land.



Figure 7: Aspects related to space
(Source: Jolly et al., 2016, p. 21)

Hall focused that the individuals are associated with choosing and following their specific territories and they act according to their desired space. The employees, within both the business organisations and NGOs, want to have space from the different aspects such as space from colleagues or space for personal development at the organisation. Personal development space is essential in terms of making career growth within the same organisation. However, it is commendable that in business organisations, the employees are mostly associated with having space for personal growth that will help that individual in earning extra money or simply just financial incentives. In case of NGOs, the employees are mostly focused on having personal space for self-growth that will be effective in reaching to the upper level positions within the organisation (Waddell, 2017). For instance, at an NGO, an employee can have great

concern for ownership of a position of manager and for another employee; the ownership of managerial position can be not that much important (Waddock and Bodwell, 2017). Thus, it can be said that different employees at NGOs, have both the respective great and less concerns about ownership.

2.5.4.3 *Time as a Cultural Factor*

It has been noted that cultural factors are powerful shapers of the business environment and one of the most influential of these is time management. Reference has been made about the two concepts of monochronic time and polychronic time. According to Hall (2012) monochronic time is the process of doing one thing at a time because time is precious, valuable and schedule-driven monochronic time assumes careful planning and scheduling. This theory is associated with the perception that ‘time is money, use time or time will use you’. Monochronic people are mainly located in North America and Western Europe which are low context cultures.

Polychronic time is in essence doing too many things at one time because time is flexible and multi-dimensional. In such culture, human interaction is valid over time and material things, leading to a lesser concern for getting things done, they do get done but more in their own time. Polychronic people are largely found in the Middle-East, Asia, Africa and Latin America and they tend to be high context (Hall, 2012).

From the above, it can be established that Qatar society is characterised by polychronic culture and it will be interesting to examine how this affects time management within the NGOs which form the case of this study: the Qatari-Japanese Friendship Society, Qatar Centre for Child Culture and Doha Centre for Media Freedom. It was mentioned before that the Japanese, for example, need less space of use than Americans because such is the culture in Japan. A Japanese person who needs less space, it was suggested, will stand closer to an American, unwittingly making the American less comfortable. In this scenario, it can be advised that in terms of space, both the Qatar and the Japanese share the same characteristics. What is the issue, however, is how space factors enable or inhibit time management behaviours?

Drawing on the cultural conception of Hall (2012), it can be argued that time can be considered as one of the determinant cultural factors that can be applied in the organisations. Hall has

presented that time can be subdivided into three aspects. They are monochronic time, polychronic time and the contrasting of these two times.

- **Monochronic time**

As the name suggests, monochronic time is associated with one thing at the single time. In terms of time management, one can make careful planning as well as scheduling for better management. When an employee is quite serious with their respective job role and responsibility, they will be efficient in their performance at the workplace. According to Abeysekera and Dawson (2015), for instance, an employee of an NGO can be more sincere and serious towards their respective job role and responsibilities by attempting a single job at a time. On the contrary, the employees are required to have the versatility of attempting more than one work at the single time in order to achieve personal growth within the organisation (Hanus and Fox, 2015).

- **Polychronic time**

Polychronic time is about the less concern of getting works done (Celik and Gumus, 2015). In this case, the employees make the work done but according to their own preferable time. The polychronic time following employees are the ones who take job responsibilities with less importance. For instance, it can be argued that an employee at an NGO can be less concerned about their respective job role and responsibilities (Dressler et al., 2015). On the contrary, one must have interpersonal skills that are essential to be an employee of an NGO as this involves great sense of sincerity and responsiveness for their specific job roles (Jackson, 2015). Sincerity in terms of proper time management and responsiveness with provided job responsibility is crucial for the employees of NGOs as their work is partially associated with social service and responsibilities to the society. In this regard, the employee has to think about the overall contribution to the social needs of the society and the impact that their contribution makes. This might put the emphasis on the impact of the social service delivery instead of the management of time. Impact of service becomes more important than the need to manage time as some societal service delivery take longer to have an effect on the beneficiaries.

- **Contrasting**

The contrasting of the two times perspectives can be demonstrated with an example of an American and a French employee. Based on the western culture, an American has the culture of monochronic time and on the other hand, French is with the polychronic time culture (Gifford and Nilsson, 2014). Thus, it is commendable that in an NGO, there can be employees, who are having different culture of time in spite of working in the same organisation. For instance, an employee, who is less sincere and serious about the job role and responsibilities will be late at the board meeting by taking it as less important. On the other hand, an employee, who is much more sincere towards work responsibility will be arriving on time at the same board meeting.

The three-time categorisations are depicted in figure 9 below

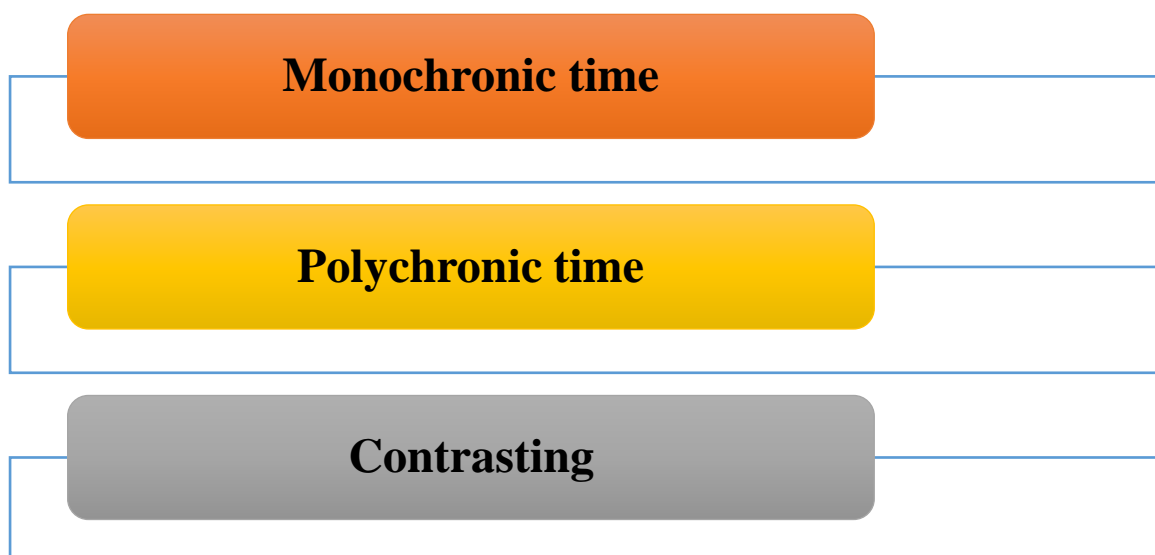


Figure 8: Aspects of time as one of the cultural factors
(Source: Abeysekera and Dawson, 2015, p.10)

Hence, it can be argued that the employees in NGOs follow time in respect to their cultural orientation as time is a cultural factor. Importantly, there are large numbers of employees in NGOs from different cultural background and orientations. Further, international integration of NGO activities means that more cross-cultural interaction and communication takes place in today's diverse range of NGOs. Understanding the implications of cultural influence on time management practices is important for effective cross-cultural communication. Time

management is an effective force to NGOs' performance (Ramadan and Borgonovi, 2015) and thus, need to be promoted to every employee.

2.6 Principles and Practices of Effective Time Management

There are some principles that guide effective time management practices. According to Ghebre (2012) effective time management requires:

- Setting priorities- this is where one decides which of given projects should be completed first. This is achieved by beginning to arrange one's projects in the most effective method.
- Finishing unpleasant tasks- this involves doing and finishing things that seem the least enjoyable. The importance of time management is that it can change that by making one do the things one does not want to do.
- Keeping track of deadlines- this is where one needs to be more organised through use of schedules, calendars and agendas.
- Learning to say no- one of the biggest problems that people face in the workplace is being overwhelmed with workloads because they do not know how to turn down other people who try to pass the buck. One must learn to say no.
- Delegate- one must delegate responsibilities and duties to subordinates in order to avoid stress levels shooting sky-high.

The above principles require the possession of such personal time management skills as planning, organising, responsibility, communication skills and decision-making skills. Armed with these skills, one is able to allocate one's time in a balanced manner. As Vidyadhargate (2012) puts it, it is desirable to give time to oneself in terms of self-development time, family time, social time and above all, professional time.

Crandell (2005) argues that the three strategies most likely to yield results in effective time management are: organising an effective workspace, managing workflow and planning. By

habitually practising these strategies, stress levels are likely to be reduced and productivity levels will be increased. Indeed, Hall (2012) stressed, as already mentioned, the significance of space in that a cluttered workspace impairs one's ability to find things and removing clutter itself is often a time consuming task, materials need to be retrieved quickly and this can be achieved by using an effective filing system.

Managing workflow involves using calendars, using lists, projects lists next actions list and waiting for lists (Crandell, 2005). All these lists can be regarded as organising tools that provide reviewable list of the scope one's responsibilities and initiatives. Planning is another strategy that contributes towards effective time management practice. The basic steps in planning include, setting goals, listing tasks, setting priorities and then implementing the plan. Thus, by using time more effectively and following the forgoing strategies, one can actually have more time to be productive.

Time management is essential for the management in terms of making employees understand the organisational culture (Knight and Liesch, 2016). Time can be managed by following and maintaining several aspects within an organisation. The NGOs are required to adopt proper practices in terms of making their employees aware about time management at workplace. While the employees are effective to perform as per the required proportion of time they required to particularly attempt a task, proper service will be provided among the society by employees of NGO.

The six principles that are associated with the effective time management are: proper knowledge of spending time on a specific work; preplanning of the aspects that can be done; priorities; single task; unallocated time and boundaries that make time wasted. These are depicted in figure 10 below.



Figure 9: Six principles of effective time management
(Source: Knight and Liesch, 2016, p.100)

In terms of adopting proper practices for effective time management, it can be said that the Qatar employees are required to know exactly in which work they want to spend their time. This way they will be effectively efficient in spending time specifically on that work. The employees are needed to plan firstly, what they can do. When an employee has clear view on the tasks that can be performed by them, they will be more eligible in spending time accordingly. Priorities are essential to be made as it has potential role in working as per the time estimated for a particular job. Single task at the single time is effective in both saving time and having lasting outcomes from the task. An employee should have knowledge on the boundaries at workplace that make them wasted their time unnecessarily. If an employee has the interpersonal skill of sorting their provided work as per proper usage of time, the employee will be able to follow the effective time management at workplace. The employees of non-governmental organisations are required to follow the time as their responsibility is mainly focused on the wellbeing of society.

2.7 Effective Time Management and Organisational Performance

There is a linkage between time management behaviours and organisational performance. According to Witon (2011) a number of studies have evidenced a clear link between time management as an HRM practice and organisational performance. As a 'best practice,' time management can give quantifiable improvements in organisational performance which can be measured in different ways. Thus, good time management has the potential to enhance organisational performance. According to Poole (1997) firms adopting a high performance approach have better outcomes than those which do not. High performance in this case implies

existence of a strategy designed to achieve organisational objectives through performing efficiently and effectively.

Channar et al. (2014), for instance, investigated the impact of time management in public and private sector organisations on employee satisfaction and the overall performance of the organisation. In their study, Channar et al. (2014) administered 260 closed ended questionnaires and analysed their data through independent sample T-test and correlation. Their study found that time management practices increases employee satisfaction and motivation and also increases the performance of the organisation. Further, Channar et al. (2014) study also revealed that females were more time conscious than males. Similarly, Ojokuku and Obasan (2011) in their investigation of time management and organisational performance in the public sector found that time management is important for effective service delivery, timely completion of assignments and for the promotion of excellence. In showing the relationship between time management and organisational performance, Ojokuku and Obasan (2011) utilised self-administered questionnaires to public sector employees.

Similarly, Ahmad et al. (2012) investigated the relationship between time management and job performance in event management. Their research findings showed that the employees' job performance in the organization were affected by their time management in completing their tasks during an event. As such, their results demonstrated a significant relationship between time management and job performance. Abdullah et al. (2012) also conducted a research to investigate the association between time management and job performance. Self-administered questionnaire were used, adopting random sampling technique. Abdullah et al. (2012) data was collected from 220 respondents and the analysis of this showed that job performance has a significant positive relationship with time planning, time attitudes and significant inverse relationship with time wasters.

These study findings support previous studies that highlighted similar relationship between time management and job outcomes. For instance, Macan et al. (1990), Misra and McKean, 2000, and Trueman and Hartley (1996) had demonstrated the positive relationship between time management and job performance.

2.7.1 Time management of NGOs in Qatar

Time management, in general, is a very common practice important for any organisation whether it is a government or non government organisation. Time management is the basic idea of properly organizing the limited time and scheduling it accordingly (Barkema et al., 2015). It plays an important role in accelerating the development of the organisation and that is the very reason it has been widely accepted by as one of the basic principles of a large part of Qatar. The time management generally has two aspects, namely monochromatic and polychromatic time management concepts. Monochromatic time management implies to the process in which everything is scheduled and has to be happened with a schedule.

On the contrary, polychronic time management is the something which is kind of adjustable time management technique. Unlike the previous, it lays little emphasis on the schedule and planning. Monochromatic time management has the biggest flaw as its availability and approach to the distractions during a respective work. (Aeon and Aguinis, 2017) have discussed that, For the sake of understanding these two major concepts of time management a simple illustration can be taken into context like in Qatar, if there is a meeting scheduled and even any of the respective personal is not on time, the organisation would take this lack of punctuality very seriously. Whereas Geldmann et al. (2015) argues that this kind of practice degrades the very image of the organisation and in some context hinders their development. This concept is relevant to any organisation within the country whether they are under government or non government organisation. This explains the correct meaning of monochromatic time management. Whereas according to Ghosh et al. (2017), if any organisation is taken in some other developing country like Mexico, there is not at all any punctuality issue, as being on time is not considered as that important. Also, during a business meeting, there is a provision of distraction as various other topics irrespective of the business are discussed. This reflects the lack of polychronic time management as these are the very loopholes in proper time management of an organisation. Golini et al. (2015) have contradicted by stating that another major problem with polychronic time management is the lack of discipline in the organisation and it is an universally accepted phenomena that any organisation lacking discipline can never achieve its goals.

2.7.2 Effect of time management in accordance with lived (experienced) time and fixed (sequential time) in organisations in Qatar.

Time management has been also categorised in another two major fragments depending on the kind of work which is being done. In any organisation, the employees working have two aspects of time utilisation. At most of the times, it is broadly divided into lived time and fixed time. There can be some other sub divisions under these major divisions. In almost every organisation in Qatar and especially in the non-government organisation, a perfect balance of experienced and sequential time is maintained. Experienced or lived time represents the idea of organizing the time for an individual life (Aeon and Aguinis, 2017). This can be an individual's family time, time for relaxation, enhancement of their own capabilities. In Qatar, special emphasis is given for proper availability and utilization of the lived time or the personal experiencing time. The organisations provide ample opportunities like vacations, paid holidays in order to enhance the lived time management concept. This practice has also provided some prominent results in the development of an individual as well as the organisation.

Fixed time or sequential time is something that is a major player in progressive development of any organisation. It explains the time management done in order to provide better result, less stress, and an overall development of Qatar NGOs. Proper management of the sequential time is one of the most important and primary principle of almost every organisation in Qatar. Especially, the non-government organisations have built a concept according to which, since both of the time management, experienced and sequential time both are interrelated to each other and thus influence each other. So, the proper management and working of any one does not guarantee proper organisational time management. Both of them should be equally taken care and then there can be positive results seen in an organisation. (Barkema et al., 2015) have stated that proper management of time is hugely needed in non-government organisations as they are the ones who are dealing with short deadlines, large working area and limited availability of resources and funds as well.

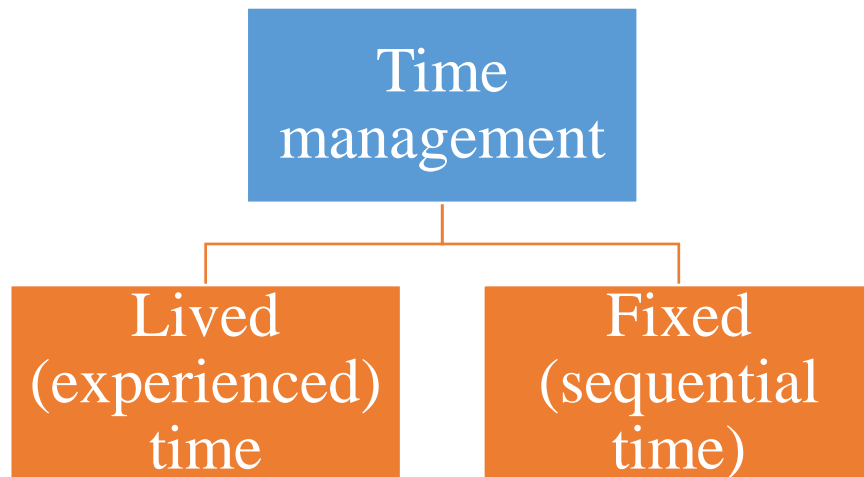


Figure 10: Types of time management concepts
(Source: Barkema et al., 2015, p.460)

2.7.3 Organisational Performance of Qatar NGOs

A good and effective management of time is able to improve the overall working efficiency in case of both individual and organisations. The effective time management has great impacts on the performance of the employees in case of Non-Governmental Organisations (NGOs) of Qatar. This affects the performance of the organisations in case of both profit making and non-profit making NGOs (Judge and Zapata, 2015). In terms of time management, the responsibilities should be divided to the employees on the basis of the urgency of the given work. However, the works can also be divided on the basis of the importance of it. Lack of time management may have effect on the quality of the works of the organisations of the Qatar NGOs. In course of achieving the objectives, the effective time management has gained importance for the NGOs of Qatar (Jiang et al., 2015). An effective management of time presently affects the employees in terms of motivation and satisfaction of the employees. This leads to the improvement of the overall organisational performance of the NGOs of Qatar. This helps in the growth of the business and as well as the comfort of the working employees in case of profit making organisations. In contrary, according to Alshamari (2017), the nonprofit making organisations does not mainly focus on the growth of business, since the time management affect the quality of the provided work of the employees and the organisation as a whole. The effective management of time also affects the satisfaction of the employees in case of nonprofit making organisations. In case of profit making organisations, the time management is performed mainly for the reason of improvement in the production leading to possibilities of profit. In other hands, the nonprofit making organisations of Qatar NGOs does

not focus on their productivity, rather they mainly concentrates on the quality of the performance of their employees. This also leads to work satisfaction of the employees of the nonprofit making organisations (Karin Andreassi et al., 2014).



Figure 11: Different basis of Time Management
(Source: Jiang et al., 2015, p. 50)

In the case of nonprofit making NGOs, it is important to concentrate on the satisfaction of the employees as it will lead to the improvement of the quality of the service provided by them. Whereas, in contrary, in case of profit making organisations the improvement of the productivity of the employees in important from the viewpoint of increment in the profit (Soulard and McGehee, 2017).

The cross-cultural management of the employees has greatly affected the organisational performance of the Qatar NGOs. The cross-cultural management mainly refers to the cultural enhancement of the employees by mixing them up with people from different cultures. This is mainly needed to be performed between the local and international employees. The need for the management of cross cultural had mainly developed during 2010 (Alshamari, 2017). The cultural development of the employees helps in the development of the relationship between the organisation and the social institutions; they are related with (Soulard and McGehee, 2017). In the case of the profit-making organisations, the cross cultural management mainly has effects on the increment of profit through the increment in the service regionally. However, in other hand the cross-cultural management in the nonprofit making organisations of Qatar NGOs had helped in building relationships with the social institutes leading to improvement in the quality of the provided services. The cross-cultural management also refers to mixing up the people of monochronic and polychronic views of time management, as the people of these two different viewpoints, think the others way of time management in different ways (Karin Andreassi et al., 2014). These two cultures of time management had emerged from two different approaches. Mixing up of these two approaches of time management leads to an

improved relationship between the employees of these cultures. This version of cross-cultural management may results to improvement in the productivity in terms of profit for the profit making NGOs. However, it affects the quality of the service of the non-profit making organisations through enhancing the relation between the employees from two different cultures and as well the relationship with the social institutes (Jiang et al., 2015). In case of Qatar NGOs, both the western and eastern approaches of the time management, needed to be mixed up for the reason of the betterment of the service provided by their employees to the social institutes and other organisations as well (Judge and Zapata, 2015).

2.8 Motivation

Motivation forms an important contribution to job performance. Some motivational theory can be utilised in order to motivate employees about proper time management at the workplace. Maslow's hierarchy of needs helps in conceptualising motivation.

- **Motivation Theory**

Maslow's hierarchy of needs is one of the most influential motivational theories that is commonly utilised (Lee and Hanna, 2015). Maslow's motivational theory is based on the five specific phases which are:

Physiological needs: In accordance to the theory of motivation, physiological needs are associated with the ultimate or basic requirements of an individual to survive in the world. The possible physiological needs are food, air, shelter, drink and sleep.

Safety needs: The safety needs define protection or security from the undesirable or harmful aspects. The likely instances of safety needs are being secured from harmful elements, protection, stability and freedom from fear.

Belongingness needs: The belongingness or love needs is associated with having an ultimate fondness for individual or groups. The possible kinds of belongingness needs are intimacy, friendship, acceptance and entrustment. As argued by Galegher, Kraut and Egidio (2014), giving and receiving of love and affection is essential as part of belongingness needs.

Esteem needs: Esteem needs is based on the two categories such as self-estimation and desire of having respect from others or being reputed among others. As per the self-estimation needs, the likely instances are achievement, dignity, independence and mastery. On the other hand, being respected or reputed is about maintaining a status or prestigious image in society. According to the motivational theory of Maslow, respect or reputation need is indeed essential for individuals for preceding real dignity or self-esteem.

Self-actualisation needs: Self-actualisation needs signify the recognition towards the personal ability to do. In accordance with this theory, the likely instances of self-actualisation needs are realisation of self-potential, seeking peak experiences and self-growth. As influenced by the view of Bouzenita and Boulanouar (2016), it can be said that in more simple words, self-actualisation needs indicate towards personal fulfillment.

In terms of the relationship between motivation and firm performance, there is demonstrable evidence that motivation plays a major role in organisational performance (Bernstein, 2011; Milne, 2007; Osabiya, 2015; Van Knippenberg, 2000). Bernstein (2011) argues that people are pulled towards behaviours that offer positive incentives and pushed away from behaviours associated with negative incentives. Ryan and Deci (2000) also argue that both intrinsic and extrinsic rewards have an impact on organisational performance. Intrinsic values such as success, happiness, self-actualisation and self-esteem can encourage employees to work harder for the benefit of not only the organisation but also for themselves. This is likely to improve their time management behaviours as well.

There are other necessary ingredients towards high performance other than good time management and these include employee skills, technological advancement and internal and external environmental factors (McNamara, 2010). Leadership also plays an important role in this context. A leader with a clear vision is likely to motivate his/her followers towards an improved organisational performance (Bass, 2000). The nature of the organisational structure and managements' commitment to the mission statement are other factors that contribute towards high organisational performance.

Motivational factors are essential for each and every organisations, whether it's governmental or non-governmental. Motivational factors are associated with keeping an employee motivated and engaged with their respective job role and responsibility. As argued by Analoui and Al-Madhoun (2017), motivational factors are of two types: intrinsic and extrinsic motivations. The NGOs mainly focus on motivating employees through their respective positions within the organisation. The motivational structure in NGOs usually follows the non-financial incentives that act as boosters for employees in terms of making self-development. According to Anheier (2014), the non-financial aspects that are implemented within the organisations include: staff development with proper management; rotating job hours by secondment; development and assessment centre; schemes that are associated with employee performance recognition; both the mechanism and participatory process; career development; academic and professional studies; special assignments or projects; transfer and promotion; performance management and networks development. These aspects are depicted below.



Figure 12: Non-financial aspects related to motivation
(Source: Analoui and Al-Madhoun, 2017, p.19)

All the above motivational factors are utilised in NGOs in order to make employees motivated in their respective responsibilities and roles. However, it is commendable that profit marking organisations, on the other hand, do incorporate both motivational factors (intrinsic and

extrinsic). The intrinsic motivational factors can be used by the human resource management in order to appreciate the work of individual employees or group of employees. For instance, a pat on the back is one of the forms of appraisal for individual performance at workplace that is often effective in boosting the interest of an employee towards their respective work role or responsibility (Brewster et al., 2016). In case of extrinsic motivations, the business organizations can provide an extra monetary value to keep their employees motivated at workplace as incentives in form of monetary value is usually appreciable by individuals. For instance, a sales executive will have an extra income if that employee is able to fulfill a target in a given time period. Motivation is one of the crucial aspects that is directly related to employment in both business organisations and non-governmental organisations. Motivational factors are based mainly on the engagement of employees in their respective job roles and responsibilities, which is pivotal throughout their employment. Hence, extrinsic motivational factors come in the form of financial incentives while intrinsic motivations are non-financial incentives. Therefore, as NGOs are not profit driven, they essentially follow the intrinsic or non-financial incentives for motivating their employees in their respective job roles.

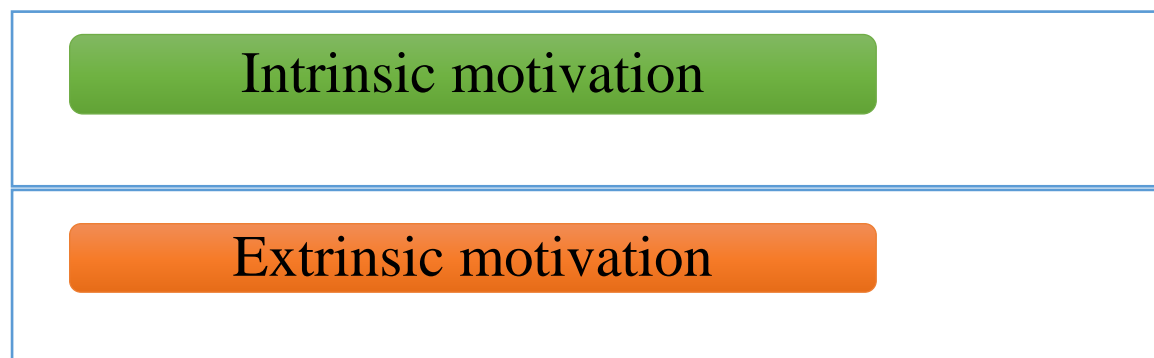


Figure 13: Motivational factors
(Source: Brewster et al., 2016, p. 10)

In conclusion, it needs to be emphasized that effective time management is one of the most challenging issue facing organisations, large or small both now and in the future. Existing literature on time management has failed to address the factors, especially cultural factors that influence the take up of time management behaviours in non-governmental organisations (NGOs). The aim of this study, therefore, is to investigate the nature, the importance and the factors that influence time management behaviours and their impact on organisational performance of NGOs in Qatar. This is necessary in order to answer the research questions which are:

1. What are the factors influencing time management behaviours in NGOs in Qatar?
2. Do the NGOs in Qatar use time management strategies based on monochronic time practices or polychronic time practices?
3. What is the effect of the adopted time management practices on the NGOs' performance?
4. What influence does culture have on the time management strategies in the NGOs?
5. How are the time management practices changing in NGOs in Qatar?

2.9 Summary

This chapter was aimed at reviewing the literature on time management. It firstly discussed the key terms as they are implied in this study in order to develop some context. This was followed by a review of some theories on time management. It has been established that time and its management lack a universal definition and theorisation. Nonetheless, some conceptions of time and its management has been provided in the literature.

The chapter then discussed the factors which influence time management. These factors were categorised into: individual characteristics and skills factors, work life balance, organisational factors, internal and external environments, information technology and cultural factors. As cultural factors were identified as most influential, the chapter then reviewed the different conceptualisation of culture. In this regard, the contribution of Hofstede, Trompenaars and Hampden-Turner and Hall were discussed.

The chapter then reviewed studies that examined the relationship between effective time management practices and organisational performance. This was followed by a highlight of the motivational role of time management which influence job outcomes and ultimately organisational performance.

In this review, it is important to highlight some gaps. Firstly, in the examination of the cultural contributors, it can be argued that the Hofstede's cultural dimensions and Trompenaars and Hampden-Turner's dimension of culture seem to be more applicable to the effectiveness of time management of NGOs. However, it can be argued that Hall's cultural factors are partially applicable in this research context. This is because Hall's cultural factors are more focused on

the individual territorial culture of employees and less focused on the effectiveness of time management.

Further, in the review of studies on time management, certain gaps are identifiable. For instance, most of the studies have been conducted in Western countries (Europe and North America). These countries have typically low context monochronic time cultures. This study focusses on Qatar, a non-western, high context polychronic time cultured country. As such, the study makes a contribution to the literature. Further, most studies have been conducted on profit making organisations, a limited number of studies have focussed on non-governmental organisations' performance and scarcely on the influence of time management. In this context, the study makes a contribution in demonstrating how time management could influence organisational performance. With such understanding, an environment that promotes effective time management might be developed by NGOs. This is through the advancement of knowledge and understanding of the factors that influence time management behaviours.

CHAPTER THREE: CONCEPTUAL FRAMEWORK

3.0 Introduction

There is a need to understand some of the variations that influence time management behaviours in organisations. This information can be derived from a conceptual framework which in essence provides the key factors that influence time management. The literature on time management is usually concerned with managers of organisations, however it is crucial to take on board employees who often experience stresses and strains of work.

According to Fleming (2011, p. 11) “effective time management is closely associated with understanding the difference between efficiency and effectiveness”. Fleming further stipulate that efficiency “involves completing specified tasks in a to identify the right tasks to be accomplished in the first place” (p. 12). From the foregoing view, a conceptual framework is able to illustrate and interpret the variations and key factors influencing time management behaviours.

However it is also essential to study the factors that primarily influence time management in an NGO. Effective time management in an NGO depends on the project design made by the managers. The time management of the Resource manager and the Project managers of an NGO is very crucial for the sustenance of the organization. Hence, this research study focuses up on the various factors up on which time management depends in an organization. Motivation factors, individual time framing and preparation of deadline based jobs for increasing the productivity of a workplace are some of the key factors that are directly proportional to time management in a workplace.

3.1 The Concept of Time Management

Good time management is designed to produce more effective results which include, job satisfaction, job context, job performance, job motivation, and individual goals. It is also designed to reduce stress at work and eliminate time wasting.

3.1.1 Job Satisfaction

Job satisfaction refers to the situation whereby an employee is satisfied with how well they are performing their job in the work place. A person with high levels of job satisfaction tends to enjoy his/her job while a person who is dissatisfied tends to hold negative attitudes towards their job.

Employees with high levels of job satisfaction are often committed to their job and likely to perform better. Time management is associated with either job satisfaction or job dissatisfaction. For example, the prevalence of long hours culture within an organisation is likely to lead to job dissatisfaction among workers. This is also likely to lead to work-related stress (Green, 2006). Declining job satisfaction as a result of working long hours led to a growing demand for 'work-life balance' in the 1990s.

This was largely due to the fact that apart from the need to care for children and older relatives at home, workers also need to be relieved of the pressure and strains associated with working long hours in the work place. As Noon and Blyton (2007) put it: the word 'balance suggests the search for equilibrium between work and life. In other words "a settled point perhaps at which work and the rest of life's activities can comfortably reside side by side" (Noon and Blyton, 2007). From this standpoint organisations managers should make the necessary arrangements for employees to strike this work – life balance In order not only to improve their time management but also to be effective and efficient in their performance.

Effective time management is integrally related to job satisfaction of the employees in an NGO. Setting deadline for respective individual goals is the most influential strategy that may help to improve the productivity of individual employees. As argued by Breevaart et al. (2016), meeting deadlines adds to the self confidence of the employee and he or she realizes that his or her job role is significant for the achievement of the organizational goals of the NGO. This also helps the employees to develop a work culture of focusing up on productive tasks, which is essential for execution of any work within a shorter deadline. For evidence about 17% of the time within the working hours of a day are utilised by managers of an NGO in answering emails. According to Lepper and Greene (2015), if this culture is promoted across all departments of the NGOs, this may help the NGOs to save huge amount of time that is wasted in arranging meetings.

3.1.2 Motivation

Job motivation is one of the major issues for any organisation. Employees need to be highly motivated if they are to perform better in the workplace. Motivation refers the extent to which an individual employees is captured by the work role he or she plays. A de-motivated employee is likely to achieve high levels of productivity. Motivation can be intrinsic and is largely psychologically determined while, extrinsic characteristics of motivation can manifest themselves in the financial reward system and other perks. However as Mullins (2007) put it: to effectively motivate employees, the rewards must be based on only job performance.

Time management is directly related to enhancement of employees' motivation also. The capability of delivering within deadlines makes the employees aware of their own capabilities. The privatisation of the nursing industry of Qatar is a lively example. Most of the nursing industry has undergone privatisation. Hence, NGOs related to nursing activities take a lot of time in meeting their project deadlines. This is also responsible for lack of nursing teams in NGOs. In a profit making organization, there is no effective relation between time management and employee motivation. However, in an NGO, employee motivation is boosted by means of effective time management.

3.1.3 Individual Goals

Zeller (2008) has stressed that the importance of having an effective personal system of time management designed to perform more efficiently in the work place. In a similar vein, Felton and Sims (2009) associate the concept of time management with one's self-management and they argue that self-management is the "powerhouse of time management". In other words a person's ability to make the best utilisation of their time depends to a large extent on the personality and attitudes. There are some people who are impatient with time and others are quite flexible in their time keeping. However, it must be recognised that the effectiveness of time is determined by the goals that one wants to achieve both at home and at work. As already mentioned in the literature review, personal time management skills include: goal setting planning, prioritising, decision making, delegating and scheduling (Crandell, 2005).

From the above mentioned skills, it is clear that unless is managed properly, nothing significant can be achieved.

Developing person oriented goals have a huge impact on the organizational performance in an NGO. Individual goal setting reduces the concern of project managers to execute a project in reasonable time. According to Oettingen et al. (2015), this forces every individual employee to take up the charge of time management of their respective tasks. As such the entire task is achieved within deadlines in most cases. In case of project managers or the general managers, the attainment of personal work goals is more crucial. The time management of their personal goals impacts the time management of the site managers and the individual employees of an organization, particularly in a developing country like Qatar.. In case if they set tight deadlines for their projects in hand, this would also force the executives to accomplish their tasks within tight deadlines also.

3.1.3.1 Increase Your Productivity

Learning time management skills help the employees to increase their productivity in many ways. The first step in this regard is preparing in advance for any project. The preparatory activities in the case of an NGO includes allocation of resources, appointment of site managers and scheduling job roles for the following day beforehand. The next big step in this regard is time scheduling. According to Costanza et al. (2016), the organizational skills and job experience of managers should be used in order to create a time schedule for every department. However, Candidi et al. (2015), also opines that time scheduling is a very critical part of the projects of non government organizations. This should be done by experienced project managers only.

3.1.3.2 Gain a Sense of Control over Your Time

At times, it is found that employees of an NGO do not take the factor of time management seriously since project goals does not impact the immediate output of the organization. This is why many NGOs use software which calculates deadlines and also the amount of work accomplished. The working of this facility is very well implied in the logistics industry. Software like SourceForge and Tableau are very popular deadline calculating software that is used by most NGOs in Qatar (Zablah et al., 2016).

3.1.3.3 *Balancing time between work*

Dealing with single project for several days of time may be derogatory and result in intellectual exhaustion of the employers. Hence, it is essential to rotate workers between two to three projects each day in an NGO. According to Peters (2015), the work ethics at an NGO requires the highest level of professionalism since highest number of employees is directly related to dealing with clients in this sector. In NGOs of Qatar, the 80-20 rule is followed by entrepreneurs. This involves a 20 minutes of work with relaxation followed by 80 minutes of heavy work. This helps in keeping the employees relaxed, both mentally and physically. In any NGO, the human capital is the greatest strength. The amount of workload that is possible to clear in a day following this method, is not possible to accomplish, may however the employees push their limits.

3.1.4 Job Performance

Job performance arises out of the contribution and the work effort of the individual employee in the work place. Job performance is measured in terms of the quantity demanded by the job requirements. Performance appraisal is the tool that is used to measure job performance of employees. As Cole (1996, p. 350) argues “performance appraisal usually relates to the assessment of staff requiring a quality of managerial judgement of the individual job performance”. Job performance is characterised by among others, motivation. The higher the levels of motivation, the greater the opportunities to perform better in the workplace.

According to Banfield and Kay (2008, p. 270), “the search for higher levels of individual and team performance is important to all organisations and ways must be found to ensure that performance levels are sustained and enhanced”. One of the ways is to provide training and development to employees and managers of organisations. At the sametime, raising motivational levels and making the work environment better will contribute towards the engagement of work and therefore performance will improve. Thus job performance is a critical factor when considering time management. When employees enjoy their work, they are eager to use effective time management.

Along with job performance is the nature of the jobs itself. Cole (1996, p. 216) observed that the nature of a person’s job is critical and fundamental to the amount of control over time

required to do the job. For example, if a job holder's responsibilities including holiday meetings regularly and involving regular contacts with people, time management is affected negatively as a result of pressures from constant interruptions. Conversely if the individual worker is under no due pressure, time management is likely to be more organised.

Empirical findings suggest that time management tools help in self evaluation of ongoing projects in the best way. Time should not be supposed as an aim in itself. Rather, job performance takes into account, how well the time is utilised. For evidence, the teaching sessions of the NGOs may be considered. It is not essential what topics are taught to students. According to Judge and Zapata (2015), on the contrary, how much practical skill is gathered by individual students is of utmost importance. The NGOs in most instances do not provide official certificates against the lessons they provide. However, their vocational training helps many people to find means of livelihood in the future. Another way in which job performance may be impacted is using time management tools in an organization. Many NGOs use strategies like goal setting, prioritising tasks and creating disruption lists and grouping tasks. According to Joseph et al. (2015), the last way to utilise time productively in order to boost job performance is providing a time management structure that would enable self monitoring of the tasks at hand by any individual employee. In cases, where, target groups are critical or a broad target audience is involved, the managers should take the responsibility to convey the time related goals and monitor time manually. This is because, time calculating software do not divide time based on the severity of the work assigned.

3.1.5 The Job Context

The context of the job is fundamental to time management. Colleagues, for example, can influence a person's use of time. An interfering line manager can be very disruptive and therefore affect the time to meet deadlines. Colleagues can be a frequent cause of time wasting when they can call into one's office ostensibly to have a chat especially when they are not busy themselves. Left to themselves, subordinates can utilise their time effectively in order to accomplish their tasks.

According to Cole (1996, p. 217), "in these days of continuous job improvement and 'just-in-time' methods of supplying line units, each [person in an office, factory or wherever is being encouraged to regard workmates and colleagues as customers". Cole further points out that

this “adds extra pressure on people to deliver their particular service on time as well as effectively to their role-set”. Indeed ‘just-in-time’ is management philosophy that NGOs in Qatar might want to learn lessons from. In its originality the term referred to the “production of goods to meet exactly in time, quality and quantity, whether the customer is the final purchaser of the product or another process further along the production line” (Suzaki, 1987).

It is suggested that Just-in-time (JIT) is associated with strong Japanese cultural aspects which include Japanese work ethic. This work ethic involves the following concepts:

- Workers are highly motivated to constantly seek improvement upon that which already exist
- Organisations focus on group effort rather than individual effort
- Work itself takes precedence over leisure
- Employees tend to remain with one company throughout the course of their career (Suzaki, 1987)

The question arises: Can the Qatar NGOs learn some lessons from the just-in-time philosophy? This research is designed to answer this and other questions involved in this study.

3.1.5.1 Time Management as a necessary soft skill

The findings from empirical literature reveals that 4 time management soft skills are critical for the project management at NGOs. The first skill is recognition of the major factors that eat up the working time. It may be poor management of own self, the hectic travel plans, the unorderedly assigning of targets and interruption from colleagues and seniors. According to Korschun et al. (2014), the most feasible technique is to manage the time after keeping time separately for such interruptions. Another most important interruption is spending time on personal work like surfing the internet, shuffling through FaceBook and talking over the phone (other than official talk). The third skill is keeping time separately for communication with seniors and reporting to them about progress of the job. Such time may include time allotment for meetings, sending emails and voicemail to and from project managers of respective project managers. The last skill is one on team time management. The entire team’s sense of control over time will reflect on the time management of the managers. Hence, the time planning of the individual workers should also be focused upon.

3.1.5.2 *Organizational Skills*

Traditional organizational time management skills are very helpful for meeting deadlines. Time management of one individual is related to other in a company. For evidence, the time management of the subordinates in an NGO affects the time management of the entire project. Again, it should not be expected that all employees would meet their deadlines equally. According to Lepper and Greene (2015), the level of experience or expertise of the workers varies from one another. This is why managers fail to meet their personal time goals also. In that case respective employees may be asked to come early at the workplace or work till late also. Again, at times, they may also be allotted work from home with incentive payment (Skaalvik and Skaalvik, 2014).

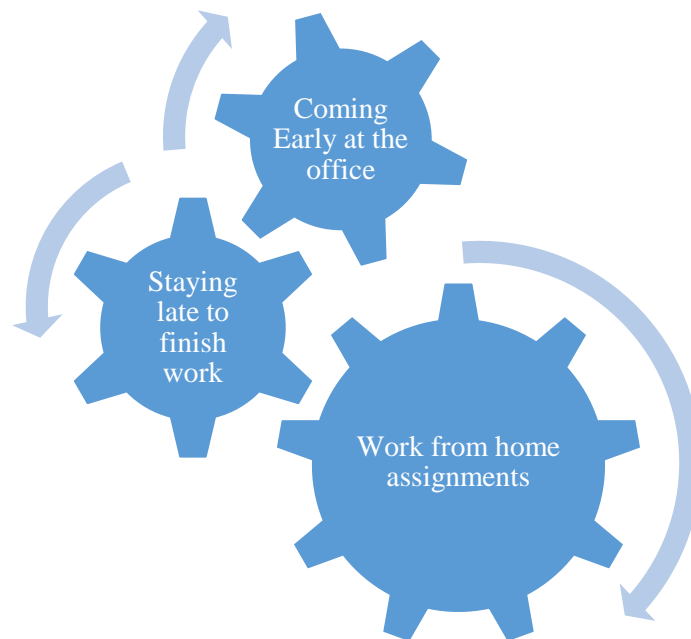


Figure 14: Organizational skills of time management
(Source: Peters, 2015, p. 12)

3.1.5.3 *Ability to work under pressure*

Since, pressure at the workplace to work within deadlines is unavoidable; some personal strategies must be prepared to help own self to work under tight deadlines. The first means to work under pressure is to allocate small periods of crunch time. Crunch times involve intense and overwhelming periods of work. Prior to the crunch time, an employee should collect beforehand, all the resources that he or she is going to require within that period.

Secondly, as argued by Sassenberg, Landkammer and Jacoby (2014), it often happens that the pressure of finishing the work within the final deadline creates fear and nervousness within the mind of employees. This hinders their working strength. Therefore, as argued by Forster (2014), the employees should not pay much attention to the final deadline. Rather they should focus upon meeting the immediate deadlines.

3.1.5.4 *The Benefits of Employing Efficient Staff*

The benefits of employing experienced and efficient staff is immense in the context of organizational performance. The more efficient employees are already accustomed to deliver the same tasks within equally tight deadlines. Hence, according to Kirillov et al. (2015), their productivity and quality of work is far better than a amateur workforce.

3.1.6 Effective Planning

Any effective goal planning in an NGO starts from preparing time chart for the work. Experienced managers are aware of the fact that setting deadline based jobs for workers helps in smooth execution of the work. This is because, the zest to finish a work within deadline, automatically enhances the motivation of the employees.

3.1.7 Setting goals and objectives

Goal setting is directly related to time management. Projects, where job roles are not specified, time bound-ness is sleuth and this has its negative impact also. Firstly, the projects take much more than expected time to finish. Secondly, as Soares et al. (2014) argue, the effort and dedication put in by the employees is also least.

3.1.8 Delegation of responsibilities

The lack of time management in an NGO also leads to the rise of a feeling among the employees that the project at hand is not very essential. This ultimately results in degraded performance. As argued by Panek (2014) the employees learn to take up the responsibility of their jobs, when they are working within deadlines.

3.1.9 Prioritizing activities according to their importance

Setting deadlines lets the employees to prioritise their jobs at hand. They realize that jobs that have earlier deadlines are supposed to be more critical and more essential. Secondly, the employees also frame an idea of how much resource to allocate for a particular project based on the severity of the jobs which they calculate in turn from the deadline set for their tasks. Figure 15 below depicts tasks prioritisation consideration.

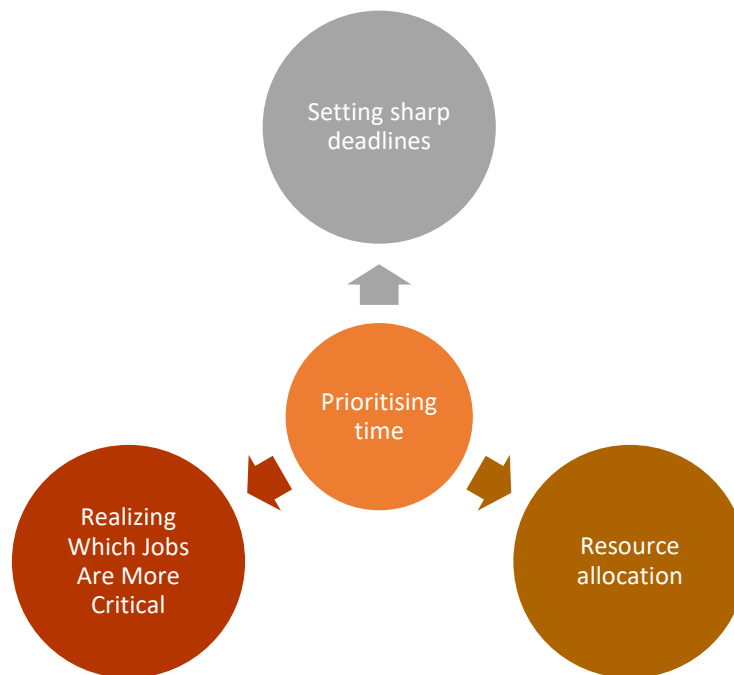


Figure 15: Priorities of time management
(Source: Judge and Zapata, 2015, p. 1150)

3.2 Cultural and Environmental Factors

As already mentioned in literature review cultural factors such as monochronic time and polychronic time have a strong bearing on time management, some cultures favour strict adherence to procedures and protocol which discourages informal contacts (Cole, 1996). Others such as those organisations in the Middle East encourage an open door policy on all aspects of communications which can be very encouraging but also very wasteful of individual time.

Environmental influences such as weather conditions should always be considered in terms of time management. Qatar, like any other Middle Eastern country suffers at the hands of a hot

climate. This has a deilitating factor on work conditions. Effective time management is often found wanting in such environmental conditions. The importance of environmental factors in effective management of time needs to be recognised and acknowledged in the literature of time management.

Below is a conceptual framework which has been developed in order to illustrate the factors that influence time management in the workplace.

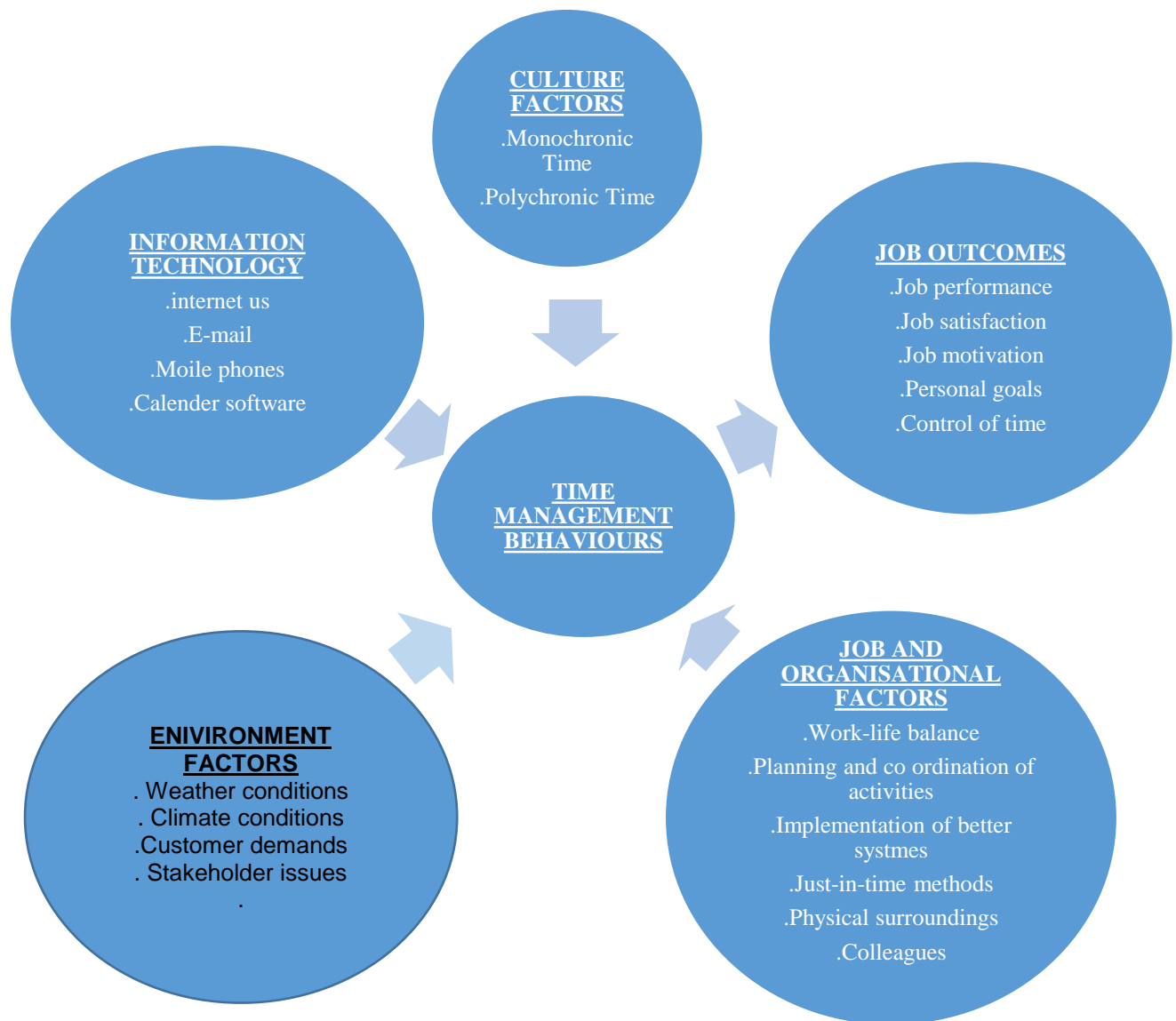


Figure 16: Factors that influence time management in the workplace

The above conceptual framework has beendeveloped by factor analysis and is an attempt to show how time management works in an NGO's setting. It also demonstrates the independt and dependent variables with respect to time management behaviours. The independent

variables include cultural and environmental factors, information technology, organisational /job context, personal characteristics and work-life balance. The dependent variables include motivation, job satisfaction, job performance and individual goals. There is a relationship between time management and most of the factors discussed in this study.

3.2.1 Cultural Factors

3.2.1.1 *Monochronic Time (in context of business organizations of Qatar)*

The basic concept of monochronic time is associated with valuing the organisational culture and attempting single task at a time period. As argued by Sarooghi et al. (2015), it can be said that employees, who are more focused on doing one task at a time, are mainly associated with having proper sense of time management. For instance, an employee of the non-governmental organisation, while intends to attend a single job at a time, it means that they value the organisational culture. The specific employee is more concentrated with attempting the particular task with appropriateness of both time and place. The employees of Qatari-Japanese non-governmental organisation, who are more focused on completing one of their respective works at a single time, do not value the interruptions throughout their job. These employees are the ones, who are more committed with completing their respective work on time. Time is taken by these employees more sincerely and seriously. They believe to complete their tasks on time as per commitment.

On that contrary, it can be said that the business organisations of Qatar, are quite specific about proper time management, yet the monochronic culture is less visible within the organisations (Whitesell et al., 2014). For instance, the human resource management of the commercial or business organisations does take care if their employees are properly following the provided timeline within the organisation. However, there are many instances when the employees have to cope with multiple tasks at the single time. The employees of business organisations of Qatar are highly determined in terms of following estimated timeline, which have been provided by the management. For instance, an employee of the finance department, who is focused on maintaining a particular audit report in the given time, belongs to the category of individuals, who follow monochronic time frame.

3.2.1.2 *Polychronic Time (in context of business organizations of Qatar)*

As per the name, it is quite vivid that polychronic time is about attending more than one task at the single time period. In view of Menardo et al. (2017), it can be said that the polychronic time culture is mostly visible in the business organisations as high productivity is essential for the commercial organisations. For instance, the business organisations of Qatar are associated with becoming the highest competition in market and thus time management is crucial part of the business. Hence, the human resource management of the organisations is based on providing more than one task at the single time towards their employees. In accordance to the polychronic time culture, it can be said that the employees, who have ability of attempting more than one task at a time, are counted as the polychronic time followers. On that contrary, the employees of non-governmental organisations of Qatar are required to attempt more than one task at a time as it is associated with social services to local community (Mannion, 2014). For instance, the employees have to provide service in more than one local area at the single time.

Therefore, it is commendable that the core difference between the monochronic and polychronic is the manner of taking job responsibility seriously as per the completion in committed timeline. However, it can be said that the main issue, which is associated with polychronic time culture, the number of jobs have to be done in the single time and thus there is more possibility of having performance lack.

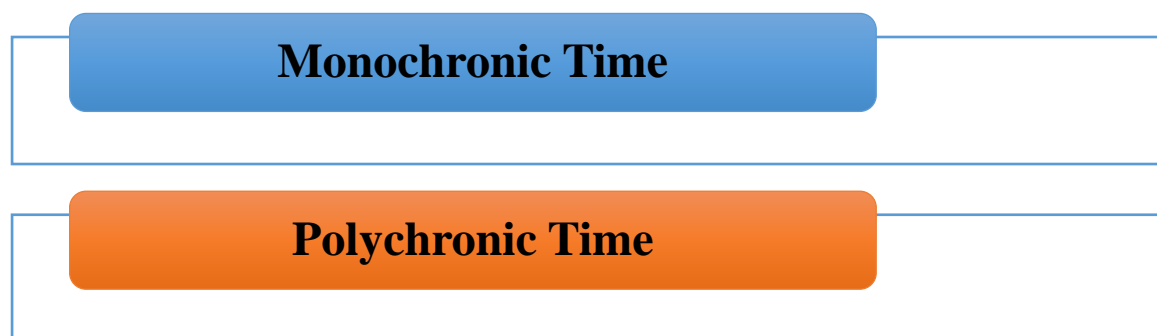


Figure 17: Cultural Factors
(Source: Sarooghi et al., 2015, p. 715)

3.2.2 **Role of IT in time management**

3.2.2.1 *Internet*

Internet is considered as one of the most influential aspects in today's world. Most importantly, both the business organisations and NGOs widely utilise the benefits of internet in terms of better time management within the organisations. According to Cascio (2018), it can be said that the modernise and advanced software system of information technology have effective role in reducing the time and effort of employees at workplace. For instance, it can be said that there are large number of software, which are created for maintaining timely jobs of each employee within the organisation. There are few softwares, which are potentially efficient in tracking the day-to-day job responsibilities of the employees so that the resource management has to put less effort in keeping the job records of each employee at workplace. As the software, the human resource management of both the business organisations and NGOs can have the beneficial aspects of cloud data saving. This cloud data saving is effective in presenting job records of each employee socially, so that the all departments become equivalently eligible to see the data. This way, the management will be able to have proper time management at workplace.

3.2.2.2 *Email*

E-mail is another aspect of information technology, which is associated with obtaining timely job records of employees at the workplace (Judge and Zapata, 2015). It can be more vividly demonstrated with an instance of human resource manager of a business organisation in Qatar. The human resource manager may have a software access in the computer system, which is based on forwarding timely job records of employees through automatically generated emails. This way, the human resource manager will be efficient in obtaining timely records of employees with less complexities of opening the time tracker software again and again. Hence, it is commendable that both NGOs and commercial organisations are equally effective in utilising the beneficial aspects of email in terms of managing time within organisations.

3.2.2.3 *Mobile and calendar software*

Mobile and calendar software are equivalently potential in tracking time at the workplace. Mobiles have become upgraded with the time and so the features of mobiles (Blickle et al. 2015). For instance, the manager of business organisations can have job records of employees on their mobile phones or smartphones. The solely thing that will have to done by the manager

is an installation of an application, which is associated with keeping and tracking records of each task.

On the other hand, when it comes to the usage of calendar software, it is commendable that the software can be easily accessible in the smartphones and computer system as well. For instance, the manager of an NGO of Qatar is efficient in keeping timely records of job of their employees by simply accessing the calendar software on their mobile phone or personal computer system. Thus, both the commercial organisations of Qatar and the NGOs can have access of mobile applications and calendar software, in terms of maintaining time at workplace.

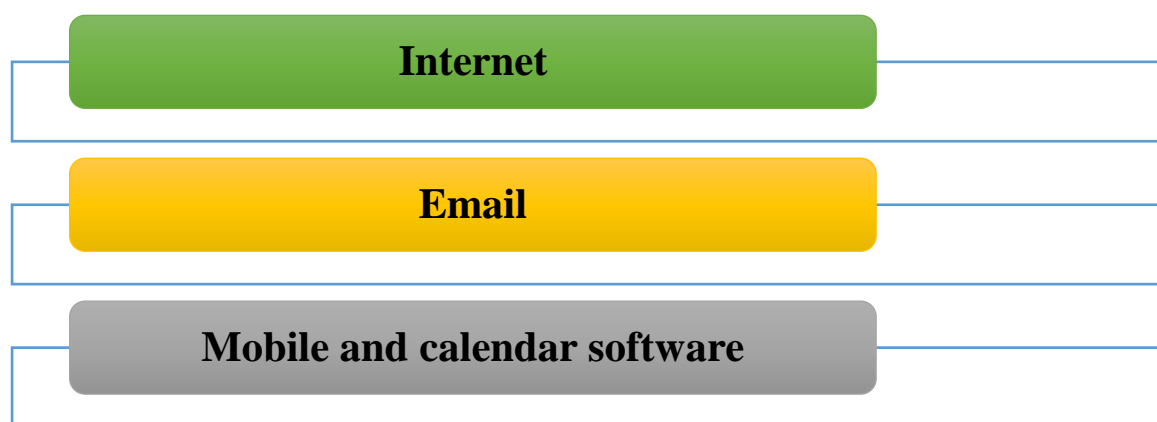


Figure 18: Role of IT in time management
(Source: Judge and Zapata, 2015, p. 1150)

3.2.3 Environmental Factors

3.2.3.1 Customer demands and Time Management

Consumer demands are essential to be fulfilled in terms of following proper time management within the organisations. For instance, in commercial organisations, the employees are required to cope up with high productivity if the customer demand is quite high in the market. In this case, time management is pivotal factor as it is associated with timely delivery of products or services towards the valuable customers. In case of the non-governmental organisations, the employees are required to provide timely services to the local people and thus proper time management is important factor within the NGOs. The commercial organisations are needed to supply as per the demands of target consumer or consumer base for holding the brand image in competitive market of same industry.

3.2.3.2 *Stakeholder issues*

One of the core environmental factors, which are important to take care of, in terms of appropriate time management within the business organisations, is the stakeholder issue. Stakeholders are considered as the main pillars of commercial businesses as they deliver the monetary value to the organisations (Ghosh et al. 2015). For instance, it can be said that the stakeholders can provide a fixed timeline to the non-governmental organisations to complete a specific project or task. In terms of proper time management, it is essential for the employees to cope up with the provided timeline to complete the task for fulfilling the needs of stakeholders. Hence, in terms of proper time management, it is crucial part of the organisation and employees to deal with stakeholders' needs. If the employees of non-governmental organisations of Qatar, are unable to complete a particular project in the deadline as per given by the stakeholders, there will be issue for the organisations which can be considered as one of the environmental factors. Therefore, proper time management is indeed required to be maintained within both NGOs and commercial organisations to make the chances of stakeholder issues as less as possible.

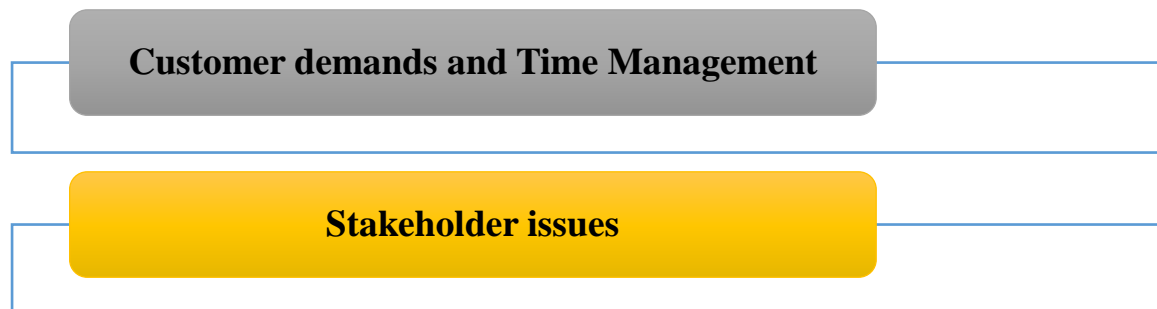


Figure 19: Environmental Factors
(Source: Ghosh et al. 2015, p. 1020)

3.2.4 *Internal culture of an organisation*

3.2.4.1 *Work Life Balance*

Work life balancing is equally important for the employees when it comes to the aspect of time management at workplace. According to Breevaart et al. (2016), the employees should have skill of work life balancing so that it cannot affect the personal life of an employee. For instance, an employee is needed to perform the respective task with at workplace by properly maintaining the allocated time for that particular task. In terms of holding the internal culture of both the commercial organisations and NGOs, it is pivotal for the employees to have vast

understanding of work life and personal life balancing. Work life balancing is mainly focused on the proper management of time by self. For instance, it can be said that in an NGO, there can be employees who have better knowledge of work life balancing so that work cannot affect the personal life. This can be considered as one of the interpersonal skills, which can be enhanced by adopting and following personal approaches.

3.2.4.2 *Planning and coordination of activities*

Appropriate planning is crucial for on-time implementation of the planning within organisations. The employees of both NGOs and business organisations are required to work according to their planning so that they are eligible in implementing job responsibilities (Korschun et al., 2014). In terms of managing the internal culture of organisations, it is important for every employee to follow and maintain the proper coordination of activities at workplace. For instance, it can be said that if an employee, of a commercial organisation, is associated with managing the annual audit reports, then rest of the employees, from finance department, are required to concentrate on the other activities for better cooperation and coordination. Improper coordination among the employees can affect the productivity at workplace. Well planning will be effectively efficient in gaining the on-time completion of a specific task with lasting results, in both the commercial organisations and NGOs of Qatar. Planning and coordination of activities is efficient in maintaining proper time management within the organisation. Through timely coordination of activities, the employees of both non-governmental and commercial organisations will be effective to make personal development at workplace.

3.2.4.3 *Implementation of better systems*

The entire management system has effective role in maintaining organisational culture internally. For instance, the human resource management is required to adopt several potential changes, which are essential for implementing better management system within organisations (Judge and Zapata, 2015). The commercial organisations of Qatar are required to implement management in such a manner so that local community can be served properly. On the other hand, the non-governmental organisations should adopt the strategic and tactical motivational factors for the employees so that high productivity can be seen at workplace for growth in annual revenue generate. The better management system is effective for the employees to make

personal growth within the organisations, specifically for maintaining proper time management.

3.2.4.4 *Just-in-time methods*

In terms of appropriate time management, it is essential for the employees to have proper knowledge of on-time performance. Timely performance is pivotal for any organisation to have influential brand image in the market of competition (Joseph et al., 2015). For instance, the employees should be trained on induction day about value of time so that organisational culture can be maintained in terms of proper time management. Timely execution is one of the most essential aspects of the NGOs as their service is based on social service. On-time methods are mainly based on the completion of tasks in the provided timeline. In this case, it can be said that the commercial organisations are required to provide training programs to their employees so that they can make self development in terms of timely executions. On-time executions are potential for the employees to make self-development, in terms of appropriate time management, at workplace.

3.2.4.5 *Physical surroundings including colleagues*

The employees are considered as core assets of an organisation. This is because the employees are manpower system and have effective role in success of an organisation (Candidi et al., 2015). It is essential for any organisation to have the employees with proper ethics of maintaining internal organisational value. While few of the employees will be of proper ethics, the rest of the employees will have positive effect on them. Hence, it is important for both the NGOs and business organisations, to have employees with proper ethical value. This way the organisations will be able to hold the internal organisational value. The commercial organisations of Qatar are required to recruit the employees by identifying their perspective on ethical values. The colleagues are the ones, who share the every good and bad circumstance within the organisation. Hence, it is indeed essential for the employees to stay around the good ethical valued colleagues or coworkers. When the employees will be able to have the positive effect from the physical surrounding, they will be more efficient in case of maintaining proper time at workplace.

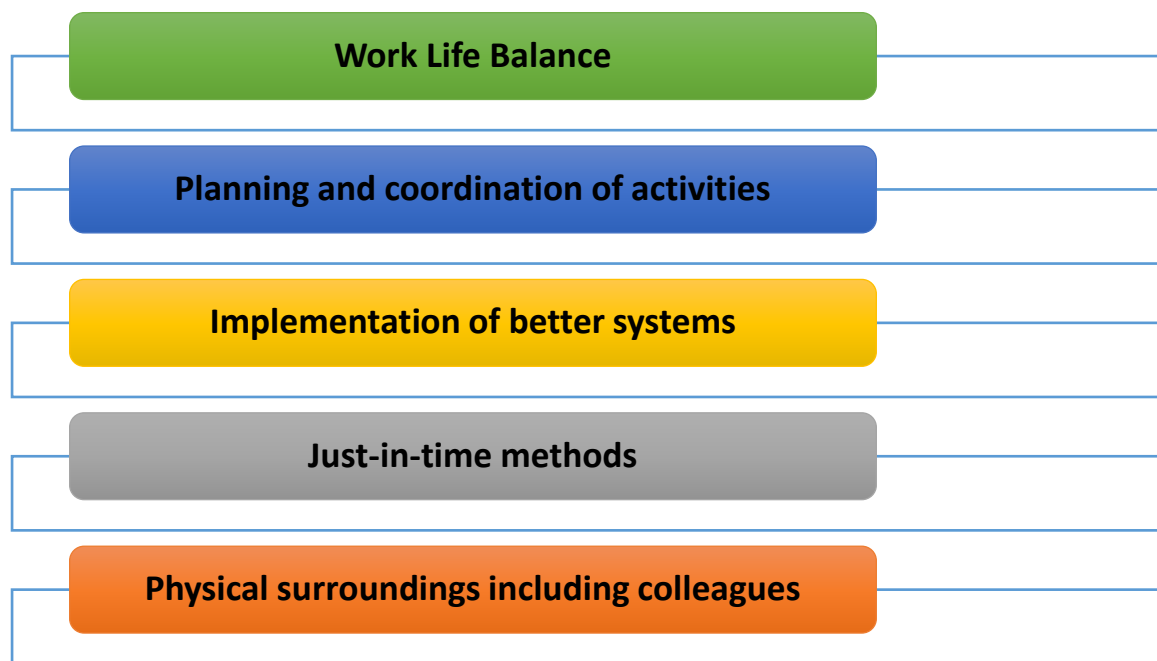


Figure 20: Internal culture of an organisation
(Source: Korschun, Bhattacharya and Swain, 2014, p.21)

3.3 Conceptual framework

The review of the literature in chapter two and the further discussion of the concepts in this chapter can be summarised into a framework that guides the conceptualisation of the relationship between time management and organisational performance. The understanding developed above is that the relationship between time management and job performance is not straight forward or linear. Thus, whilst studies have revealed that there is a relationship between time management and organisation performance (Adebisi, 2013; Nonis et al., 2011; Witon, 2011), this relationship is influenced or impacted by several factors both within and outside the organisation.

Within the internal cultural environments of the organisation are aspects such as work life balance, planning and coordination of activities and the role of IT. These aspects are further impacted by the job context which includes the ability to work under pressure, the nature of colleagues and the organisational skills possessed. Further, the nature of the organisation could also impact time management practices. The nature of the organisation is also impacted by factors such as customer and stakeholder demands. These are highly dependent on the size of the organisation and its management style (strategic planning process, delegation of

responsibilities and prioritisation of activities). External to the organisational is the role of national culture and its impact on time management practices. In this respect, the perceptions and meaning of time are impacted by either monochronic low context or polychronic high context time cultures. Further, the relationship between time management practices and organisational performance is multi-directional. In this case, effective organisational performance as reflected in job outcomes or job performance could have a reciprocal effect on time management practices within the organisation. Thus, the job context and employee satisfaction and motivation could be enhanced by improvements in organisational performance.

The interconnection of these aspects is depicted in the conceptual framework in figure 21 below. Thus, whilst the main focus of this study is on the interrelationship between time management practices and organisational performance, it is acknowledged that both these aspects are also affected by other factors.

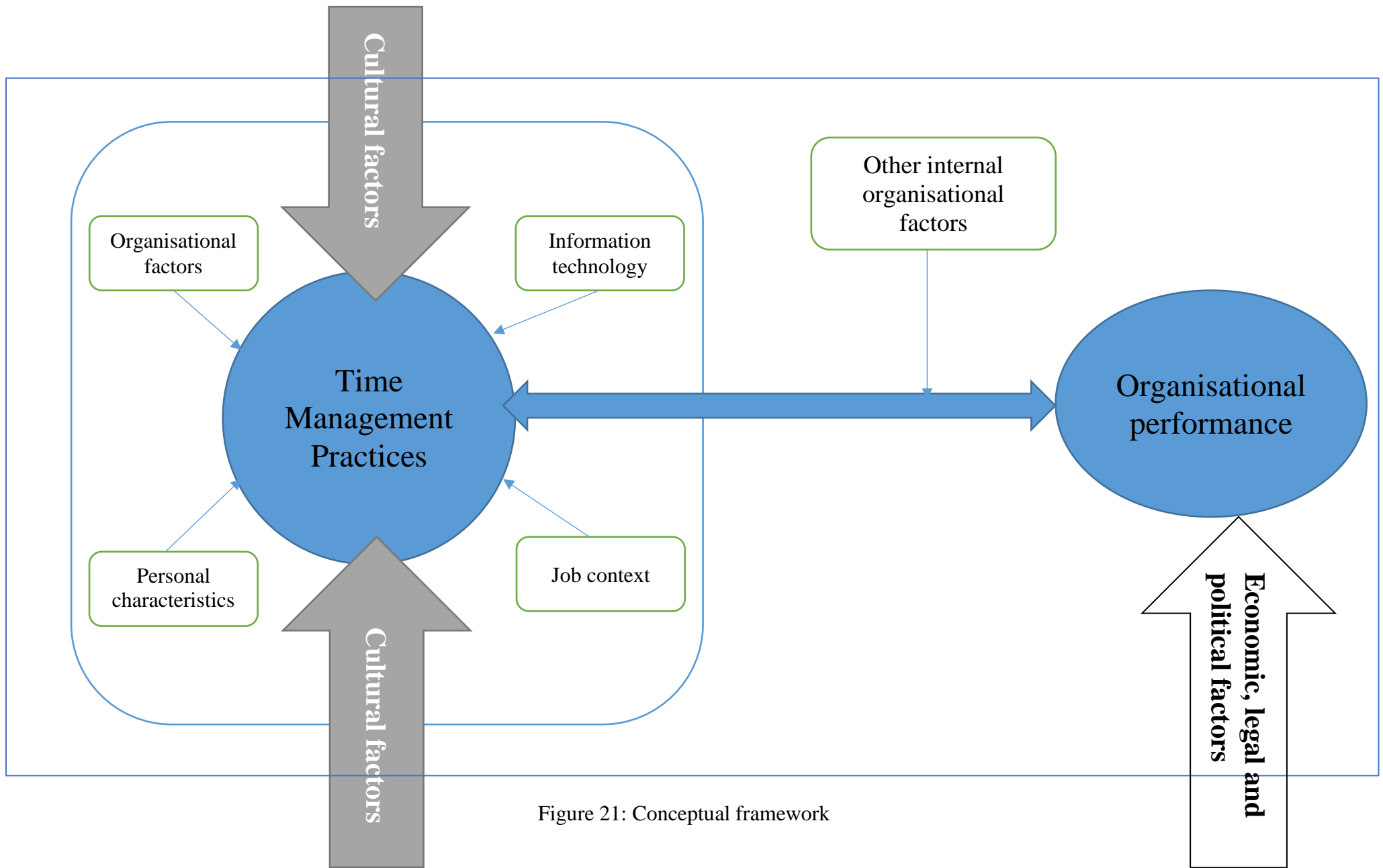


Figure 21: Conceptual framework

3.4 Conclusion

This chapter was aimed at developing the conceptual framework for this study. In doing so, the chapter highlighted the main issues of time management which include those related to the personality and attributes of the job-holder, the nature of the job itself and the job context. The organisational factors which included management styles related to strategic planning, delegation of responsibilities and prioritisation of activities were also highlighted. External factors such as environmental influences also play a major role in time management. The key external environmental factor being considered is the influence of cultural orientation.

Further, within the internal environmental factors, the role of technology as a powerful influence, especially these days when production and delivery of services become more efficient and improved through high technology was acknowledged. The role of technology is influenced by the job context and the personal characteristics and skills of the employees. An organisational culture that promotes efficiency and productivity through technology is also key.

Whilst time management practices have an influence on organisational performance, it is evident that this relationship is complex and that several factors influence the extent of the impact. Important in this study is the aspect of context as the study is located within a high context polychronic time culture of Qatar. This has inherent implications on the time management practices. Further, the focus on the non-profit making organisational sector has implications on the study as the empirical research has mainly been performed on profit seeking organisations.

CHAPTER FOUR: RESEARCH METHODOLOGY

4.0 Introduction

The aim of this chapter is to outline a methodological framework that will operationalise the conceptual framework (chapter three) and address the research objectives so as to offer a richer understanding of the perceptions of time and the relationship between time management and organisational performance. The chapter will outline and justify the study's methodological choices. In summary, this research is a mixed methods research. This methodological choice has theoretical and philosophical implications which will be discussed below. In reaching this methodological choice, it is important that an understanding is developed of the research process. The structure of the research process is usefully depicted in Saunders et al.'s (2016) 'research onion' showing five layers, namely, research philosophy, research approaches, research strategies, time horizons and data collection methods (see figure 22 below). The presentation of this methodology chapter follows this conceptualisation. Section 4.1 starts with the discussion of the research philosophy. The research validity and reliability (section 4.6) and the ethical consideration (section 4.7) are also discussed before a conclusion is given in section 4.7.

Deciding on an appropriate research methodology and methods, governed by the research questions, is an imperative aspect of any study (Draper, 2004). A research methodology (or design) in this study basically refers to:

“the specifications of methods and procedures for acquiring the information needed. It is the overall operational pattern or framework of the project that stipulates what information is to be collected from which sources by what procedures. If it is a good design, it will ensure that the information obtained is relevant to the research questions and that it was collected by objective and economical procedures” (Green and Tull, 1970, p. 73).

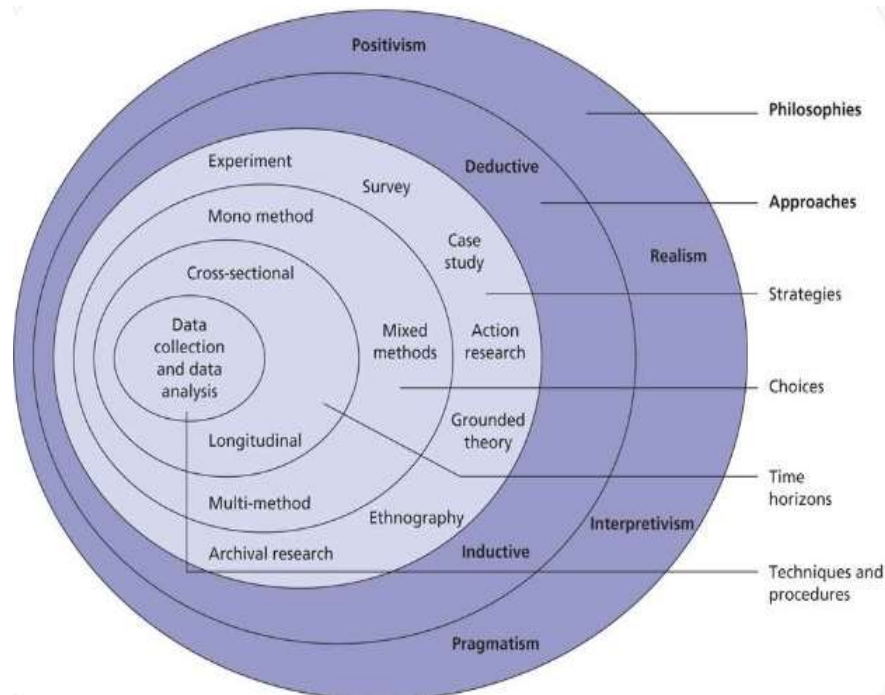


Figure 22: Saunders' Research Onion

Therefore, a research methodology is effectively “a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems” (Kerlinger, 1986, p. 279). This plan presents the overall scheme or programme of the research, outlining what the researcher will do. It thus, provides a framework and direction to the investigation in the most efficient manner (Chawla and Sodhi, 2011). According to Robson (2011) a research design is a very important part of research and that human actions can only be understood in the context of their place within different layers of social reality.

A good research design is important, firstly, because it serves as a plan that specifies the sources and types of information relevant to the research question (Emory and Cooper, 2003). Secondly, it is a strategy or blueprint specifying which approach will be used for gathering and analysing the data (Phillips, 1971). As such, it provides a basis to guide logical and valid reasoning and as Frankfort-Nachmias and Nachmias (2008, p. 14) argue, the methodology facilitates “communication between researchers who have either shared or want to share a common experience”.

The general principle applied in the design of the methodological framework is that the research strategy or strategies and the method or techniques employed, must be appropriate in

order to address the research objectives (Creswell and Creswell, 2017; Collis and Hussey, 2013). To reiterate, this study's five research objectives are to:

- identify factors that influence time management behaviours in NGOs.
- explore monochronic and polychronic time perceptions in NGOs.
- determine the impact of time management practices on organisational performance in NGOs.
- highlight the influence of culture on time management practices and its impact on organisational performance.
- explore the future development of time management practices

These objectives are addressed through answering the following research questions:

- What are the factors influencing time management behaviours in NGOs in Qatar?
- Do the NGOs in Qatar use time management strategies based on monochronic time practices or polychronic time practices?
- What is the effect of the adopted time management practices on the NGO's performance?
- What influence does culture have on the time management strategies in the NGOs?
- How are the time management practices changing in NGOs in Qatar.

The next section discusses the research philosophy.

4.1 Research Philosophy

It is vital that the philosophical orientation of this research is highlighted in order to provide a rationale for the methodological framework that will guide this research. Creswell (2013) argues that the research philosophy is the most important aspect when deciding a research design. It is important as it reflects the way the researcher thinks about the development of knowledge which consequently affects the way one goes about doing the research (Saunders et al., 2012). Importantly, the choice of any particular method of research depends on the research philosophy (or paradigm) that researchers follow to conduct their research (Creswell, 2013; Easterby-Smith et al., 2002; Silverman, 2016). Easterby-Smith et al. (2002, p. 27) states that an understanding of the philosophical issues is very useful:

“First, since it can help to clarify research designs. Second, knowledge of philosophy can help the researcher to recognise which designs will work and which will not. It should enable a researcher to avoid going up too many blind alleys and should indicate the limitations of particular approaches. Third, knowledge of philosophy can help the researcher identify, and even create, designs that may be outside his or her past experience. And it may also suggest how to adapt research designs according to the constraints of different subject of knowledge structures”

The general guiding principle for adopting a research philosophy is that it should fit the research problem that the researcher intends to investigate (Phillimore and Goodson, 2004; Silverman, 2016). There are two main strands that constitute research philosophy namely: positivism and interpretivism.

4.1.1 Positivism

Positivism is a philosophy that applies scientific reasoning in the process of knowledge construction (Remenyi et al., 1998). In other words, the researcher deals with facts when collecting and analysing law-like generalisations. Positivists view reality as singular, ‘something out there’ and independent of the researcher (Creswell, 2013; Decrop, 1999) which can be measured objectively e.g. by using a quantitative research instrument (Davies, 2003). Thus, the positivism philosophy is an attempt to improve knowledge through the scientific approach, focusing on evidence obtained through reducing facts by formulating hypotheses and then testing them (Gray, 2013).

Merriam and Tisdell (2015) argue that the theory behind the concept of positivism is the possibility of considering a ‘scientific’ perspective to study social behaviour. As such, since reality exists external to the researcher, this must be investigated through the rigorous process of scientific inquiry (Crotty, 2005). A positivist researcher therefore, supposes that the world follows fixed laws of causation; that the complexity of phenomenon in this world could be confronted better through reductionism; and that emphasis should be placed more on objectivity, measurement, and repeatability (Fitzgerald and Howcroft, 1998). Taylor et al. (2015) further argue that the information which is gained by positivist philosophy is associated with sensory experience. The sensory experience is effective in presenting the information through reason and logic. This way, the information that is achieved from a positivist position

forms the exclusion of sources of all the certain knowledge. Positivism focuses on presenting information, which is extracted by exclusion of metaphysical speculations. It is based on factual knowledge which is obtained through the observation and the inclusion of measurement, which is quite trustworthy. According to Wählberg (2017) a positivist researcher's role is limited towards the data collection, including interpretation in an objective manner. The research findings are usually observable and quantifiable. Bryman and Buchanan (2018) argue that the quantifiable observations lead towards statistical analysis. In more concise words, a positivist researcher is independent in terms of forming the research study. This is because there are no provisions for human interests in the study.

Throughout the research study, the positivism paradigm has influenced the conception of a causal relationship between time management practices and organisational performance of non-governmental organisations in Qatar. The conception of a relationship is consistent with the positivist proposition that looks for fixed laws of causation.

4.1.2 Interpretivism/phenomenology

This philosophy views the world as socially constructed and subjective in nature (Bryman and Bell, 2015). The philosophy focuses on the meaning of phenomena and tries to understand the situation through involvement (Saunders et al., 2009). In other words, the researcher is an integral part of the research. This philosophy postulates that science is driven by human curiosity and that the purpose of interpretivism is to obtain an in-depth knowledge through experience (Maylor and Blackmore 2005). As such, the philosophy postulates subjectivity since the researcher cannot be totally divorced from what is being researched and observed.

Interpretivism, according to Flick (2015), is based on integrating the human interest into a research study. Thus, the researcher makes assumptions of subjective reality, which can be socially constructed by language, shared meanings and consciousness. In other words, the ontological and epistemological orientation associated with interpretivism is that reality is subjective (Bryman and Bell, 2015). Ontology refers to the “science or study of being” (Blaikie, 2010, p. 40) which basically deals with the nature of reality (Saunders et al., 2016) while epistemology on the other hand is about “the nature of knowledge, its possibility, scope and general basis” (Hamlyn, 1995, p. 242). In this respect, interpretivism can be considered as the critique of positivism philosophy in the social science.

Interpretivism essentially rejects the idea of a single objectively measurable reality, positing instead the existence of subjective, multiple constructed realities (Davies, 2003; Gray, 2013; Guba and Lincoln, 1994). Additionally, this philosophy emphasises qualitative analysis over quantitative analysis. This is because interpretivists claim that the multiple realities can only be captured through the employment of relatively less rigid data collection techniques, such as those within a qualitative research approach e.g. the in-depth interview techniques (Saunders et al., 2012). The belief is that uncommitted neutrality is impossible and realism of context is important (Crotty, 1998). Thus, interpretivism is mainly based on the naturalistic approach of collection of data such as the observations and interviews.

The focus of interpretivism is on the meaning or interpretations attached to social phenomenon. In this study, the perceptions and thus, meaning attached to time. Also, understanding perspectives of research participants on aspects that affect the time management behaviour or practices. Such factors are obtainable and understandable through employing of a qualitative data collection technique which is consistent with the interpretivist perspective.

Before justifying the philosophical orientation adopted in this study, it's important that the research approach is discussed as this has implications on the philosophical approach adopted.

4.2 Research Approach - quantitative or qualitative approach or mixed research

In order to decide on the appropriate research methodology, it is necessary to consider further whether the research choice should be qualitative or quantitative or mixed. This consideration has implications on both the philosophical approach and the theoretical perspective (Botterill, 2010; Creswell and Creswell, 2017; Gray, 2013). In general, researchers need to find out which kind of research is suitable for the problem to be analysed. Saunders et al. (2012) argue that the distinction between quantitative research and qualitative research is not only on the question of quantification but also on context of knowledge and objectivity. Gray (2013) states that the core of qualitative analysis lies in the related process of describing phenomena, classifying it and seeing how the concepts interconnect while Amaratunga et al. (2002) state that a quantitative research design is characterized by the assumption that human behaviour can be

explained by what may be termed social facts which can be investigated by methodologies that utilize the deductive logic of natural sciences.

Similarly, Creswell (2013) in distinguishing between quantitative and qualitative research argues that ‘reality’ in qualitative research is constructed by individuals involved in the research situation while ‘reality’ ‘out there’ in the world is in quantitative research. Thus, Krauss (2005, p. 750) argues that “ultimately, the heart of the quantitative-qualitative “debate” is philosophical, not methodological”. In this context, adopting either qualitative or quantitative or mixed research approaches has philosophical and theoretical implications.

This study widely agrees with Deetz (1996) argument that different modes of research allow researchers to understand different phenomena and for different reasons. Further, it concurs that the methodology chosen for a research should depend on what one is trying to do rather than a rigid commitment to a particular paradigm (Bryman, 2001; Cavaye, 1996; Greene, 2007). Therefore, guided by the research objectives, this research accepts the complementarity that exist in both qualitative and quantitative approaches. As such, this study is a mixed methods research, which adopts both qualitative and quantitative approaches, in support of the argument that a researcher is bound to learn more about the world when both quantitative and qualitative methods are used instead of adhering to one method only (Bryman, 2001; Creswell, 2013; Greene, 2007). In this context, both quantitative and qualitative approaches are suitable for investigating firstly, the perceptions of time management and secondly, how the time management factors affect organisational performance in non-governmental organisations in Qatar.

A mixed methods research is appropriate to the study, for instance, because of the nature of time which could be expressed in both quantitative and qualitative aspects. For example, Becker and Mustric (2008) divide time into two categories namely; quantitative and qualitative. In their categorisation, quantitative time is seen to represent time in quantities that can be measured and counted into seconds, minutes, days, weeks, months and years. The qualitative aspect of time, on the other hand, is associated with a meaning of an activity the time is spent on (WU, 2009).

A quantitative approach is suitable for time management research because it is positivistic and an appropriate method for data collection which is likely to produce suitable statistical

information through questionnaires, surveys and coded systematic monitoring (Lowe, 2007, p. 13). A qualitative approach is interpretivist as it is based on primary data such as interviews and participant observation.

4.2.1 Mixed methods research

This is a mixed methods research as it seeks for the complementarity that exist when employing both quantitative and qualitative research approaches. Mixed methods research essentially mean that the study adopts a “research strategy employing more than one type of research method” (Bryman, 2001, p. 20). This also implies working with different types of data. In other words, it is research that “involves collecting, analysing, and interpreting quantitative and qualitative data in a single study or in a series of studies that investigate the same underlying phenomenon” (Leech and Onwuegbuzie, 2009, p. 266). The underlying phenomenon in this study being time and its management and the effect on organisational performance. In a broader context, mixed methods research can be viewed as an approach to knowledge that attempts to consider multiple viewpoints, perspectives, positions, and standpoints of qualitative and quantitative characteristics (Tashakkori and Teddlie, 2010).

Johnson et al. (2007, p. 123) define mixed methods research as “the type of research in which a researcher or team of researchers combine elements of qualitative and quantitative research approaches (use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration”. A more comprehensive definition, however, is that provided by Creswell and Clark (2007, p. 5) that:

“mixed methods research is a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone”.

Agreeing with Creswell and Clark (2007), this study argues that a better understanding of the perceptions and meaning of time; the factors that influence time management practices and the impact of time management practices on firm performance in Qatar’s NGOs can be obtained

through a mixed methods approach. Therefore, given the nature and context of this study, a mixed methods approach is appropriate as it enables the capture of rich data needed to address the research objectives.

In particular, a qualitative approach is useful in capturing the perceptions and therefore, meaning of time and its management. It's also useful in gathering data on the factors that affect time management practices and behaviours in the non-government organisation of Qatar. The quantitative approach, on the other hand, has been useful in investigating the correlation or association of time management practices and organisation performance. In this respect, data on the quantitative aspect of time management and the observable aspects of organisational performance (e.g. through job outcomes) are obtained for examination. The research techniques utilised are discussed in section 4.4.

4.2.2 Pragmatism

The discussion in section 4.1 highlighted that the study adopts aspects from both positivism and interpretivism as this study is a mixed methods research. Further, from Creswell and Clark's (2007, p. 5) definition of mixed methods research (see section 4.2.1) as a methodology which involves "philosophical assumptions that guide the direction of the collection and analysis of data". These philosophical assumptions have implications on the research design. Saunders et al. (2012), for example, argue that a positivist approach uses quantitative methods and the interpretivist approach uses qualitative methods. Therefore, one of the key considerations in adopting a mixed methods research is specifying a philosophical perspective that supports both qualitative and quantitative methods.

The philosophical perspective that is principally appropriate for this mixed methods research is pragmatism. Several mixed methods research proponents support the appropriateness of this philosophical standpoint (e.g. Creswell and Clark, 2007; Greene, 2007; Leech and Onwuegbuzie, 2009; Morse and Niehaus, 2009; Tashakkori and Teddlie, 2010). Pragmatism is suitable as it supports the use of both qualitative and quantitative approaches in the same study (Creswell and Clark, 2007; Leech and Onwuegbuzie, 2009) and thus, essentially rejects the incompatibility stance postulated by either qualitative or quantitative purists (Johnson and Onwuegbuzie, 2004). Both qualitative and quantitative purists advocate the in-compatibility

thesis (Howe, 1988) in positing that qualitative and quantitative research paradigms, including their associated methods, cannot and should not be mixed (Johnson and Onwuegbuzie, 2004).

Further, pragmatism rejects the implied forced choice between positivism and non-positivism (interpretivism) in regard to the research design (Greene, 2007; Mackenzie and Knipe, 2006; Morgan, 2007). Pragmatism, instead, postulates that the focus should not be on whether a proposition fits a particular ontology but on whether it suits a purpose and is capable of creating action (Gray, 2013). In this context, the notion of ‘what works’ applies well to select the methods that work best to address a study’s problem and questions (Leech and Onwuegbuzie, 2009). Thus, pragmatist researchers consider the research questions/objectives to be more important in directing the research method (Morse and Niehaus, 2009). Cameron (2011, p. 97) refers to this focus on the research question as the “dictatorship of the research question”. Thus, for a pragmatist, research starts with a problem, and aims to contribute practical solutions that inform future practice (Saunders et al., 2012). The methodological decisions are, therefore, mainly dependent on the research questions and the stage of the study. This makes pragmatism very practical and applied (Tashakkori and Teddlie, 2010).

Pragmatism is appropriate to this research as it helps shed light on how research approaches can be mixed fruitfully (Hoshmand, 2003). The research approach, Johnson and Onwuegbuzie (2004, p. 16) state, should be “mixed in ways that offer the best opportunities for answering important research questions”. As such, pragmatism has been chosen as the appropriate philosophical perspective that could aid addressing the research questions (see sections 1.6 and 4.0).

4.2.1 Deductive and inductive approaches

When undertaking any research, consideration should be made to the research approach which concerns whether the research should start with theory, or “should theory itself result from the research?” (Gray, 2013, p. 20). Thus, two approaches exist to undertaking research: induction and deduction. In this regard, deduction involves the development of a theory that is subjected to rigorous test (Saunders et al., 2012). The sequential stages which deductive research will progress include; the deducing of a hypothesis; expressing the hypothesis in operational terms; testing this operational hypothesis; examining the specific outcome of the inquiry and if necessary, modifying the theory in the light of the findings (Robson, 2011). Contrary, an

induction approach involves an understanding of the way in which humans interpret their social world. In short, theory follows data rather than vice versa (Gray, 2013). Induction approach, therefore, is concerned with the context in which events take place and permits alternative explanations to reality. Linking these research approaches to epistemological orientation, deductive approach is aligned more with positivist research while inductive approach to non-positivist (interpretivist) research. As this study is a mixed methods research, it takes a deductive approach for one part of the research which is quantitative and an inductive approach for the other part.

In particular, when investigating the relationship between time management practices and organisational performance, the study takes a deductive approach whilst when examining the perceptions and meanings of time, including what influences the time management practices, an inductive approach is adopted. Hussey and Hussey (1997) argue that a deductive approach is relevant when conducting a scientific research and is therefore positivistic in nature. In order to understand the views and perspectives of participants, a qualitative approach would be more appropriate.

The research strategy is discussed next.

4.3 Research strategy

The research strategy refers to the method employed in order to evaluate and answer the research questions and achieve the aims and objectives of the research (Remenyi et al., 2005). A strategy is a plan of action that addresses the research questions and the research problem and it enables the researcher to conduct the research more systematically. Some of the strategies commonly used include surveys, experiments, case studies, grounded theory strategy, action research and ethnography research (Saunders et al., 2016). There is often a connection between the chosen research philosophy to the research strategy. For example, the survey strategy typically conforms to the positivist paradigm in that it is deductive in approach as well as being quantitative in method and perspective while ethnographic research is qualitative and interpretivist in nature.

In investigating the perceptions of time; the factors that affect time management behaviour and the association between time management and firm performance, the study uses the specific context of Qatar's non-government organisation sector by using a multi-case study approach. Therefore, a case study research strategy is employed in this research.

4.3.1 Case study strategy

Case study refers to the collection and presentation of detailed information about a particular participant or small group, frequently including the accounts of the subjects themselves (Yin, 1994). Robson (2002, p. 178) defines case study as a “strategy for doing research which involves an investigation of a particular contemporary phenomenon within its real-life context using multiple sources of evidence”. According to Stake (2000), case study is of special interest as it is used to look for the detail of interaction within its contexts to provide an understanding of a particular circumstance. The interest, in this study, being time, its conception and management and the association with organisational performance.

Further, Yin (2013) argues that case study strategy is useful when ‘how’ or ‘why’ questions are being posed, and when the researcher has little control over the events and when the focus is on a contemporary phenomenon within some real-life context. As such, using the Qatari – Japanese Friendship Society, this study aims to understand the meanings associated with time and how these affect job performance and overall organisation performance. In this way, a case study strategy offers a richer understanding of the context of the research and its processes (Collis and Hussey, 2013). Further, Saunders et al. (2012) support that a case study strategy is often used in explanatory and exploratory research (see below). Thus, this study is interested also in finding out “what is happening; seek new insights; to ask questions and to assess phenomena in a new light” (Robson, 2002, p. 59) which makes this strategy appropriate in the context of Qatar's civil society sector.

As this is a mixed methods research, a case study approach allows an in-depth examination of perceptions of time; factors that affect time management behaviours and then how time management influences firm performance. A deeper understanding is gained as the time management phenomenon is investigated within its real-life context. The approach offers an opportunity for the researcher to also study the characteristics of the participant involved, their

cultural norms, values, attitudes and motives which are key aspects that influence time (Arman and Adair, 2012; Bouncken, 2004; Kaufman-Scarborough, 2017; Onken, 1999).

4.3.2 Multi-case study approach

This study investigates the phenomenon of time management in Qatar's civil society sector. In order to gain a better understanding of the perceptions and meanings attached to time; the internal and external factors that influence time management behaviours; and also the influence of time management on organisational performance, a multi-case study approach has been adopted. This approach is consistent with a mixed methods research in order to address the research objectives. Further, as postulated by pragmatism, the focus should be on what works in order to appropriately address the research questions.

As a result, three non-governmental organisations in Qatar were identified and selected in order to investigate the time management phenomenon. The three NGOs are Qatari-Japanese Friendship Society, Qatar Centre for Child Culture and Doha Centre for Media Freedom. A multi-case study approach has been chosen as the most effective way of addressing the research questions and determining the impact of time management behaviours in Qatar's NGOs. The multi-case study approach offers an opportunity for the researcher to compare the the perceptions of time, the factors that influence the time management behaviours and how organisational performance is affected in the civil society sector. Thus, a multi-case study approach helps provide data that can foster a better understanding of the time management phenomenon in the sector.

In general, there are several advantages that underlie the use of a case study approach. Case studies are aimed at exploring specific issues within the boundaries of the particular environment that is being studied. There are three main types of case studies (see figure 23 below):

- **Explanatory case studies**

In explanatory research, the researcher begins with ideas about the possible causes of a social phenomenon, i.e., the researcher develops hypotheses before collecting any data and then plans a study that can provide systematic evidence supporting (or not supporting) these initial ideas about cause (Berg and Lune, 2012; Silverman, 2016). In the context of this study, the researcher

has began with the possible assumption that there is a positive relationship between (effective) time management practices and organisational performance. As such, there hypothesis for this aspect of the study is:

H₁: There is a positive relationship between time management and organisational performance

H₀: There is no relationship between time management practices and organisational performance

In this respect, the study aims to gather evidence to either support or refute the existence of a relationship between time management and organisational performance. This type of case studies would assist in proving the existence of an association between time management practices employed by project managers in the NGOs and the project specific job outcomes.

- Descriptive case studies

Descriptive research projects are designed to provide systematic information about a social phenomenon where the researcher does not begin with hypotheses, but is likely to develop hypotheses after collecting data (Dwyer et al., 2012; Silverman, 2016). In this type of case study, the researcher is interested in finding out the time management strategies and tools used by project managers in their respective projects. How these are monitored across the project. Also, how the executives manoeuvre the sequence of interpersonal events. This kind of case studies in this research would involve obtaining details of respective projects of the organization.

The researcher would then analyse what methods of interpersonal communication are used by workers of the company. Based on the techniques used, the methods of implementation would also be evaluated. According to Fletcher (2017), this would help the researcher to realize which particular activities are taking up most of the time invested by the workers. Furthermore, the researcher, using this method, will also be able to realize how the managers modify their time management strategies when the flow of work is high. Based on this case study, the researcher would be able to recommend how the productivity of the employees in course of the individual projects might be enhanced.

- Exploratory case studies

In exploratory research, the researcher explores a setting or social phenomenon (Dwyer et al., 2012; Ritchie et al., 2005). Some descriptive or explanatory studies begin with exploration such that the exploratory work provides background information needed to plan descriptive or explanatory research (Creswell and Creswell, 2017; Collis and Hussey, 2013; Silverman, 2016).

In the context of this research, the exploratory case studies would help in understanding the time management phenomenon better. This would start from the participants' perceptions and meanings attached to time. It would also help the researcher to understanding the leadership aspects attached to time management. For instance, who are the responsible heads for distributing and adjusting working time. Since, the immediate impact of job performance in an NGO may not be easily observable, time management behaviours may be a tricky aspect to capture. Nonetheless, employees who have been given the autonomy of deciding the time frame of their works would invest more time and diminish the working potential of the task force. Hence, skilled project managers should make the task force operate according to a pre-decided time schedule. This would provide an opportunity to understanding the project specific time management practices. In this respect, Billig and Waterman (2014) argue that the researcher would also face the real-life complexities that managers face in real life while undergoing any projects.

Case studies are very essential for carrying out research work in immediate context of the organization. In this approach, the researcher gets a chance to assess the phenomenon in its real life situations. Despite its usefulness, case study strategy has some demerits also. Generally, case studies are concerned with some particular aspect of the organization (Lewis, 2015). It is often hard to apply the same analysis to the general context of the organization. For example, in the context of this study, an analysis of a particular kind of project executed by as NGO might not be effective for analysing the time management of other kind of projects. The time management policy while giving voluntary vocational training to some unemployed youth may not be same as the project of helping the orphanage children. Despite the dissimilarities of projects, the focus of this study is on the time management phenomenon.

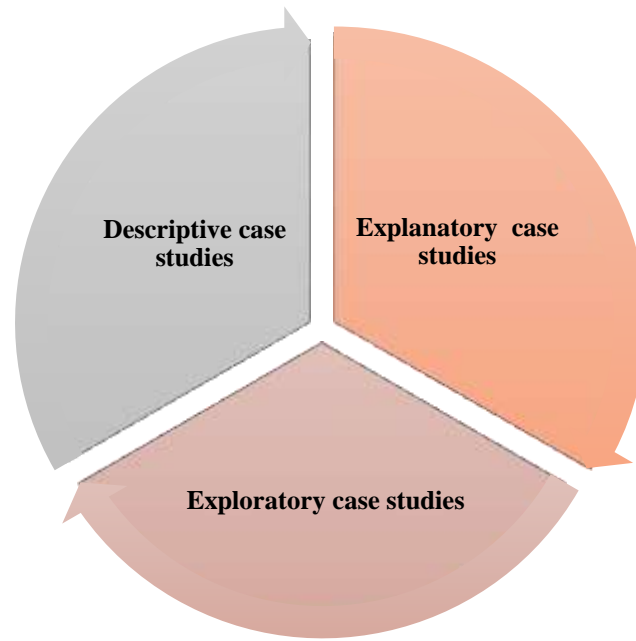


Figure 23: Kinds of case studies
(Source: Alvesson and Sköldberg, 2017, p.17)

4.3.3 Pilot Case Studies - Example of Two NGOs

Two pilot case studies with small NGOs were undertaken. This is considered a good practice in research and has the benefit of assisting the researcher to prepare for the major study. Van Teijlingen and Hundley (2001, p. 1) argue that “one of the advantages of conducting a pilot study is that it might give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate or too complicated”. This early warning enables refinements to be made in good time.

The first pilot case study was with the Qatar-English Society (QES). A detailed survey of the case study helped the researcher to analyse the time management techniques employed in one of their projects. The aim was to understand how the managers managed their project time. The project examined was aimed at spreading awareness about gender equality and women empowerment in Qatar. Prior to the official commencement of the project, the project planners had invested about 2 to 3 months of time to gather details about crimes on women that have been committed in Qatar over the last five years. Further research revealed that in other projects

also, the organization did research work before commencement of any project. Hence, this helped the researcher to realize that the NGO group invested about 15% of their time in research work. Thereafter, the researcher also analyses from the case study, what advantages or disadvantages the NGO society derived from this approach. Besides, the NGO group had also associated a human rights representative of the government and members of the civil society in the project. This helped them to relate more women abuse issues to the government and the civil society. As a result, more prompt action to stop women abuse was taken by the authorities. If, instead, they had taken time to collect data about every case of women abuse during their campaign, arranged the data and then sent those to the authorities, the effectiveness of the campaign would have reduced. This strategy helped them to save the huge amount of time that might have been required in the later approach. Thus, this is a direct evidence of how time management might elevate job performance. Moreover, the campaign was launched on the 23rd international women's day. This automatically gave their campaign uniqueness and publicity.

The second case study involves the analysis of the voluntary work of the Qatari Mediation Society (QMS) during the Syrian war. The time management strategies have been crucial in this context since the volunteers were working with war victims in this case. The project managers had instructed that the volunteers working with any war victim should not report their physical condition but instead wait for instructions of the top hierarchy. They were given full liberty to act as they preferred. Moreover, small service coups were also created about 3 to 4 kilometres away from the war fronts. The NGO had gathered permission from the authorities to enter war fronts. They had directed the event managers to be present in all the shelters they had created near the war fronts. In the shelters, there were groups of volunteers who were specialized in particular activities. Hence, in particular coups, specialised treatment facilities were only available. Thus, it helped the NGO to provide service to more victims in a lesser time. In addition, the NGO had decided that the volunteers would work on rotational shifts. This explains why the volunteers were never low on energy. Based on the perspective suggested by Lushey and Munro (2015), it could be said that the strategies used to save time could be studied by the researcher. This could enable a researcher to recommend strategies that would help to better time management during any similar project of the chosen organization.

In addition, the researcher could analyse how leadership styles are directly linked with time management skills. In this way, it might be argued that case study analysis would enable the researcher to evaluate time management in the chosen organization in a better way.

4.4 Methods of Data Collection

The study employs both qualitative and quantitative data collection techniques. Figure 27 depicts the data collection methods utilised. As can be seen from figure 27 below, this study collects both primary and secondary data. The associated methods are discussed in detail below.

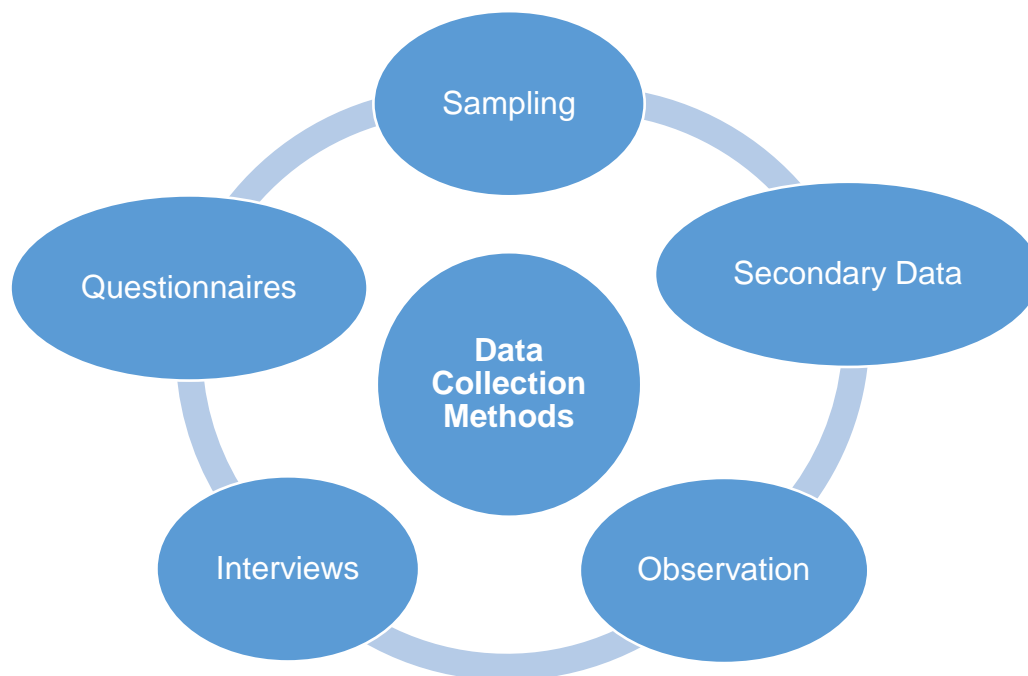


Figure 24: Data collection methods

4.4.1 Primary Data

Primary data necessary for the qualitative research aspect of this study was obtained using semi-structured interviews, participant observation and group discussions.

4.4.1.1 *Observation*

This method involves a passive understanding of the working procedures in an NGO. As Dumay and Cai (2015) argue, the researcher does not have a chance of analysing or critiquing the time management policies of the NGO in this research design. However, observation is very effective in analysing the advantages and disadvantages of the currently employed time management principles and methodologies of the NGOs.

4.4.1.2 *Focus Groups*

Data collection through forming focus groups is also very effective. This enables the researcher to draw upon the attitude, feelings, conceptions and experience of time management among the employees of the NGOs. Moreover, according to Choy (2014), the time management techniques employed by the managers and preferred by the employees can also be understood easily by means of working with a focus group. In brief it might be stated that the gaps within the layers of hierarchy that leads to the problems of time management in the company may be identified while working with focus groups.

4.4.1.3 *Semi-structured interviews*

Personal Interviews is a very effective tool for realizing the time management strategies that are mostly used within the company. Personal interview is a one on one interaction with the crucial members of the organization. Thus, as Lushey and Munro (2015) argue, the motives and attitude of the management of the company may be understood from personal interview. Moreover, this data may be utilised by the researcher while analysing the time management of the organization.

Interviews occupied a vital aspect in the data collection process of this study. The advantage in using the interview technique is that it offers the research an opportunity to capture a richer and more detailed account of the time management phenomena as research participants are not restricted by a structured questionnaire or by closed questions (Bryman and Bell, 2015; Saunders et al., 2016). Similarly, Denscombe (2014, p. 165) argues that interviews are “ideally suited to the collection of detailed information and the achievement of an in-depth insight into particular topics”, which might also include the data collection on sensitive issues. In this study,

managers and some employees of the three NGOs were interviewed. The purpose of such interviews was to gain a deeper understanding of how time management is practised in their organisations. Thus, such interviews constituted one of the most important and valuable sources of information. In total, 7 interviews were conducted with key officials from the three NGOs. Five of the interviews were with the Qatari-Japanese Friendship Society and then one with each of the other NGOs (see table 2 below). Participant observation and group discussions essentially complemented the semi-structured interviews. These methods involved interacting directly with respondents and listening to their narratives.

In order to give direction to the interview and discussion process, the study used a pre-defined interview structure (with its set of themes and questions to be covered) (see appendix 3). This enabled the researcher to ensure some consistency in the topics discussed across the different interviewees. Also, this provided participants with relatively similar opportunities to enable them to express their views on the relevant topics under discussion. The use of a pre-defined interview guide is also important as it aided the subsequent analysis of the interviews by the researcher (Braun and Clarke, 2006). An example of a transcribed interview is shown in appendix 5.

Understandably, several different environmental factors might affect the outcome of the various projects of the chosen organizations, either individually or collectively. Lewis (2015) argues that primary data collection is the most prominent tool for the identification of the different internal issues that may impact operations or other such integral factors of the organization. In this case, the use of interviews and group discussions which involve small number of respondents would offer a much deeper understanding of the factors that could influence time management practices and their influence on firm performance. In this study, the top level officials in the NGOs were selected as respondents in the primary data collection. There are some advantages of using primary data collection techniques which include:

Accuracy - information gathered by means of primary data collection method is most authentic. This is because; the information is gathered directly from the specific population who are concerned in the research study or are directly associated within the organization which is chosen for this research study (Fletcher, 2017).

Updated Information - The databases explored during secondary research are not always filed with current information. Hence, a project that is only based on secondary research is less relevant than a research study in which both the forms of data collection have been explored.

Unbiased Data – In addition, the information gathered by means of primary research is unbiased, since in this research method the data is collected first hand by the researcher.

4.4.1.3 *Questionnaires*

The data collection technique for the quantitative aspect of the study has been collected using questionnaire (see appendix 4). The distribution of questionnaires was aimed at obtaining data that could capture the different aspects of the subject matter. In this case, the aspects of time management practices and firm performance are captured through this technique. Thus, the study uses the questionnaire method to obtain data directly from those involved in the day-to-day running of NGOs in Qatar. In total 292 questionnaires were distributed and 278 successfully returned achieving, therefore, a response rate of 95.2% (see table 2 below). The questionnaire method will enable the researcher to review the responses directly and not to be limited to the written documents. Generally, questionnaires have the advantage of producing a standardised, uniform set of data (Collis and Hussey, 2013; Creswell, 2013; Saunders et al., 2012) which can be used to capture the desired aspects of the time management phenomenon.

4.4.2 Secondary Data

Secondary data refers to the data that has already been created and is readily available (Saunders et al., 2012). Secondary data usually forms a valuable source of information for any research. This is particularly the case when the phenomenon under investigation has been widely publicised or documented. Thus, in this study all key aspects and objective sources of knowledge/information have been considered. The secondary sources of data for this study have include: academic books and journals, newspaper articles and reports; organisation based magazines and journals; internet search engines like Bing and Google; and NGOs' handbooks and annual reports. The other important sources of secondary data are government publications, NGOs legislation, NGOs' publications like annual reports and financial reports. Moreover, media releases, business critics' reviews and academic publications are other secondary data sources that might contain information useful for this research (Smith, 2015).

The data from secondary sources might have been done for a purpose different from that of the researcher. However, as Chidlow et al. (2015) argue, the information presented in secondary sources is relevant and useful in giving context to the current research project. Access to the secondary data sources is also cheaper, since the cost of doing first hand resource is not involved. Moreover, secondary data is usually more quickly available than primary data. Secondary data can be directly utilised in the context of the research study and is usually effective for the identification of the research problem.

Once the secondary data was collected, document analysis was used on the large collection of secondary material in order to help understand the complexity of time management behaviours within the chosen NGOs in Qatar.

Some aspects that need to be considered when evaluating secondary data include its availability, relevance and accuracy.

- **Availability**

Prior to undertaking secondary research, it is essential to assess whether secondary data on the research topic is available or not. In case if data is not available, the researcher has to rely upon primary data collection.

- **Relevance**

It is also important to assess whether the secondary data collected is relevant with the research or not (Bryman, 2015). This is because the secondary data had been collected by the original researcher for a different motive of research. Hence it is very critical to understand whether the same data is important in the context of the present research also or not.

- **Accuracy**

Since, the secondary data is not collected by the researcher, it is impossible to be sure whether the research data is accurate or not. The dependability of the sources of the secondary data is critical. Data from most authentic academic sources like journal articles, news articles and so on should only be used. According to Bryman and Bell (2015), these are the most authentic and most important data sources of secondary research.

4.5 Data Analysis

According to Kumar (2008, p. 22) the analysis of data involves “breaking up, separating or disassembling of research material into pieces, parts, elements or units with facts broken down into manageable pieces, the researcher sorts and sifts them, searching for types, classes, sequences, processes, patterns or wholes. The aim of this process is to assemble or reconstruct the data in a meaningful or comprehensible fashion”. From the foregoing, it can be established that the heart of a good research study lies in the ways the researcher analyses the data. In this study, both a qualitative and the quantitative data techniques have been used to analyse the data respectively.

4.5.1 Qualitative Data Analysis

As highlighted in section 4.4.1, the qualitative data used in this research was mainly obtained through the use of semi-structured interviews, complemented by focus group and observations. The interviews formed an important source of data in exploring more into the concepts and problems faced with time management. The data collected was reliable but not always quantifiable.

The qualitative data analysis process is a three-step procedure as envisaged by Seidel (1998). This process is conceptualised as noticing, collecting and thinking about interesting things.

These parts of the data analysis process are interlinked and cyclical. Figure 28 below depicts this process. According to Seidel's (1998) model, the process starts with the researcher noticing interesting things in the data and assigning 'codes' to them, based on topic or theme, which potentially breaks the data into fragments. The codes which have been applied to the data then act as sorting and collection devices.

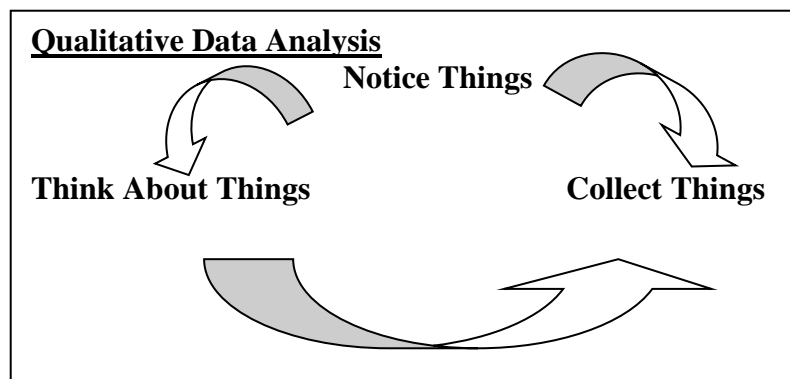


Figure 25: Qualitative Data Analysis

Thus, based on this understanding, the first step was to notice and code things which could help in understanding time management in the NGOs. For this purpose, a mobile recorder was used to record interviews but also to take notes on a few points that were felt to be debatable so as to seek clarification and avoid any doubts. The next step of analysis was to collect the data and collate it. The third and final step of analysing of the data involved comprehensively thinking about it and finally compile it together in a meaningful manner.

There are various advantages of qualitative data collection. The most important advantages are the opportunity to offer an in depth analysis and also the creation of a

- **In depth analysis**

Qualitative data collected by the researcher by means of semi-structured interviews helps the researcher to obtain answers regarding what time management strategies are particularly followed in the organization. Moreover, as Somers (2018) contends, how much importance is given by the management of the company towards time management is analysed from the attitude and the facial expressions of the respondents in the course of the data collection. Moreover, the researcher is able to discuss with the respondents in order to gather their views about the effectiveness of time management in their organization. The qualitative research

approach also enables the researcher to carry about observations that helps explain the perspectives obtained from the semi-structured interviews.

- **Creation of a Fluid Research Framework**

Research calls for a unique pattern of questioning and data collection and information reporting (Wu et al., 2015). There is scope for adjusting and influencing the progression of the data collection process. As such, the interview guide should remain sufficiently open and fluid in order to capture opportunistic dimensions as they arise in the interview process. The interviews should, therefore, include questions on all possible aspects of the phenomenon to aid a deeper understanding. In this respect, topics or themes that capture time management practices, perceptions and factors to be examined should be included. Besides, there are various methods that could be used in qualitative data collection. This is particularly relevant in case the researcher thinks that one of the data collection method is not providing enough information (in this study, about the time management strategies of the organization). The researcher may then switch to another medium. For example, if the researcher supposes that the semi-structured interview method is not producing the data required for the research, other methods such as survey or focus group could then be employed to supplement.

4.5.2 Quantitative Data Analysis

The quantitative data analysis forms another integral part of the research as it is directed at establishing the relationship that exist between time management practices and firm performance. As discussed in section 4.4.1, questionnaires were distributed to managers and employees of the three NGOs in Qatar in order to capture suitable indicators of time management practices and firm performance. The time management indicators would then form the independent variables in the regression analysis whilst the firm performance indicators would form the dependent variables.

The regression analysis has been conducted with the aid of the statistical software, Statistical Package for Social Science (SPSS) Version 22, to analyse the data collection. Thus, after collecting the quantitative data, Microsoft Excel was used to set it up and then SPSS was used to run the regression analysis. In the simple regression, SPSS, aided to examine the strength of the relationship between the dependent and independent variables using, for instance, the standard error test and the T-test.

Thus, the quantitative data analysis helped to establish the relationship between the dependent and independent variables in the best possible way. The main benefits of quantitative research are:

- **Objectivity**

Quantitative research is based upon numerical data collection. Therefore, the chances of misinterpretation of statistical data are less likely. The results from quantitative data analysis are also easily verifiable. Further, as Somers (2018) argue, quantitative data can also be used to authenticate qualitative data. As explained in section 4.6, this also contributes to increasing the reliability of the research results.

- **Statistical Method**

Statistical analysis is associated with quantitative research. Through data analysis of quantitative research, a researcher is able to establish relationships and trends in the phenomenon, in this case, time management practices of NGOs.

- **Fast Collection of Data**

There exists various models and tools that could be employed in quantitative data collection and analysis. Hence, quantitative data collection and analysis process can be a faster process. In this regard, Smith (2015) argues that various data analysis software can be employed for assessing the quantitative data which makes the research method even faster.

4.6 Validity and Reliability

Two of the most important criteria for the evaluation of research are validity and reliability. Bryman (2001, p. 29) states that reliability “is concerned with the question of whether the results of a study are repeatable”. Thus, reliability basically refers to the consistency in the approach taken in investigating a concept. Reliability as described by Easterby-Smith (2002) measures the “degree to which data collected yields same result on different occasions even when the same study is conducted by a different researcher”. In other words, there should be ‘consistency in methods’ when assessing the reliability of a research project. The research can be characterised as reliable only if it yields the same result in a different occasion (Lee and Lings, 2008).

Validity, on the other hand, is concerned with whether the findings are really about what they seem to be about (Saunders et al., 2008). In other words, validity is concerned with the integrity of conclusions that are made from a research project. It's about whether or not a measure of a concept really measures that concept. When applied to quantitative study, validity refers to "issue of whether or not an indicator (or set of indicators that is devised to gauge a concept really measures that concept" (Bryman, 2001, p.72). In this respect, consideration of measures of time management and firm performance indicators was decided on after reviewing time management literature so as to understand the methodological approaches of similar studies (e.g. Adebisi, 2013; Ahmad et al., 2012; Nonis et al., 2005).

Triangulation will be used to support the validity of this research. According to Flick (2015, p. 226), triangulation is a "combination of different methods, discussion groups, local and temporal settings and different theoretical perspectives in dealing with a phenomenon". Thus, the adoption of different methods to collect data on the same phenomenon of time management, for instance, using semi-structured interviews together with focus groups and observations, constitutes a process of triangulation in this study. Thus, more than one method has been used to understand the time management phenomenon. Further, the adoption of only a quantitative approach to the study of time management and its influence on firm performance would not have captured the meanings or perspective of participants regarding time and how aspects of culture or leadership affect the time management behaviours.

Therefore, the aspects discussed above constitute the triangulation perspectives and help provide a better understanding of the time management phenomenon in the NGOs in Qatar. Another method of testing validity is through interpreting data collected and double-checking with the respondents. This technique is called member checking (also called participant validation, or informant feedback) which refers to checking with participants after the transcription process on whether they would like to comment on, and give their impressions and confirmation of, their interviews (Bryman, 2008; Creswell and Miller, 2000). This is important as it promotes the authenticity or trueness of what was spoken in the interviews. Such checks do enhance the credibility and validity of the research data overall (Creswell and Miller, 2000; Thomas, 2017).

These techniques have enhanced the reliability and validity of the findings of this study.

4.7 Ethical Consideration

Every research is governed by ethical consideration. This is important when negotiating access to people, organisation and the collection of data (Saunders et al., 2016). For the purpose of this research, ‘confidentiality’ and ‘informed consent’ were key ethical considerations that enabled the researcher to maintain a professional researcher-respondent relationship. In this respect, it was made clear to the participants that they had the full right to withdraw from the interview or group discussion anytime they wished. The researcher was fully aware of cultural differences and the need to gain trust and confidentiality as these are integral in building a good research relationship. The researcher explained the consent form verbally to participants including the objectives of the study and then gave the participants an opportunity to ask questions about the research. Thereafter, sufficient amount of time to read and sign the consent form. Thus, assurance was given to the respondents that integrity and trust are the hallmarks characterising this research. All of the completed and signed consent forms were collected after the interviews. To ensure that all of the data remained confidential and safe and to protect the raw data, these were securely stored with password protection for transcribed interviews. No unauthorized person was allowed to access the data collected.

In this way, the study upheld the ethical requirements in undertaking such research and also met with the University’s ethical requirement through obtaining ethical clearance.

4.8 Conclusion

The aim of this research is to investigate the influence of time management practices on organisational performance of NGOs in Qatar. In undertaking this investigation, the perceptions of time and the factors that influence the time management behaviours are considered. This is significant given that time management behaviours or practices are influenced by cultural and environmental factors (Khan and Law, 2018; Lechner, 2001). Understanding the perceptions (meanings) of time and the factors that influence time management practices contributes towards a better understanding of how time management might lead towards improved performance of NGOs in Qatar.

This chapter was aimed at presenting explanations and justifications of the research methodology of the current study. The aim was to develop a methodological framework that could help to address the research objectives. The study adopts a mixed methods research approach drawing on the philosophical orientation of pragmatism. Thus, the research uses both qualitative and quantitative research methods in order to obtain the rich data needed to help address the research objectives. In investigating the perceptions and meaning attached to time, including the factors that affect time management practices, a qualitative research approach is applicable. On the other hand, in order to investigate the possible association of time management practices on job outcomes and thus, firm performance, a quantitative research approach is relevant.

A multi-case study strategy has been utilised in investigating the time management phenomenon using three NGOs in Qatar. Primary data was obtained using semi-structured interviews complemented by focus groups and observations. In addition, questionnaires were administered in order to obtain data for the quantitative investigation of the relationship between time management and job performance.

The analysis of qualitative data is based on Seidel's (1998) model which involves three steps of noticing, collecting and thinking about interesting things. This process starts with the researcher noticing interesting things in the data and then assigning 'codes' to them based on the topic or theme which potentially breaks the data into fragments. Further, the quantitative analysis of data was performed statistically with the aid of a statistical computer software. In particular, the statistical tool, Statistical Package for the Social Sciences (SPSS) Version 22, was used in executing the data analysis. Thus, after collecting the quantitative data, Microsoft Excel was used to set it up and then SPSS was used to run the regression.

The chapter has also discussed the technique employed to enhance the research's validity and reliability. In this respect, triangulation and participant validation are utilised. The chapter ended with a discussion of the ethical consideration, in this study, mainly around confidentiality and informed consent. The methodological choices adopted are appropriate in order to address this study's research objectives.

CHAPTER FIVE: QUANTITATIVE DATA ANALYSIS

5.0 Introduction

The aim of this chapter is to present the first part to the data analysis which is focussed on the analysis of the quantitative data. As highlighted in chapter four, this study is a mixed methods research employing both quantitative and qualitative research techniques. This chapter presents findings of the analysis of the data collected from questionnaires; the quantitative research technique employed. The questionnaires were administered to the employees of the two NGOs : Qatari-Japanese Friendship Society and the Doha Centre for Media Freedom.

With respect to the research objectives, this part of the study seeks to establish the relationship between time management practices and organisational performance. Investigating the relationship requires a statistical analysis of the data collected. The questionnaires were useful in providing the researcher with the opportunity of gather aspects that could represent time management and also organisational performance. As such, the research objectives 1 (identify factors that influence time management behaviours in NGOs) and 3 (determine the impact of time management practices on organisational performance in NGOs) are mainly addressed in this chapter.

Further, the research technique was useful in forming the background understanding to aspects of time management practices in the NGOs. This background understanding forms the basis for further exploration through qualitative techniques (chapter six). As such, aspects of time management and organisational performance are further investigated using the qualitative approach and reported in chapter six.

5.1 Data Analysis

As indicated in section 4.4, the quantitative data was collected through the use of questionnaires administered to employees of the NGOs. The use of questionnaires when investigating time management practices on organisational performance has been utilised in many other studies (e.g. Ahmed et al., 2012; Channar et al., 2014; Ojokuku and Obasan, 2011). For instance, Channar et al.'s (2014) study on the the impact of time management in public and private sector organisations on employee satisfaction and the overall performance of the organisation used

260 closed ended questionnaires and analysed data through independent sample T-test and correlation while Abdullah et al. (2012) collected data from 220 questionnaires.

The data collected in this research is analysed statistically using multivariate regression analysis. The quantitative analysis of data was performed statistically with the aid of a statistical computer software, Statistical Package for the Social Sciences (SPSS). The performance of data analysis requires an identification of the dependent variables and independent variables which are discussed next.

5.1.1 Identification of variables

As the quantitative analysis involves the investigation of the causal relationship between the time management practices and firm performance, the study had to establish the variables that would capture the time management practices or behaviours and the variables that would represent the organisational performance. Thus,

- Independent variables - Time management behaviours/practices
- Dependant variables - Organisational performance

Therefore, this study proposes a relationship between the dependent variables and the independent variables which can be expressed in a mathematical equation as:

$$Y = a + bx + u$$

Where

Y = dependent variable

x = Independent variable

b = co-efficient of the independent variable

u = stochastic variable

As indicated in section 4.3.2, taking a deductive approach in this quantitative analysis involves the development and testing of hypothesis. In the context of this study, the study begins with the assumption that there is a positive relationship between (effective) time management practices and organisational performance. As such, the hypothesis for this aspect of the study is:

H₁: There is a positive relationship between time management and organisational performance

H₀: There is no relationship between time management practices and organisational performance

This hypothesis has been developed based on prior studies (e.g. Ahmed et al., 2012; Abdullah et al., 2012; Channar et al., 2014). Channar et al. (2014), for instance, found that time management practices increases employee satisfaction and motivation and also increases the performance of the organisation. Similarly, Ojokuku and Obasan (2011) in their investigation of time management and organisational performance in the public sector found that time management is important for effective service delivery, timely completion of assignments and for the promotion of excellence. Ziekye (2016) study on impact of time management on organisational effectiveness showed that factors such as strategic planning, organizing/prioritizing and personal responsibility/accountability as principal indices of time management cumulatively have positive impact on organizational effective performance.

Further, it needs to be pointed out that data information to be analysed involves all the aspects of showing the activities that are to be carried out in the study. In addition, the simple regression analysis results, obtained with the aid of Statistical Package for Social Science (SPSS), were further analysed with the standard error test and the T-Test was also used to confirm the findings.

5.3 Analysis of the Questionnaires Distributed to Qatari-Japanese Friendship Society

A total of 132 questionnaires were administered, and 120 copies were successfully returned by the respondents. The discussion below highlights the major findings presented according to the main questions addressed. The first part presents results of the One-Sample Statistics which is then followed by the multiple regression analysis.

5.3.1 One-Sample Test Results

The results include assessment of time management behaviours such as consciousness of time as a critical resource, feeling of time pressure, usage of goal setting, ‘to-do’ list, procrastination, task differentiation, maintenance of files and desk maintenance among others.

5.3.1.1 *Consciousness of time as a critical resource*

The question asked was ‘are you continually conscious that time is your most critical resource?’. This question was aimed at reviewing the respondents’ conception of time as a resource that needs to be managed.

Findings

Statistics

Consciousness

N	Valid	120
	Missing	12

Consciousness

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	52	43.3	43.3	43.3
some times	39	32.5	32.5	75.8
no	29	24.2	24.2	100.0
Total	120	100.0	100.0	

Table 2: Consciousness among employees regarding the value of time as a critical resource

The results revealed that about 75.8% of the respondents perceived time as a critical resource. However, of these 75.8%, only 43.3% regarded it as an absolute resource. Of the respondents, 24.2% did not conceive time as a critical resource. Putting into perspective the relative weights attached to consciousness of time as a critical resource, some statistical figures helps put this into perspective and presented next.

Analysis

Mean Value

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Consciousness	120	100.0%	0	0.0%	120	100.0%

Table 3: Case Processing Summary

Standard Deviation

Report

Consciousness

Mean	N	Std. Deviation
1.8083	120	.80226

With a mean value recorded of 1.8083 and standard deviation of 0.80226, the distribution of the responses is widely spread. This indicates a great variation in the conception of time as a critical resource.

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Consciousness	120	1.8083	.80226	.07324

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Consciousness	24.692	119	.000	1.80833	1.6633	1.9533

The standard error mean was low at 0.07324 indicating that the mean value of 1.8083 is a more accurate reflection of the population.

As will be presented subsequently also, One Sample t Test will produce the One-Sample Statistics first to show the mean, standard deviation and standard error mean. This will be followed by results of the One-Sample Test which shows the test value, the t statistics, the degree of freedom (df), Sig. (2-tailed), mean difference and confidence interval of the difference. The One Sample t Test basically tests a null hypothesis that the population mean is equal to a specified value. If this value is zero, then the confidence interval for the sample mean is given.

The meaning and interpretation of these statistical output is as follows:

- Mean represents the average of the data values (sample or population)
- The standard deviation measures the dispersion of the data set, based on squared distances, from the mean.
- The test value represents the expected mean from the start which is tested on the sample. It indicates the null hypothesis, for instance, in this case the null hypothesis would be that there is no consciousness to the criticality of time as a resource. Thus, the test is on whether this null hypothesis is true or not and to what extent differences exist from this expected position.
- The t-statistics represents the test statistics of the one sample t test. This is the t-value used to construct the confidence limits. It is based on the degree of freedom and the confidence level. This can be obtained by dividing the mean difference by the standard error mean. The t-statistics is the ratio of the departure of the estimated value of a parameter (in this case consciousness to time criticality) from its hypothesised value (in this case '0') to its standard error.
- The degree of freedom (df) for the test is number of observations minus one (n-1). Its used to determine the t-distribution from which t-statistics is generated.
- The sig. (2-tailed) gives the two-tailed p-value corresponding to the test statistics.
- The mean difference is the difference between the observed sample mean (from the One Sample Statistics) and the 'expected' mean (the specified test value). The sign of the mean difference corresponds to the sign of the t value. The positive t value in this case indicates

that the mean weighting of consciousness of time of the sample is greater than the expected value of zero (0).

- Confidence interval for the difference specifies the confidence interval between the specified test value (zero in this case) with the sample mean (1.8083). These are the confidence limits of the confidence interval for the mean.

Understanding of these parameters is important for the subsequent interpretation of the results presented below. With respect to consciousness of time as a critical resource, the null hypothesis that time is not regarded as a critical resource is rejected as the p-value (Sig. 2 tailed) is less than 0.001. The graph below depicts awareness of time as a critical resource.

Graph

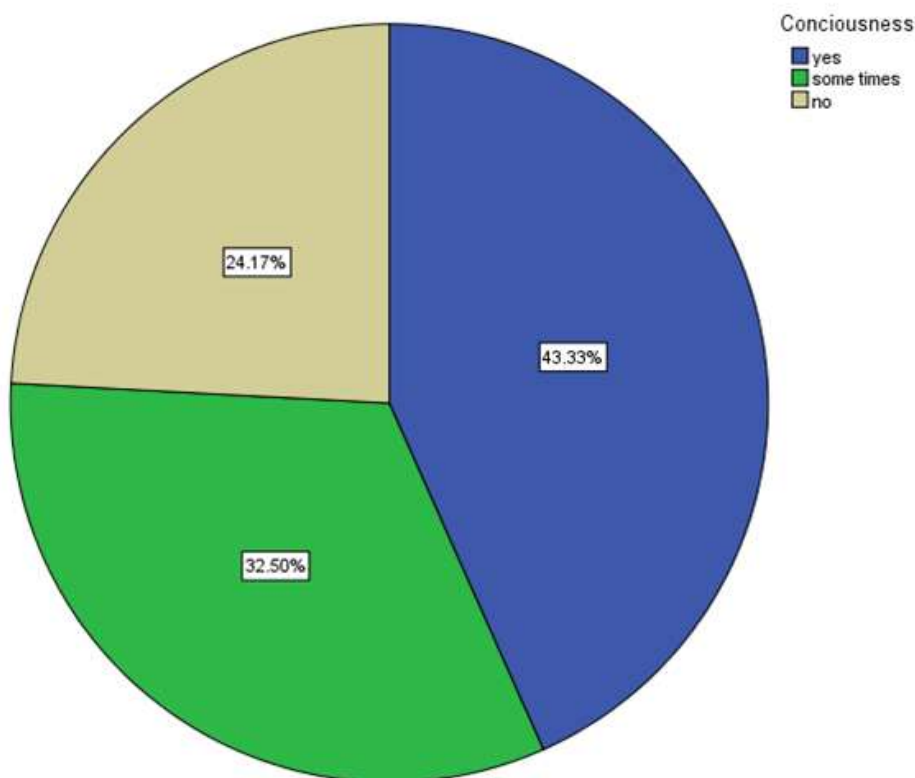


Figure 26: Graphical Representation of consciousness of the fact that that time is your most critical resource

Interpreting the responses of the responses, it became evident that about half of the employees (43.33%) agree to emphasize on time as the most critical resource in an NGO. This suggests that integral time management is a key factor of success in the various philanthropic projects they have executed. However, about 33% of the employees undermined the value of time in

execution of the NGO projects. They held the opinion that sometimes time plays a key role in NGO activities, for instance in disaster management projects. Elsewhere, the quality of the service and loyalty of the employees matters more than brisk time management. Lastly, in the survey, about 24.17% of the sampling population completely disregarded the value of time as a resource. They do not consider deadlines of the projects as a progressive idea. In contrast, from the ideas of Lewis (2014), it can be suggested that the mixed proportion of conception regarding the value of time bears evidence that work discipline of the organization needs to improved.

5.3.1.2 *Self-assessment of time management*

The question asked was ‘is your time management good?’. This question was aimed at respondents to make judgement regarding their time management practices. Importantly, this complements question one above to highlight whether respondents perceived their time management as good or in need of improving.

Findings

Statistics

Perspective

N	Valid	120
	Missing	12

Perspective

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	49	40.8	40.8	40.8
Some Times	43	35.8	35.8	76.7
No	28	23.3	23.3	100.0
Total	120	100.0	100.0	

Table 4: Perspective of the employees regarding the quality of time management at their workplace

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Perspective	120	100.0%	0	0.0%	120	100.0%

Report

Perspective

Mean	N	Std. Deviation
1.8250	120	.78497

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Perspective	120	1.8250	.78497	.07166

The standard error mean was low at 0.07166 indicating that the mean value of 1.8250 is a more accurate reflection of the population. However, the spread around the mean is high as reflected by the standard deviation.

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Perspective	25.468	119	.000	1.82500	1.6831	1.9669

Further, as the p value <0.001 , the hypothetical assumption that the time management value would be zero or close to zero reflected poor time management is rejected. The positive t value (25.468) in this case indicates that the mean weighting of respondents' judgment of their time management is greater than the expected value of zero (0). The graph below depicts the response regarding judgment of time management practices of respondents.

Graph

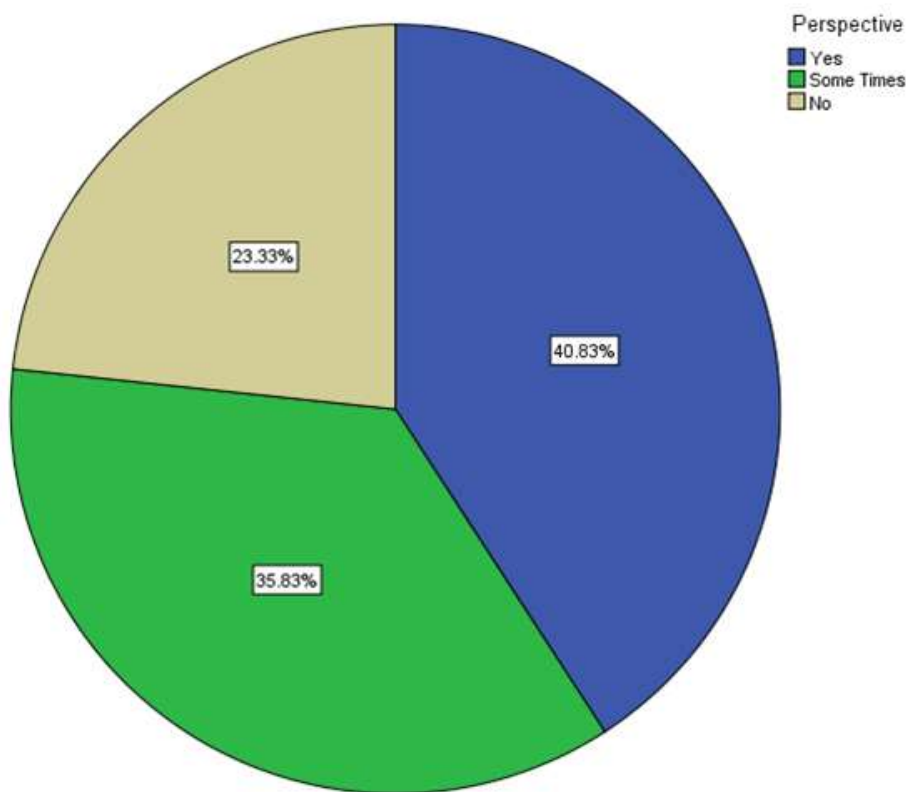


Figure 27: Graphical Representation of the perspective of the employees regarding the quality of time management at their workplace

The better percentage (about 41%) of the sample population did opine in favour of the time management policies of the NGO. However, about 23.33% of the respondents provided evidence of the fact that time management skills of all the project managers are not equally well. This is because, on some instances, the time management is good. However, in the past, projects have failed due to poor time management also. Lastly, about 23% of the respondents did not seem satisfied with the time management of the projects of the organization. They reflected that time framing should be done under guidance of the senior employees in most cases. Similar to findings of Marshall and Suarez (2014), it might be suggested that the organization needs to have a common time mapping technique. The absence of any such concrete policy is responsible for the versatility and deviation in the opinion of the employees.

5.3.1.3 *Feeling of time pressure*

The question asked was ‘do you feel pressed for time?’. This question was directed at examining whether the respondent perceived their tasks to be time sensitive or not in terms of feeling pressed for time. The time pressure variable has been used in other studies (e.g. Orpen, 1994; Shahani et al., 1993) expressed in different forms. For instance, Shahani et al. (1993) used terms such as ‘immediate time pressure’ and ‘time anxiety’.

Findings

Statistics

Feeling

N	Valid	120
	Missing	12

Feeling

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	52	43.3	43.3	43.3
	Some Times	40	33.3	33.3	76.7
	No	28	23.3	23.3	100.0
	Total	120	100.0	100.0	

Table 5: Frequency Distribution table for the feeling of stress over time among the employees

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Feeling	120	100.0%	0	0.0%	120	100.0%

Report

Feeling

Mean	N	Std. Deviation
1.8000	120	.79494

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Feeling	120	1.8000	.79494	.07257

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Feeling	24.804	119	.000	1.80000	1.6563	1.9437

As the p-value is less than 0.001, the hypothetical assumption that respondents do not feel time pressured is rejected. The mean is 1.8000 which has lower limit of 1.6561 and upper limit of 1.9437. Thus, the respondents do feel time pressured.

Graph

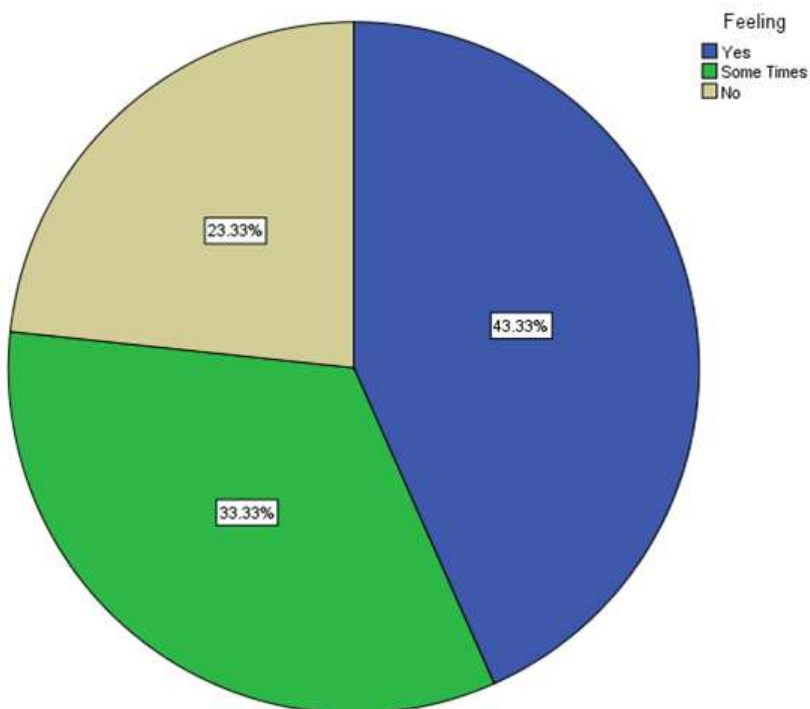


Figure 28: Graphical Representation of the feeling of stress over time among the employees

Time framing is a phenomenon that is invariably linked with the work strength and output capacity of the employees of the lower rung. Since, many of the project managers' disregards

the work strength of their team, the employees on most cases (about 43%) feel pressed over time. Only 23% of the employees opined that they find their deadlines appropriate for working. However, most of those employees are from the resource management team, who are not directly engaged with the live projects.

5.3.1.4 *Usage of goal setting and priority list*

The question being addressed to respondents was on whether as part of their time management practices, they used goal setting and a priority list. These are some of the techniques that are commonly employed in time management practices (Shipman, 1983; Ziekye, 2016). There are often seven time management skills or behaviors that are considered essential to effective time management due to their frequency or repetitive prominence in the literature (Ziekye, 2016). These are: time analysis, planning, goal setting, prioritizing, scheduling, organizing, and establishing new and improved time habits (Hellsten and Rogers, 2009; Ziekye, 2016). Therefore, this question addresses some of these time management skills.

Findings

Statistics

Usage

N	Valid	120
	Missing	12

Usage of goal setting and priority list

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	54	40.9	45.0	45.0
	Some Times	38	28.8	31.7	76.7
	No	28	21.2	23.3	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 6: Frequency Distribution table for the usage of goal setting and a priority list

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Usage	120	90.9%	12	9.1%	132	100.0%

Report

Standard Deviation

Usage

Mean	N	Std. Deviation
1.7833	120	.80108

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Usage	120	1.7833	.80108	.07313

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Usage	24.386	119	.000	1.78333	1.6385	1.9281

The standard error mean is low indicating some reliability of the mean of 1.7833 as representative of the population. The null hypothesis of goal setting and priority lists not being used is rejected since the Sig. (2-tailed) value is 0.000. The response of the participants is graphically depicted below.

Graph

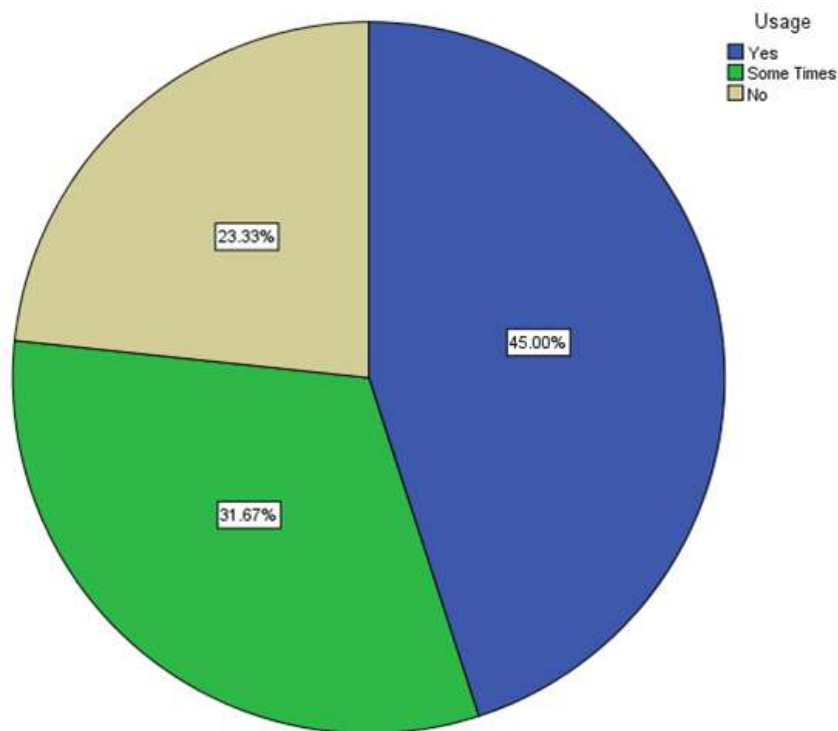


Figure 29: Graphical Representation for the usage of goal setting and a priority list

The company has a policy of giving task based deadlines to the executive teams. However, some project managers do not take the policy. On 45% instances, the employees opined that they work as per priority list. In another 31% of the cases, the employees stated that they have a policy of goal setting in their team. However, they do not have any priority list for working on projects. As argued by Noor et al. (2016), it might be suggested that 23% of the employees who follow priority list and set work goals, are experienced and realize the value of time as a critical factor.

5.3.1.5 *Accessibility and tidiness of document in the work space*

The question asked was ‘do you find documents and files easily and quickly in your work space?’. This question essentially assesses the organizing skills which as indicated above, form an important part of time management. Documentation in any organisation needs to be well organised for easy access and processing.

Findings

Statistics

Tidiness

N	Valid	120
	Missing	12

Tidiness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	41.7	45.8	45.8
	Some Times	39	29.5	32.5	78.3
	No	26	19.7	21.7	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 7: Frequency distribution regarding the employees' opinion of tidiness in the workplace

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Tidiness	120	90.9%	12	9.1%	132	100.0%

Report

Tidiness

Mean	N	Std. Deviation
1.7583	120	.78853

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Tidiness	120	1.7583	.78853	.07198

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Tidiness	24.427	119	.000	1.75833	1.6158	1.9009

Graph

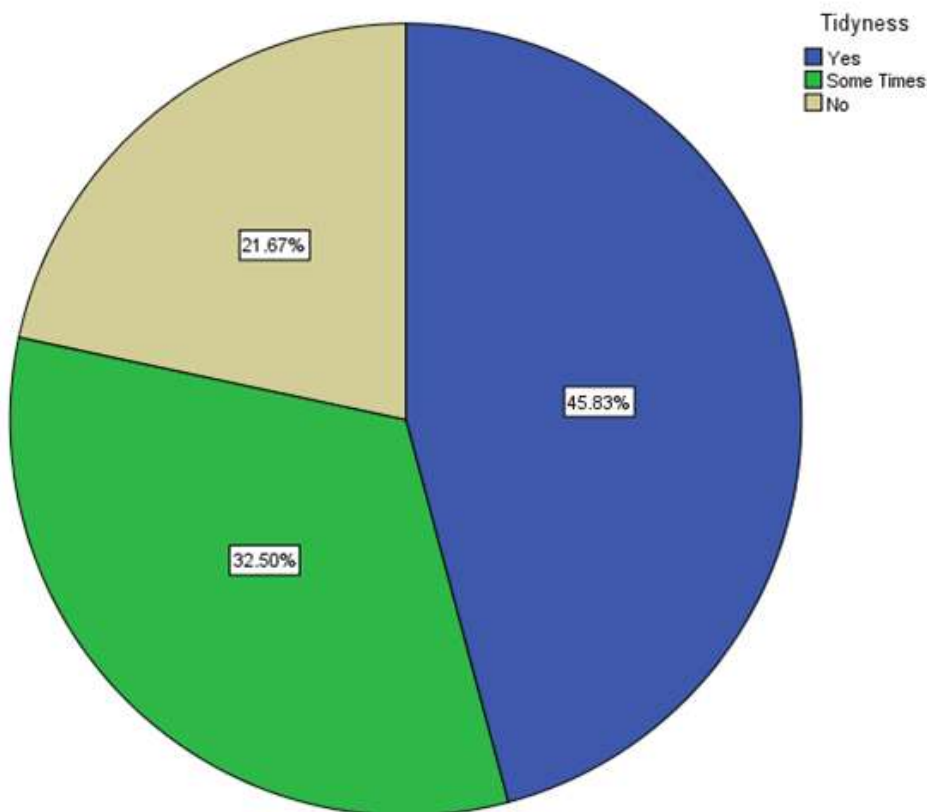


Figure 30: Graphical representation regarding the employees' opinion of tidiness in the workplace

Many of the employees are victim of poor workplace management. This is reflected by approximately 54.11% of the participants who indicated that they face difficulty in finding

documents and files in the office. Most of the regional offices of the NGO have not undergone digitalization. This is why employees of the offices have to maintain a large amount of documentation in the form of paperwork. Moreover, de-synchronization of time makes maintenance of papers difficult for the workers. The personal work regime and orderliness of 45% of the workers makes it easy for them to manage files in their workspace.

5.3.1.6 *Time for leisure activities*

The question that was being addressed in regard to availability of leisure time was ‘do you have time for leisure activities?’. Timely completion of tasks results in higher job performance, more leisure time and working less overtime (Claessens et al., 2007). Therefore, one way of assessing whether employees complete tasks on time is examining whether they have leisure time available. It is also another way of assessing the work-life balance (Breevaart et al., 2016; Green and Skinner, 2005). As discussed in section 3.2.4.1, work life balance forms an integral aspect of the internal culture of an organisation. In this respect, Breevaart et al. (2016) argues that employees should develop skills of work life balancing so that work does not affect their personal life.

Findings

Statistics

Leisure

N	Valid	120
	Missing	12

Leisure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	53	40.2	44.2	44.2
	Some Times	42	31.8	35.0	79.2
	No	25	18.9	20.8	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 8: Frequency distribution of the employees' opinion of whether they find leisure time or not

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Leisure	120	90.9%	12	9.1%	132	100.0%

Report

Leisure

Mean	N	Std. Deviation
1.7667	120	.77496

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Leisure	120	1.7667	.77496	.07074

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Leisure	24.973	119	.000	1.76667	1.6266	1.9067

The p-value is less than 0.001 and therefore, the null hypothesis that employee have no leisure time is rejected.

Graph

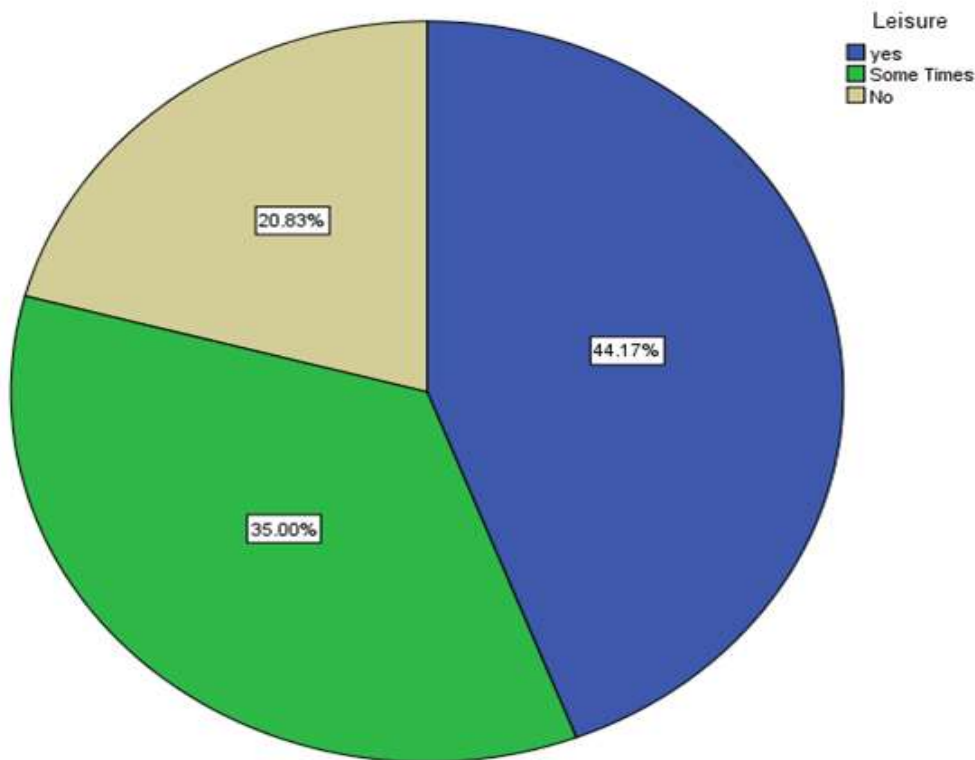


Figure 31: Graphical representation of the employees' opinion of whether they find leisure time or not

Most of the employees of Qatari-Japanese Friendship society have ample free time for their leisure. About 45% of the employees opined that they are able to find time for their families, community affairs or pursuing their hobbies. Based on O'Hare and White (2018) argument, it might be stated that the poor time management skills of the rest of the employees prevents them from having leisure time after completing their assignments.

5.3.1.7 *Maintenance of Time log*

The question asked was 'do you keep a time log to the nearest minute of everything you do over a typical working period of at least one day?'. The question was aimed at understanding an important aspect of time management practice which involves time framing. The findings are presented below. Hall and Hursch (1982) used an activity log as a time management measure in their study.

Findings

Statistics

Time-framing

N	Valid	120
	Missing	12

Time-framing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	28.0	30.8	30.8
	Some Times	45	34.1	37.5	68.3
	No	38	28.8	31.7	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 9: Frequency distribution of the time framing practices adopted by the employees of the Qatari Japanese Friendship society

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Time-framing	120	90.9%	12	9.1%	132	100.0%

Report

Time-framing

Mean	N	Std. Deviation
2.0083	120	.79384

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Time-framing	120	2.0083	.79384	.07247

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Time-framing	27.714	119	.000	2.00833	1.8648	2.1518

Graph

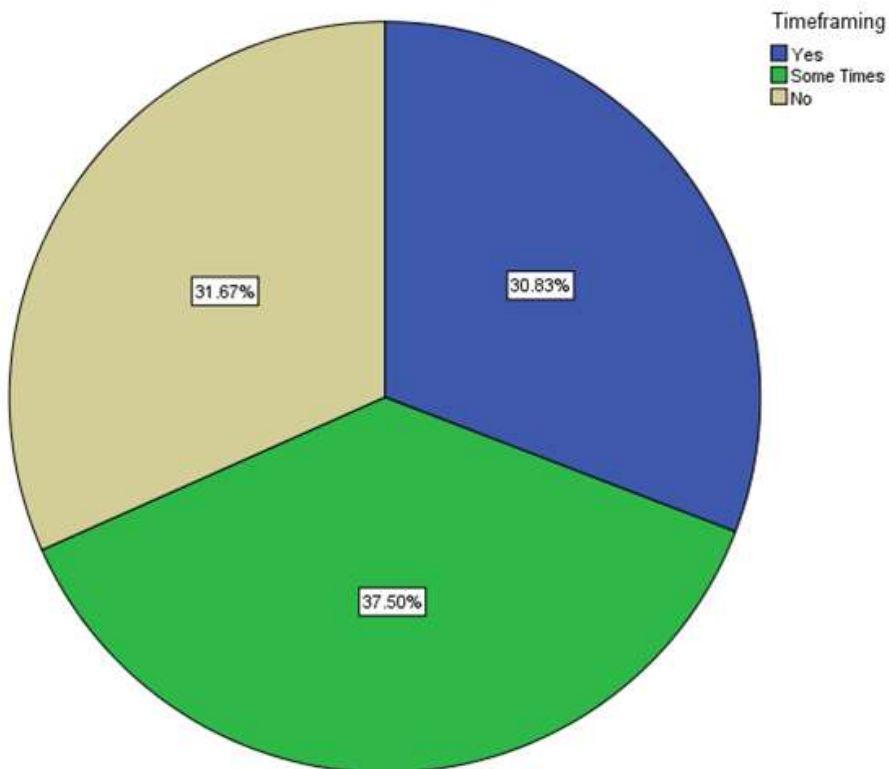


Figure 32: Graphical Representation of the time framing practices adopted by the employees of the Qatari Japanese Friendship society

The response of the employees against this question suggests that project managers do not properly monitor time management of their projects at hand. This is why majority (38%) of the employees of the organization follow a typical day long work chart. However, a good percentage of the employees (32%) follow time logs that helps in fragmenting their work into

convenient quarters. Influenced from the analysis of Ray-Bennett (2018), it might be opined that the most comprehensive way to manage time is creating small time logs along with the work breakdown structure.

5.3.1.8 *‘To Do’ List Maintenance*

Similar to the examination above, the question was raised on whether the participants maintain a fresh or new “to do” list each work day? The results are presented next.

Findings

Statistics

Listing

N	Valid	120
	Missing	12

Listing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	51	38.6	42.5	42.5
	Some Times	37	28.0	30.8	73.3
	No	32	24.2	26.7	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 10: Frequency Distribution of the percentage of employees who follows a fresh “to-do” list everyday

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Listing	120	90.9%	12	9.1%	132	100.0%

Report

Listing

Mean	N	Std. Deviation
1.8417	120	.81988

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Listing	120	1.8417	.81988	.07484

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Listing	24.607	119	.000	1.84167	1.6935	1.9899

Graph

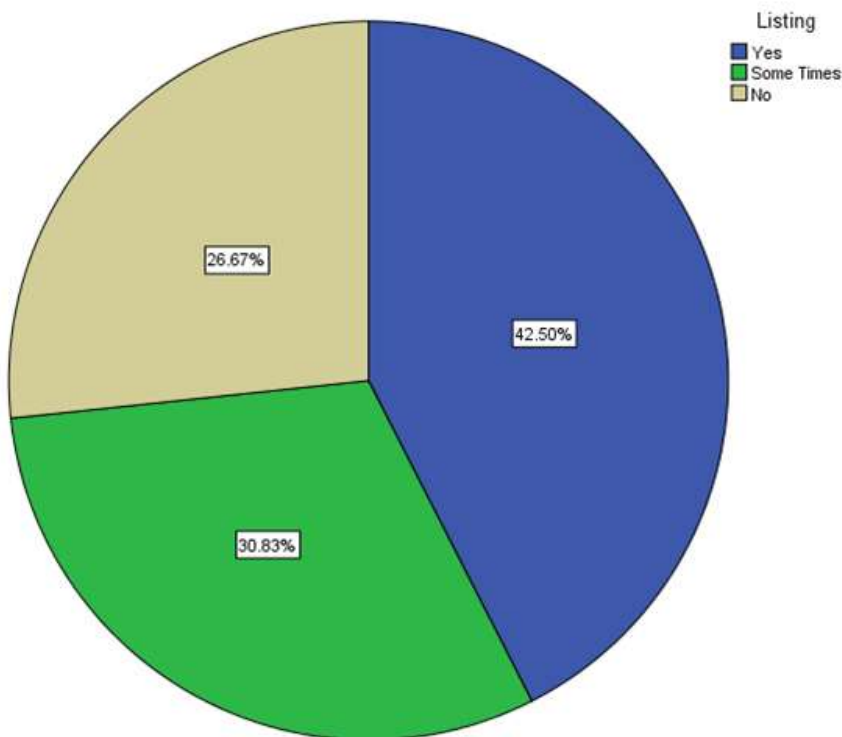


Figure 33: Graphical Representation of the percentage of employees who follows a fresh “to-do” list everyday

The response to this question necessarily indicates that work clearance rate in the company is very high. Since work in the NGO takes place under tight time frames, tasks are not carried over. However, the high work pressure and hectic deadlines are also responsible for this. The employees get less recess period during work. However, the projects undertaken by the organization are completed on time in most instances. This is the reason why about half of the

employees work with a fresh “to-do” list everyday in the Qatari-Japanese Friendship society. Keeping a ‘to-do’ list reflects some time management skills (Romano, 2017).

5.3.1.9 *Procrastination of daily tasks*

The question asked was on procrastination, a time management behaviour. Law and Schouwenburg (1993), for instance, included procrastination as a time management trait in their study. In this study, the question, ‘do you often procrastinate (postpone) completing your daily tasks?’ was asked.

Findings

Statistics

Delaying

N	Valid	120
	Missing	12

Delaying

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	51	38.6	42.5	42.5
	Some Times	41	31.1	34.2	76.7
	No	28	21.2	23.3	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 11: frequency distribution of the number of employees who have the propensity of postponing their daily works

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Delaying	120	90.9%	12	9.1%	132	100.0%

Report

Delaying

Mean	N	Std. Deviation
1.8083	120	.79172

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Delaying	120	1.8083	.79172	.07227

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Delaying	25.021	119	.000	1.80833	1.6652	1.9514

Graph

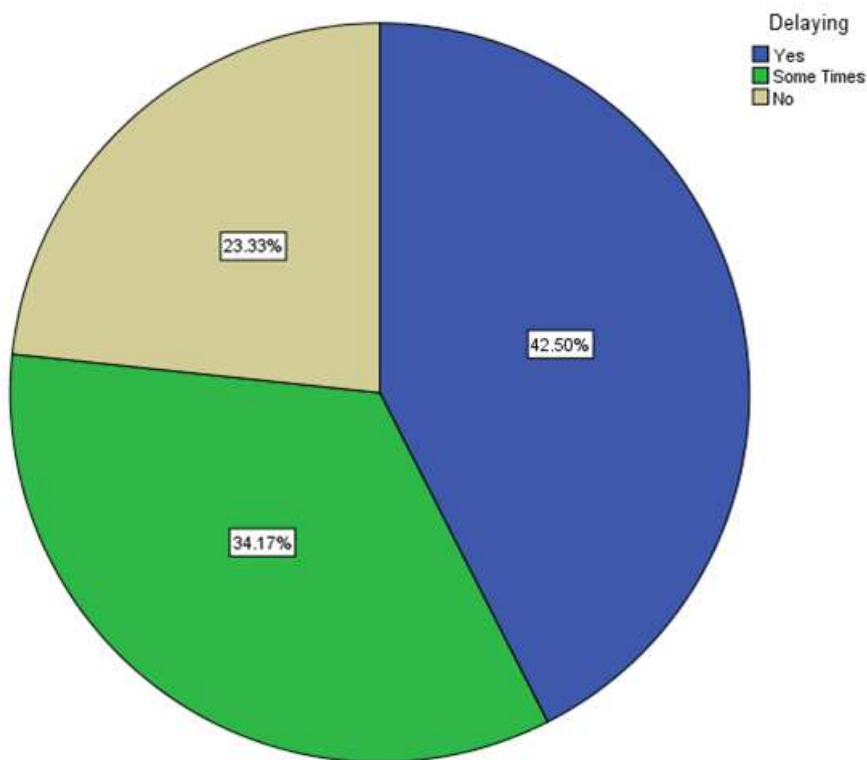


Figure 34: Graphical representation of the number of employees who have the propensity of postponing their daily works

About 60% of the employees indicated that they avoid postponing their daily work. Instead they work overtime to finish their scheduled work on time. However, about 40% of the employees are forced to postpone their work daily. Analysis reveals that most of the employees who postpone daily work are less experienced and have not adopted the work regime of the organization yet.

5.3.1.10 *One task at a time approach*

The question asked was ‘do you give your undivided attention to one task at a time?’ which in essence assesses multi-tasking skills and some prioritisation of tasks. The concentration of one task at a time is consistent with monochronic time culture (Sarooghi et al., 2015) (see 3.2.1.1).

Findings

Statistics

Attention

N	Valid	120
	Missing	12

Attention

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	45.5	50.0	50.0
	Some Times	30	22.7	25.0	75.0
	No	30	22.7	25.0	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 12: Frequency distribution of the number of employees who give undivided attention to one task at a time

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Attention	120	90.9%	12	9.1%	132	100.0%

Report

Attention

Mean	N	Std. Deviation
1.7500	120	.83263

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Attention	120	1.7500	.83263	.07601

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Attention	23.024	119	.000	1.75000	1.5995	1.9005

Graph

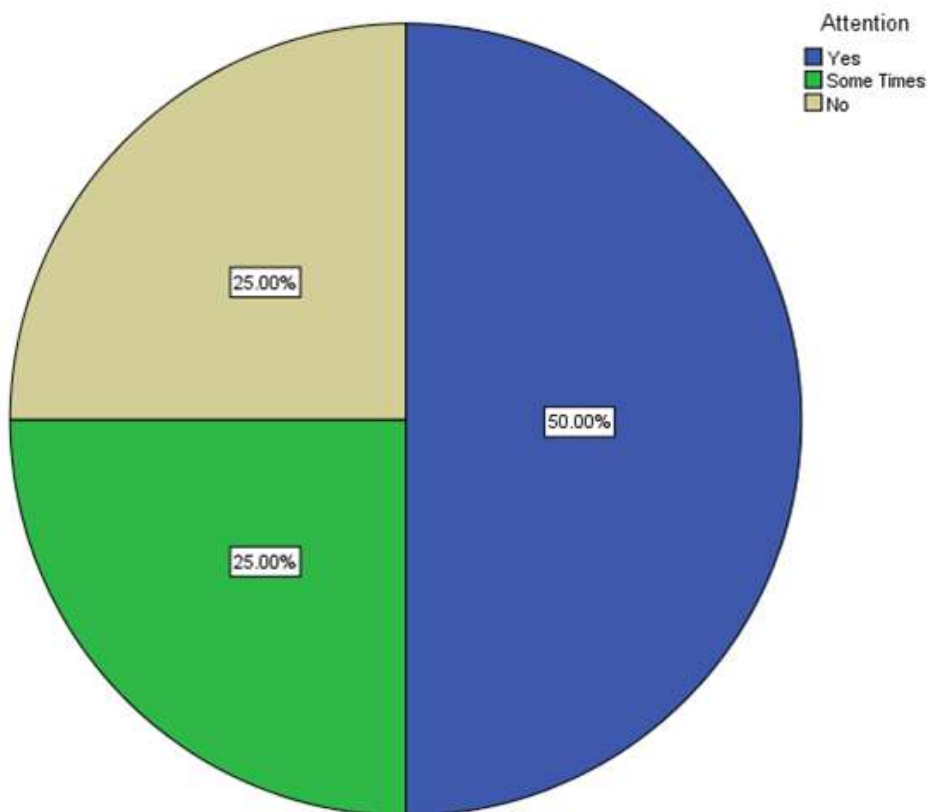


Figure 35: Graphical representation of the number of employees who give undivided attention to one task at a time

Critical projects compel the employees to focus on single task at a time. Most experienced employees (about 25%) however, work on multiple projects at a time. However, on most

instances, they work as project supervisors for important agencies and reputed clients. At times when project managers are on holidays or are unable to attend work, many of the senior employees come up as temporary project managers. This is why 25% of the employees opined that sometimes they work on multiple projects and at other times they operate only one project at a time. According to Schaltegger et al. (2017), working on multiple projects disrupts the time frames of the projects and meeting deadlines become harder.

5.3.1.11 Identification of activities with high value

The question addressed here was on identification of activities with high value in terms of productivity and thus, the need to have these prioritised. The respondents were asked ‘Do you know which of your activities have high value productivity?’. As discussed in section 3.1.9, prioritisation of task is an important time management skill which involves the identification of key tasks that are most important. The results are presented below.

Findings

Statistics

Value of activities

N	Valid	77
	Missing	55

Value of activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	22	16.7	28.6	28.6
	Some Times	28	21.2	36.4	64.9
	No	27	20.5	35.1	100.0
	Total	77	58.3	100.0	
Missing	System	55	41.7		
Total		132	100.0		

Table 13: Frequency distribution of the awareness of the employees regarding the priority level of their tasks

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Valuability	77	58.3%	55	41.7%	132	100.0%

Report

Valuability

Mean	N	Std. Deviation
2.0649	77	.80029

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Valuability	77	2.0649	.80029	.09120

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Valuability	22.641	76	.000	2.06494	1.8833	2.2466

The results show a mean of 2.0649 based on 77 observations. The mean difference of 2.06494 and standard deviation of 0.80029 reflects a wider spread in the responses of the participants. With p-value of 0.000, the null hypothesis that employees do not identify high value activities is rejected.

Graph

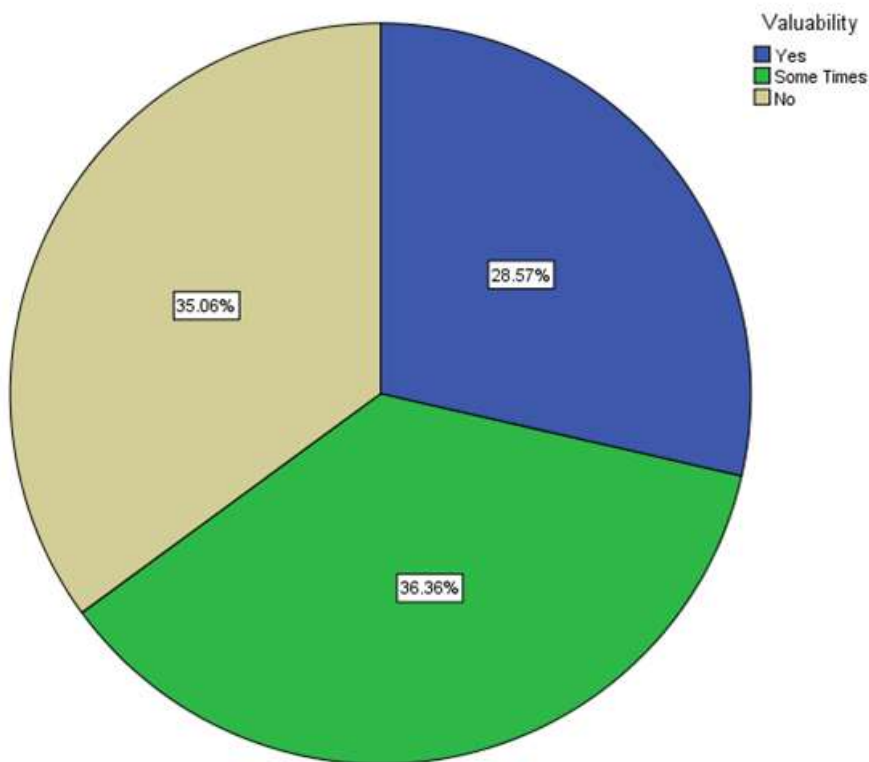


Figure 36: Graphical representation of the awareness of the employees regarding the priority level of their tasks

The response of the employees to this question makes it evident that the employees are not clear of the priority level of their work. This is because; most of the employees are given specific deadlines for working. The deadlines set for high and low priority tasks do not vary. Hence the employees have to equally prioritise their works.

5.3.1.12 *Differentiation of important and urgent activities*

Related to the question above is employees' ability to differentiate between important and urgent activities. This is an important skill in time management as it contributes to the prioritisation of activities. Respondents were asked the question 'do you differentiate between important and urgent activities?'

Findings

Statistics

Differentiation

N	Valid	120
	Missing	12

Differentiation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	46	34.8	38.3	38.3
	Some Times	36	27.3	30.0	68.3
	No	38	28.8	31.7	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 14: Frequency distribution of the employees' ability to differentiate between important and urgent activities

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Differentiation	120	90.9%	12	9.1%	132	100.0%

Report

Differentiation

Mean	N	Std. Deviation
1.9333	120	.83750

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Differentiation	120	1.9333	.83750	.07645

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Differentiation	25.288	119	.000	1.93333	1.7819	2.0847

The results revealed a mean value of 1.9333 which was quite spread as reflected in the standard deviation of 0.83750. At 95% confidence level, the mean varies from the expected of 1.93333. The p-value is also less than 0.005 implying the rejection of the null hypothesis that employees do not differentiate between important and urgent activities is rejected.

Graph

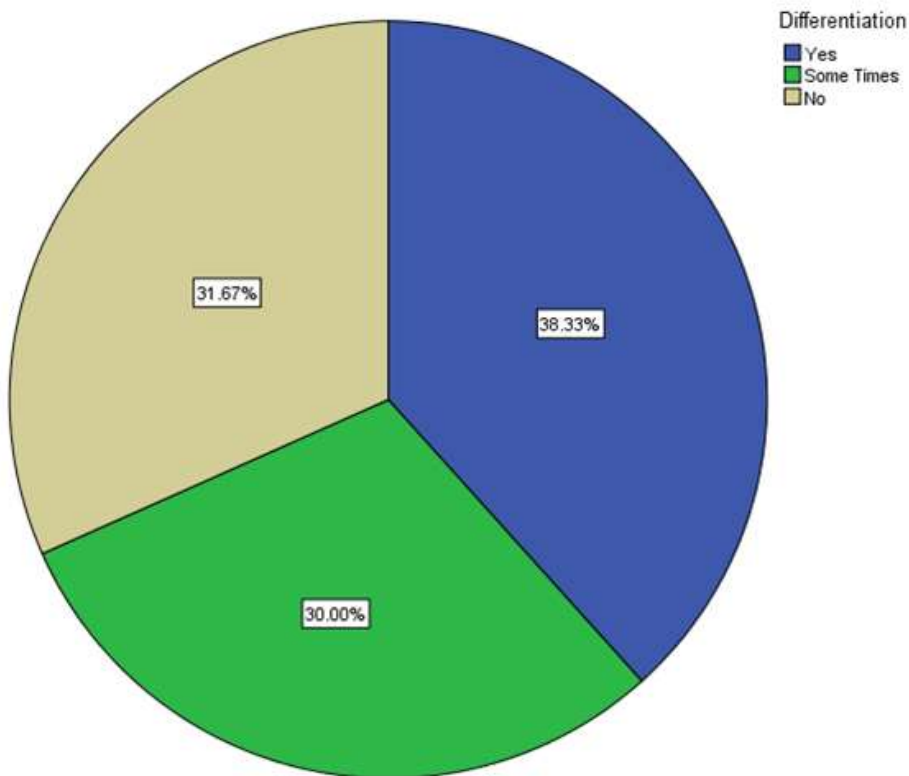


Figure 37: Graphical representation of the employees' ability to differentiate between important and urgent activities

Most of the employees in the organization work on single projects at a time. Rarely do they drop ongoing projects for any urgent work. Actually, the vast working force makes it easier for the managers of the organization to carry on urgent projects parallelly with ongoing important projects. Only 38% of the senior employees have the choice of choosing the tasks which are urgent over ongoing important works.

5.3.1.13 Appointment planning and keeping time

Planning and coordination of activities forms another important aspect in time management behaviour (Korschun et al., 2014). This involves, among others, the keeping of time to appointments and running activities according to the time schedules. The question asked here was ‘do you plan to be 10 to 15 minutes early for all appointments?’. This was aimed at assessing the participants’ value towards time keeping.

Findings

Statistics

Planning

N	Valid	120
	Missing	12

Planning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	37.9	41.7	41.7
	Some Times	37	28.0	30.8	72.5
	No	33	25.0	27.5	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 15: Frequency distribution of the perception among the workers to arrive 10 to 15 minutes early at work

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Planning	120	90.9%	12	9.1%	132	100.0%

Report

Planning

Mean	N	Std. Deviation
1.8583	120	.82295

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Planning	120	1.8583	.82295	.07512

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Planning	24.737	119	.000	1.85833	1.7096	2.0071

Similar to results above, there is a great dispersion on the responses of the participants around the mean value of 1.8583. The T Test also shows a mean difference of 1.85833 giving lower interval of 1.7096 and upper interval of 2.0071 which is quite significant.

Graph

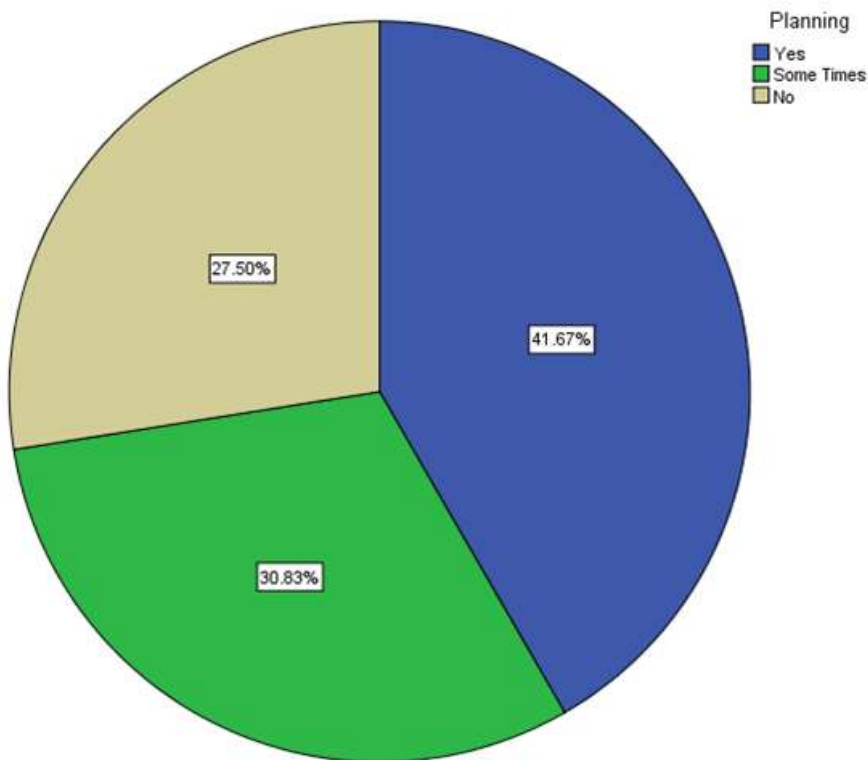


Figure 38: Graphical representation of the perception among the workers to arrive 10 to 15 minutes early at work

Maximum percentage of the employees (about 42%) responded that they prefer to come 10 to 15 fifteen earlier than their stipulated reporting time. This helps them in setting small time logs for their whole day work. The whole-time map for the days' work is created in that time. About 31% of the employees decide to come early based on the intensity of the projects or the importance and vitality of their respective day's work. Lastly, about 28% of the employees opined that they set their time frames personally, on the previous day. Some of them find it difficult to reach early owing to the fact that they travel long distances for coming to work. According to Schneiker (2016), work meetings before starting the day's work helps the project managers to direct their team members to convey some necessary directions for working within deadlines.

5.3.1.14 *Avoidance of meetings that are time wasters*

Besides keeping time to attend meetings, effective time management also requires that employees avoid time wasting meetings altogether. These could be defined as meetings that do

not add value to overall objectives of the organisations. As such, participants were asked ‘do you avoid meetings that are time wasters?’. This is an important skill towards prioritisation of activities also. The results are presented below.

Findings

Statistics

Prioritisation

N	Valid	120
	Missing	12

Prioritization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	37.9	41.7	41.7
	Some Times	43	32.6	35.8	77.5
	No	27	20.5	22.5	100.0
	Total	120	90.9	100.0	
Missing	System	12	9.1		
Total		132	100.0		

Table 16: Frequency distribution of the perception among employees about the fact that meetings are time wasters

Analysis

Mean Value

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Prioritisation	120	90.9%	12	9.1%	132	100.0%

Report

Prioritisation

Mean	N	Std. Deviation
1.8083	120	.78103

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Prioritisation	120	1.8083	.78103	.07130

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Prioritisation	25.363	119	.000	1.80833	1.6672	1.9495

The results show a mean of 1.8083 which is relatively less spread despite the mean difference of 1.80833. The standard error mean of 0.07130 suggests that the mean is reflective of the population average. Again, the null hypothesis that participants do not avoid time wasting meeting is rejected since the p-value is less than 0.001.

Graph

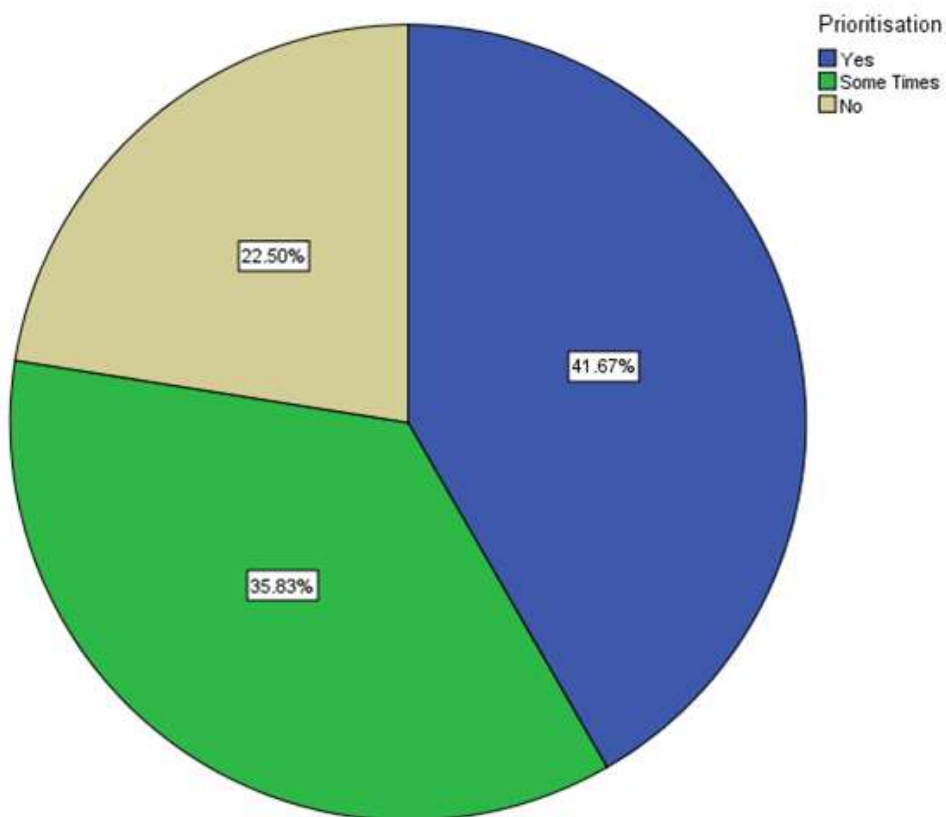


Figure 39: Graphical representation of the perception among employees about the fact that meetings are time wasters

In a large organization like Qatari-Japanese Friendship society, power and responsibility is devolved. The junior employees are part of their executive teams only. However, 41% of the senior members participate in group meetings with the hierarchy. About 35% of the speciality group employees are often invited in meetings to share their technical knowledge with team leaders and project managers. Rest of the members (23%), receive work instructions on a common online platform. They personally interact with the project managers for discussing about time management of their work. Shava and Maramura (2016) argues that in today's world of technological communication, meetings are a neanderthal arrangement which is basically a waste of time in most occasions.

5.3.1.15 Maintenance of accurate, accessible, current and streamlined files

The maintenance of accurate, accessible, current and streamlined files is important in organising and management of activities. The participants were asked the question ‘are your files often accurate, accessible, current and streamlined?’. The maintenance of accurate, accessible, current and streamlined files should be supported by technological equipment.

Findings

Filing

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Yes	45	37.5	37.5	37.5
Some Times	46	38.3	38.3	75.8
N0	29	24.2	24.2	100.0
Total	120	100.0	100.0	

Table 17: Table for finding whether the files often accurate, accessible, current and streamlined

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Filing	120	100.0%	0	0.0%	120	100.0%

Report

Filing

Mean	N	Std. Deviation
1.8667	120	.77712

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Filing	120	1.8667	.77712	.07094

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Filing	26.313	119	.000	1.86667	1.7262	2.0071

Graph

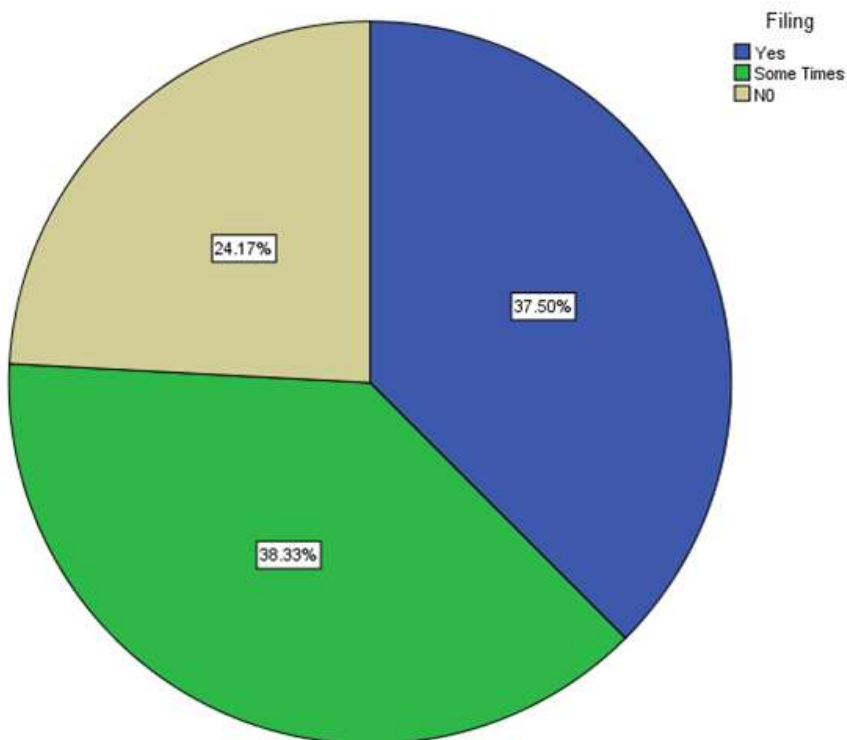


Figure 40: Statistical representation for finding whether the files often accurate, accessible, current and streamlined

As per the above question, it can be seen that 37.5% employees have responded that the files are often accessible, accurate, current and streamlined. 38.3% have responded that it is visible sometimes. On the other hand, 24.2% have responded that the files are not accurate, current, accessible and streamlined most of the times. The mean value for this question is 1.8667. On

the other hand, the standard deviation value is 0.77712 with the standard error mean value of 0.07094. There is relatively less dispersion in the responses of the participants.

In accordance to the above question, it can be analysed that the large number of employees of NGO, has responded that the files are not in sorted manner all the time, however it can be seen in organised manner sometimes. Hence, it can be said that the filing process at the Qatari-Japanese NGO is required to be more developed and maintained so that the files can be accessible to employees all the times. As Ahmed (2017) argues, it can be suggested that in terms of holding the proper time management, it is required to make the filing system sorted.

5.3.1.16 Desk maintenance

Effective time management essentially means the appropriate organisation of tasks and work schedules (Korschun et al., 2014). It also means attending to tasks when they fall due and thus avoid accumulating overdue tasks or work on employees' desks. The question addressed was 'is your desk clear of clutter and tidy?'. The question is basically trying to assess the management of work load and as such, ensuring some work-life balance.

Findings

Desking

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	39	32.5	32.5	32.5
Some Times	38	31.7	31.7	64.2
N0	43	35.8	35.8	100.0
Total	120	100.0	100.0	

Table 18: Table for finding whether the desks are clear of clutter and tidy

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Desking	120	100.0%	0	0.0%	120	100.0%

Report

Desking

Mean	N	Std. Deviation
2.0333	120	.82943

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Desking	120	2.0333	.82943	.07572

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Desking	26.855	119	.000	2.03333	1.8834	2.1833

Graph

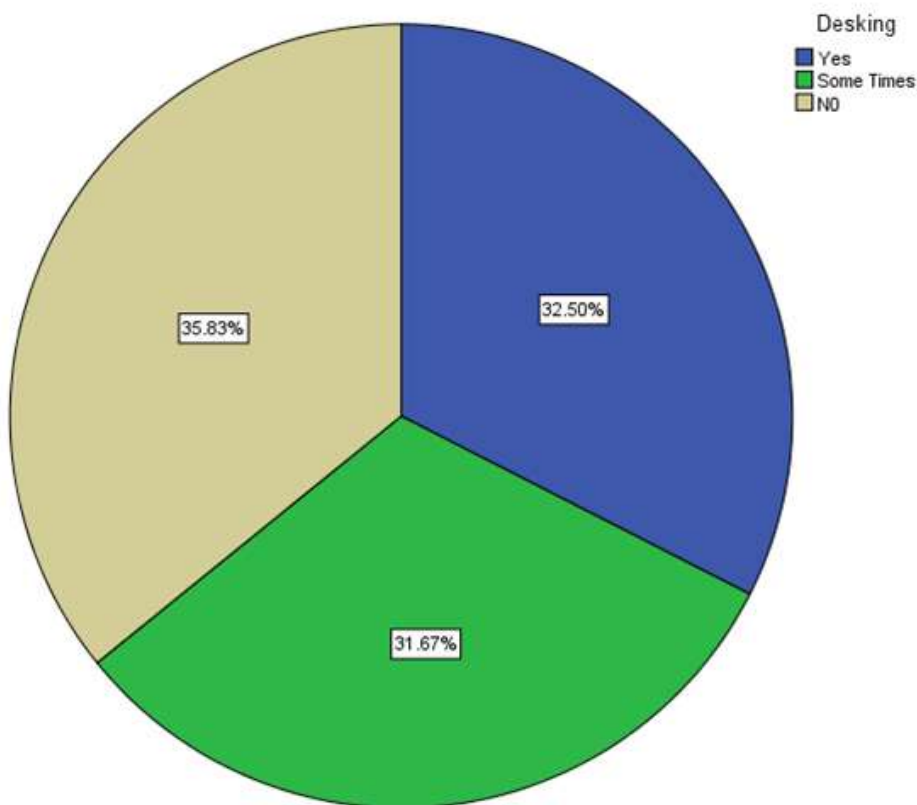


Figure 41: Statistical representation for finding whether the desks are clear of clutter and tidy

According to the above question, 32.5% employees have responded that their respective desks are usually neat and clean. 31.7% have responded that the desks are clear sometimes not always. On the other hand, 35.8% have responded that their desks are not at all clear and tidy. The mean and standard deviation value for this question are respectively 2.0333 and 0.82943.

According to the T-test, standard error mean value is 0.07572. The dispersion in the results around the mean is high as reflected by the standard deviation and also the mean difference of 2.03333 which is the same as the mean value.

It can be analysed from the above question that the large number of employees have responded that their desks are not clean and tidy at all. Therefore, the management of the NGO is indeed essential to take care about the tidiness at workplace so that employees can work comfortably. Comfort is ultimate for the employees to work at the organisation for long-term (ArAs, 2016).

5.3.1.17 Relaxing without worrying about work

Appropriate work life balance is key in reducing work related stress (Breevaart et al., 2016). As such, when tasks have been completed in a timely manner, there is more time for leisure activities among others. The question asked here was ‘are you able to relax in your free time without worrying about your work?’. Relaxing without worrying about work occurs when work has been successfully completed.

Findings

Recreation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	36	30.0	30.0	30.0
	Some Times	38	31.7	31.7	61.7
	N0	46	38.3	38.3	100.0
	Total	120	100.0	100.0	

Table 19: Table for finding whether the employees are able to relax in their free time without worrying about their work

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Recreation	120	100.0%	0	0.0%	120	100.0%

Report

Recreation

Mean	N	Std. Deviation
2.0833	120	.82588

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Recreation	120	2.0833	.82588	.07539

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Recreation	27.633	119	.000	2.08333	1.9340	2.2326

Graph

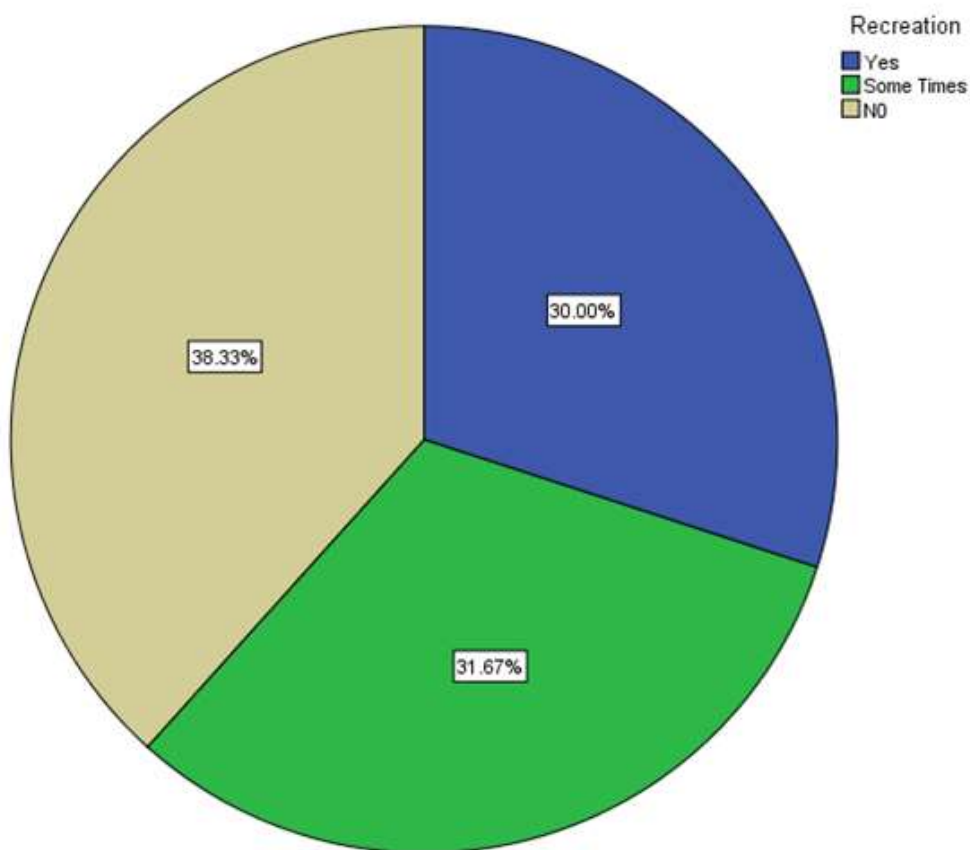


Figure 42: Statistical representation for finding whether the employees are able to relax in their free time without worrying about their work

From the above question, it can be seen that 30.0% employees have responded that they are able to relax at their leisure times without having any tension of workload. 31.7% have

responded that it is possible for them sometimes but not always. 38.3% have responded that they are not able to have ultimate relaxation at free times. The mean value and standard deviation value are 2.0833 and 0.82588 respectively. The standard error mean value is 0.07539. The mean difference and standard deviations are quite high and almost the same as the average indicating a wide dispersion in the participants' responses.

It can be analysed that the large number of employees have responded that they do not have proper relaxation during free times at workplace. Recreation is must-have quality for the employees to perform better at workplace (Banba and Shaw, 2017). Hence, the management is required to motivate employees in such a manner so that they can be able to relax at their free times.

5.3.1.18 Avoiding taking work home or staying late at work to finish

Consistent with maintaining work life balance, the question posed to participants was 'do you avoid taking work home or staying late at work to finish it?'. With good time management and organisational skills, employees are expected to manage their workloads and avoid stress that may ensue from poorly managed activities. The results are presented below.

Findings

Workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	45.8	45.8	45.8
	Some Times	29	24.2	24.2	70.0
	N0	36	30.0	30.0	100.0
	Total	120	100.0	100.0	

Table 20: Table for finding whether the employees avoid taking work home or staying late at work to finish it

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Workload	120	100.0%	0	0.0%	120	100.0%

Report

Workload

Mean	N	Std. Deviation
1.8417	120	.85990

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Workload	120	1.8417	.85990	.07850

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Workload	23.461	119	.000	1.84167	1.6862	1.9971

Graph

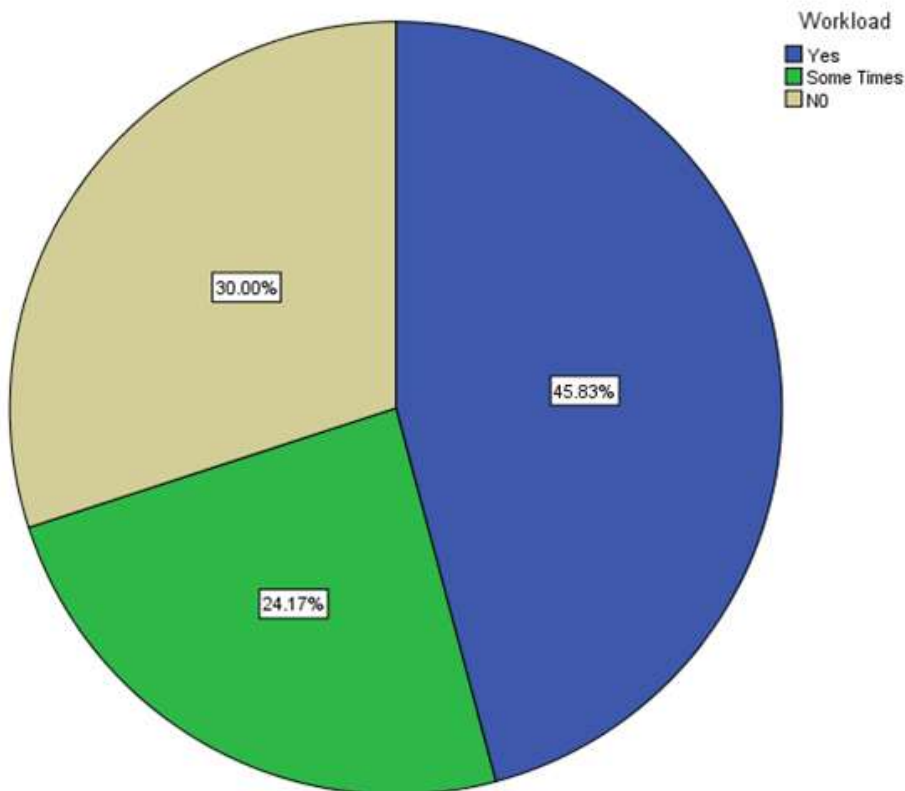


Figure 43: Statistical representation for finding whether the employees avoid taking work home or staying late at work to finish it

The 45.8% employees have responded that they do avoid taking works at home and if needed they stay late at office for finishing work. 24.2% have responded that they follow it sometimes. 30.0% have responded that they do take works at home. The standard deviation and mean value

are respectively 0.85990 and 1.8417. The standard error mean value is 0.07850 for this question reflecting that the mean value of 1.8417 is a reliable estimate of the average for the population.

It can be analysed that the maximum number of employees do avoid taking works at home. Hence, the employees are with proper interpersonal skills in case of work-life balancing. Work-life balancing is associated with the core essential of time management (Batti, 2014).

5.3.1.19 Usage of specific techniques for keeping paperwork under control

The question asked was ‘do you use specific techniques for keeping paperwork under control?’. This was aimed at revealing whether some techniques are utilised in managing documentation paperwork. This relates also to the continuing need to employ IT in managing and organising work. The findings are presented below.

Findings

Paperwork

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	40	33.3	33.3	33.3
Some Times	36	30.0	30.0	63.3
N0	44	36.7	36.7	100.0
Total	120	100.0	100.0	

Table 21: Table for finding whether the employees use specific techniques for keeping paperwork under control

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Paperwork	120	100.0%	0	0.0%	120	100.0%

Report

Paperwork

Mean	N	Std. Deviation
2.0333	120	.83950

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Paperwork	120	2.0333	.83950	.07664

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Paperwork	26.532	119	.000	2.03333	1.8816	2.1851

Graph

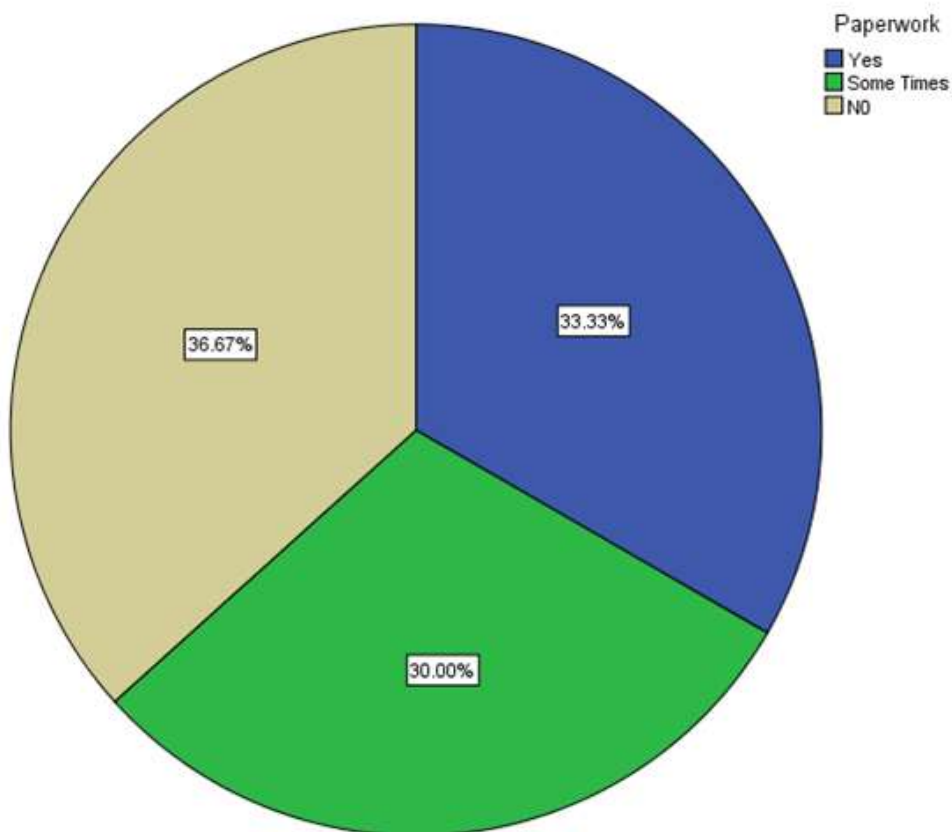


Figure 44: Statistical representation for finding whether the employees use specific techniques for keeping paperwork under control

33.3% employees have responded that they do use specific methods for keeping their paperwork under control. 30.0% have responded that they do follow it sometimes. 36.7% have

responded that they do not follow this. The mean value and standard deviation value are respectively 2.0333 and 0.83950. According to the T-test, the standard error mean is 0.07664 meaning that the mean value is a reliable indicator of the population average. However, the responses around the mean value are widely spread as reflected by the standard deviation.

It can be analysed that the highest number of employees do not follow specific method for keeping paperwork under control. Thus, proper training is required among the employees so that they can adopt systematic manner for keeping paperwork under control. Systematic approach is essential to be maintained by the employees for better development (Bennett, 2014).

5.3.1.20 Starting and finishing work on time

With proper planning, scheduling and time management, tasks should likely be completed on time (Adejo, 2012; Forsyth, 2003). Thus, the question asked here was on whether participants started and completed projects on time. The question was ‘do you start and finish projects on time?’. The responses are analysed below.

Findings

Timely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	37.5	37.5	37.5
	Some Times	27	22.5	22.5	60.0
	N0	48	40.0	40.0	100.0
	Total	120	100.0	100.0	

Table 22: Table for finding whether the employees start and finish projects on time

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Timely	120	100.0%	0	0.0%	120	100.0%

Report

Timely

Mean	N	Std. Deviation
2.0250	120	.88368

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Timely	120	2.0250	.88368	.08067

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Timely	25.103	119	.000	2.02500	1.8653	2.1847

Graph

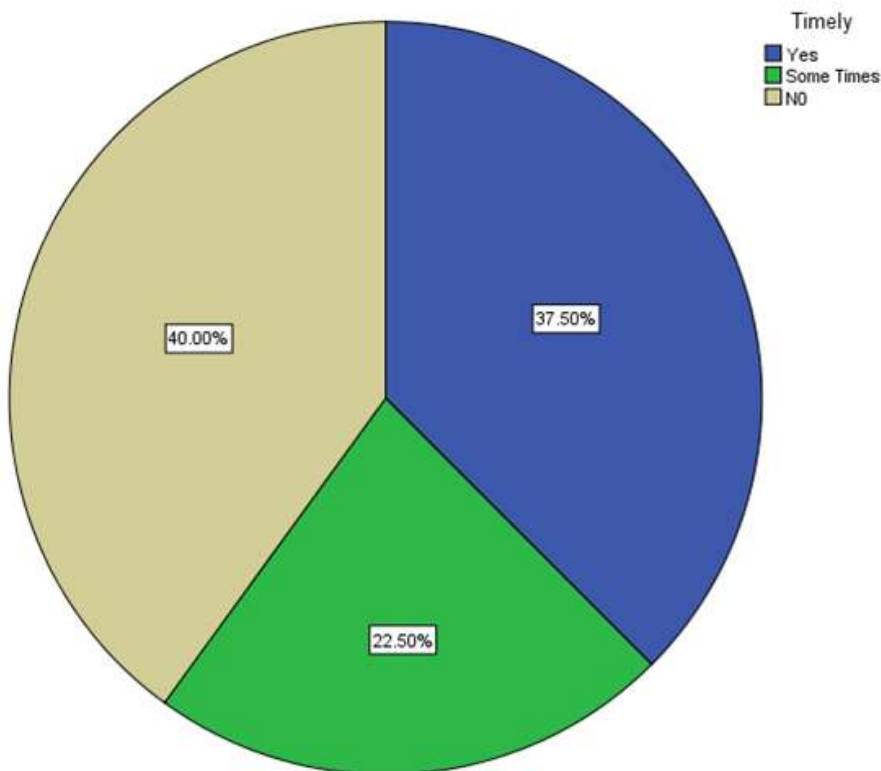


Figure 45: Statistical representation for finding whether the employees start and finish projects on time

The standard deviation and mean value are 0.88368 and 2.0250. According to the T-test, the standard error mean value is 0.08067 reflecting the reliability of the sample mean. The p-value is less than 0.001 implying that the null hypothesis that employees do not start and finish projects on time is rejected.

The large number of employees has responded that they do not start or end projects in a timely manner. Hence, it can be analysed that the employees are required to have organisational culture and proper ethics for better timely performance. Improper ethics should not be present among employees in case of time management (Blok et al., 2015).

5.3.1.21 Involvement in other people's work

The question asked to participants was 'do you avoid becoming involved in other people's work-doing things that they could or should be doing themselves?'. This was aimed at understanding whether an appropriate level of task or activity delegation, another key aspect in time management behaviour, was being done in the organisation. When tasks are distributed fairly, the timely completion rates should be good. The findings are presented below.

Findings

Involvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	36.7	36.7	36.7
	Some Times	39	32.5	32.5	69.2
	N0	37	30.8	30.8	100.0
	Total	120	100.0	100.0	

Table 23: Table for finding whether the employees avoid becoming involved in other people's work-doing things that they could or should be doing themselves

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Involvement	120	100.0%	0	0.0%	120	100.0%

Report

Involvement

Mean	N	Std. Deviation
1.9417	120	.82295

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Involvement	120	1.9417	.82295	.07512

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Involvement	25.846	119	.000	1.94167	1.7929	2.0904

Graph

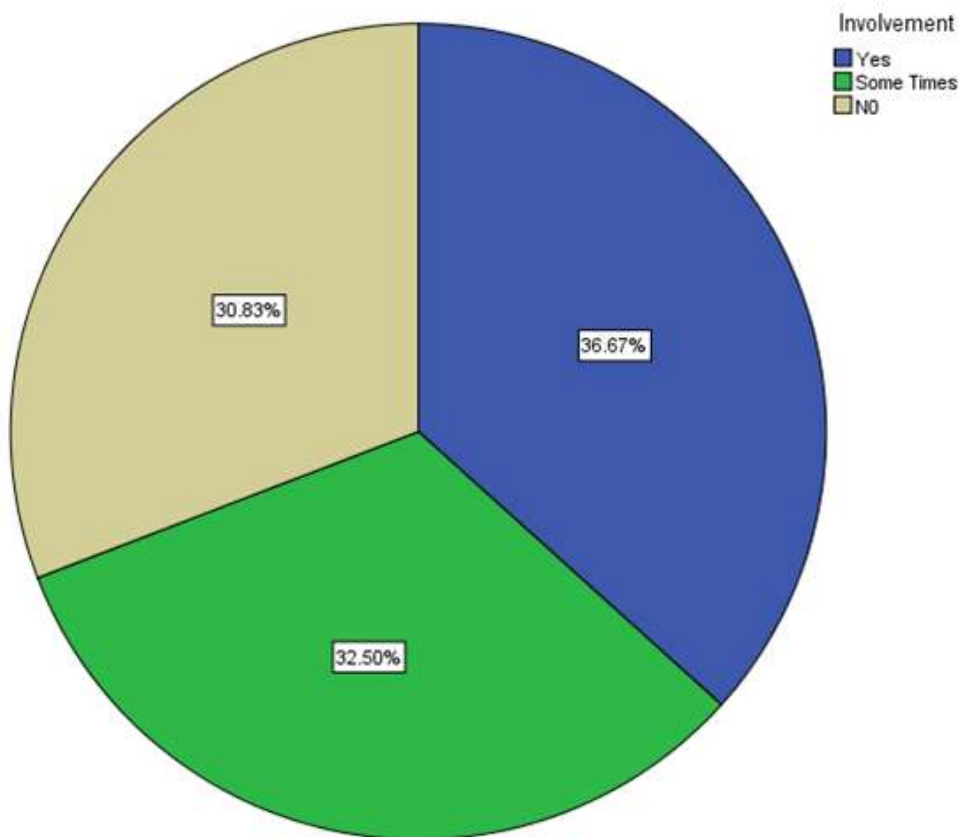


Figure 46: Statistical representation for finding whether the employees avoid becoming involved in other people's work-doing things that they could or should be doing themselves

Both the mean value and standard deviation value for this question are respectively 1.9417 and 082295. According to T-test, the standard error mean value is 0.07512. The null hypothesis that employees do not get involved in others' work is rejected as the p-value is less than 0.001.

It can be analysed that 36.7%, the highest number of employees have responded that they do not interfere in the work of other people at workplace. Therefore, the employees are with responsibility of personal performance so that conflicting viewpoint cannot be arrived. The employee relation should be good with each other and without conflicting viewpoints (D’Espallier et al., 2017).

5.3.1.22 Staff replacement of tasks

The question that participants were responding to is ‘can someone else undertake your tasks if you are not available?’. This question addresses the aspect regarding delegation of activities and the tasks being independent of any employee. As such, staff unavailability should not hinder progression of activities. The findings to this question are presented below.

Findings

Undertaking

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	46	38.3	38.3	38.3
Some Times	35	29.2	29.2	67.5
N0	39	32.5	32.5	100.0
Total	120	100.0	100.0	

Table 24: Table for finding whether someone else can undertake their tasks if they are not available

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Undertaking	120	100.0%	0	0.0%	120	100.0%

Report

Undertaking

Mean	N	Std. Deviation
1.9417	120	.84312

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Undertaking	120	1.9417	.84312	.07697

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Undertaking	25.228	119	.000	1.94167	1.7893	2.0941

Graph

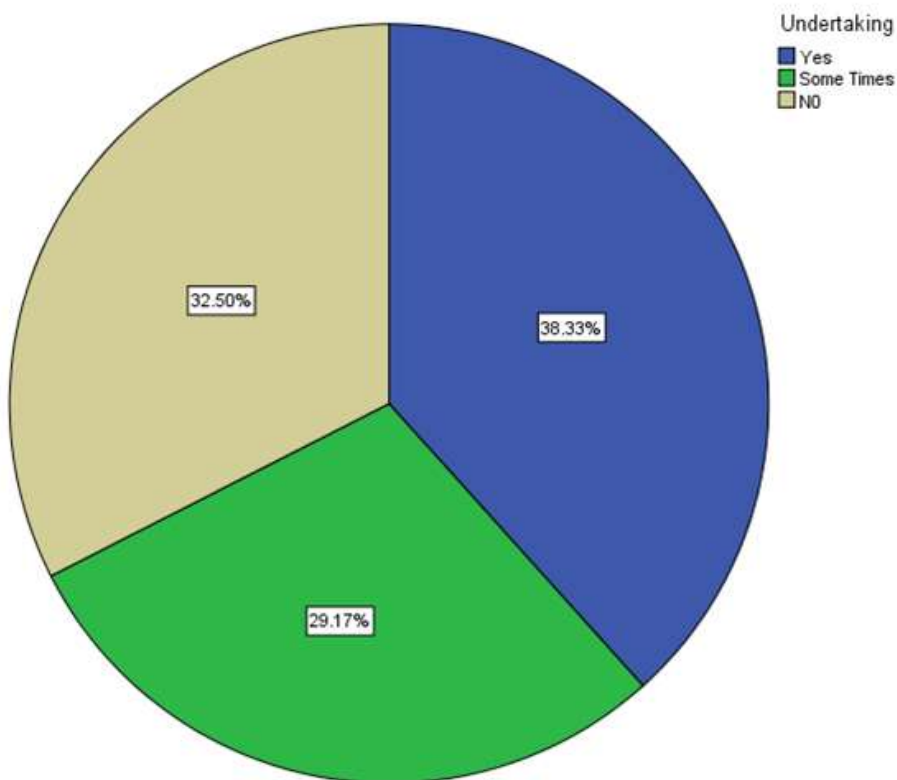


Figure 47: Statistical representation for finding whether someone else can undertake their tasks if they are not available

As per the above question, the standard deviation and mean value are respectively 0.84312 and 1.9417. According to T-test, standard error mean value is 0.07697. The p-value of 0.000 implies that the null hypothesis that another employee can not undertake the tasks when allocated employee is unavailable is rejected. The standard error mean is low which reflects that the mean value of 1.9417 is a reliable average of the population.

According to the results, 38.3%, the highest number of employees has responded that some other employees are able to undertake the working responsibility at the absence of someone. Hence, it can be said that the employees have proper coordination among them. However, management has also major role in it. Proper understanding is essential among the employees for better relationship at workplace (Den Hond, de Bakker and Doh, 2015).

5.3.1.23 Importance of good time keeping in NGO

As discussed in section 2.1.3, the nature of non-governmental organisations is different from profit seeking organisations. The non-governmental organisation's objectives have a more societal orientation and thus the achievement of these objectives is based on the resultant benefits to society (Ramadan and Borgonovi, 2015). Employees' time perception and drive might also be impacted. The question being addressed here is whether employees who work for NGOs 'find that good time management is of utmost importance?'. The results are presented below.

Findings

Importance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	34.2	34.2	34.2
	Some Times	37	30.8	30.8	65.0
	N0	42	35.0	35.0	100.0
	Total	120	100.0	100.0	

Table 25: Table for finding whether good time management is utmost important for working at an NGO

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Importance	120	100.0%	0	0.0%	120	100.0%

Report

Importance

Mean	N	Std. Deviation
2.0083	120	.83511

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Importance	120	2.0083	.83511	.07623

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Importance	26.344	119	.000	2.00833	1.8574	2.1593

Graph

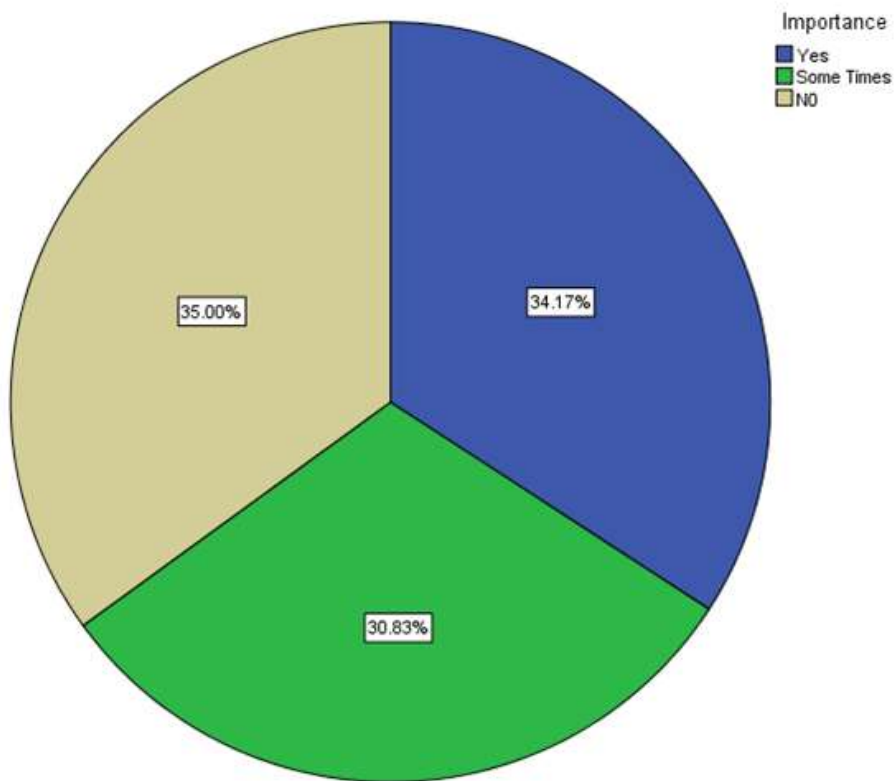


Figure 48: Statistical representation for finding whether good time management is utmost important for working at an NGO

The mean value and standard deviation value are 2.0083 and 0.83511. The T-test defines that the standard error mean value is 0.07623. Thus, there is a wide spread in the responses around the mean.

It can be analysed that 35.0%, the large number of employees have responded that they do not find time management is so much important for working at NGO. Therefore, the employees should have proper knowledge of time management and resource management is required to take care of this fact. Time management is undoubtedly crucial for both the commercial and non-governmental organisations (Gálvez et al., 2016).

5.3.1.24 *Avoidance of time-wasting activities*

Voidance of time-wasting activities is an important aspect which should contribute to the identification of important and urgent activities. As such, the question raised to the participants

was ‘Are you aware of and take steps to avoid time-wasting activities?’. This helps assess whether participants could actually identify these time-wasting activities and thus avoid them. The results are presented below.

Findings

Aware

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	25.0	25.0	25.0
	Some Times	40	33.3	33.3	58.3
	N0	50	41.7	41.7	100.0
	Total	120	100.0	100.0	

Table 26: Table for finding whether the employees are aware of and take steps to avoid time-wasting activities

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Aware	120	100.0%	0	0.0%	120	100.0%

Report

Aware

Mean	N	Std. Deviation
2.1667	120	.80266

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Aware	120	2.1667	.80266	.07327

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Aware	29.570	119	.000	2.16667	2.0216	2.3118

Graph

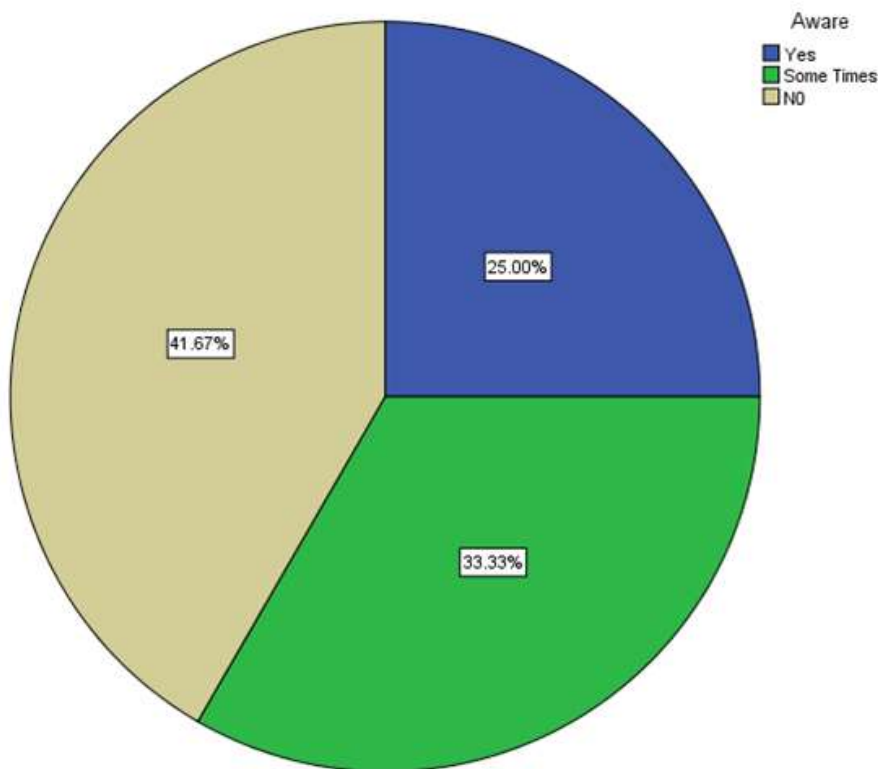


Figure 49: Statistical representation for finding whether the employees are aware of and take steps to avoid time-wasting activities

According to the above question, the mean and standard deviation value are respectively 2.1667 and 0.80266. The T-test justifies that the standard error mean value is 0.07327. A high t-value of 29.570 was recorded with a p-value of 0.000. The null hypothesis that employees are not aware of time-wasting activities is rejected.

It can be analysed that largest number of employees, 41.7% have responded that they are not aware of avoiding the time-wasting activities at workplace. Hence, the employees are with improper ethics about time management at the Qatari-Japanese NGO. Management should provide proper knowledge among employees about time management. Employees should have appropriate viewpoint on activities that consumes time at workplace (Hasnain, 2014).

5.3.1.25 Usage of automated document management system

The question asked was ‘do you use automated document management system?’ Automatic document management systems help in organisation of tasks which should help in time management (McNamara, 2010).

Findings

Automation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	40.8	40.8	40.8
	Some Times	44	36.7	36.7	77.5
	N0	27	22.5	22.5	100.0
	Total	120	100.0	100.0	

Table 27: Table for finding whether the employees use automated document management system

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Automation	120	100.0%	0	0.0%	120	100.0%

Report

Automation

Mean	N	Std. Deviation
1.8167	120	.77766

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Automation	120	1.8167	.77766	.07099

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Automation	25.590	119	.000	1.81667	1.6761	1.9572

Graph

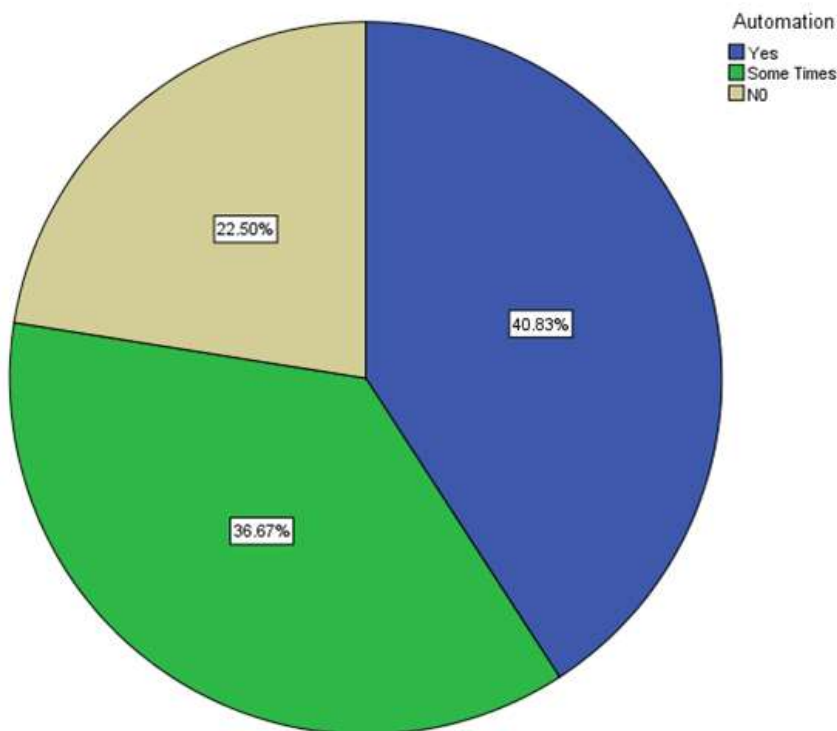


Figure 50: Statistical representation for finding whether the employees use automated document management system

The mean value and standard deviation value are 1.8167 and 0.77766 respectively. According to T-test, standard error mean value is 0.07099. As the p-value is less than 0.001, the hypothetical assumption that employees do not use automated document management system is rejected. However, the overall spread of the results is wide as reflected by the standard deviation.

It can be analysed that the highest number of employees, 40.8% have responded that they utilise automated document management system. Thus, it is essential for the NGO to keep more organised the document management system and accessible as well. Document management is essential to be maintained by management system for better maintenance of documents (Hayes, 2014).

5.3.1.26 *Proper balance between computer and dictating equipment*

Technological advancement has been identified as one of the factors that affect time management behaviours. The question asked here was on whether there was a proper balance

in the use of computer equipment. As such, the specific question was ‘do you have a proper balance in the use of computer and dictating equipment?’. The results are presented next.

Findings

Balancing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	40.8	40.8	40.8
	Some Times	47	39.2	39.2	80.0
	N0	24	20.0	20.0	100.0
	Total	120	100.0	100.0	

Table 28: Table for finding whether the employees use a proper balance between computer and dictating equipment

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Balancing	120	100.0%	0	0.0%	120	100.0%

Report

Balancing

Mean	N	Std. Deviation
1.7917	120	.75477

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Balancing	120	1.7917	.75477	.06890

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Balancing	26.004	119	.000	1.79167	1.6552	1.9281

Graph

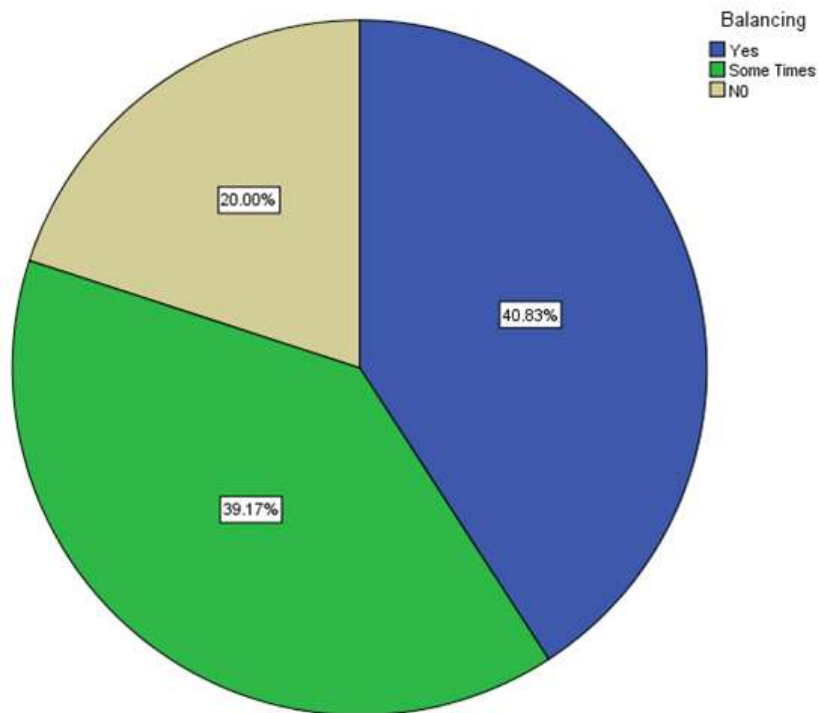


Figure 51: Statistical representation for finding whether the employees use a proper balance between computer and dictating equipment

The mean value and standard deviation value are respectively 1.7917 and 0.75477. The T-test defines that standard error mean value is 0.06890. The p-value is less than 0.001 implying that the null hypothesis that employees have no proper balance in the use of computers and dictating equipment is rejected.

It can be analysed that the highest number of employees, 40.8% have responded that they do proper balancing between the computers and dictating equipment. Hence, the employees are effective in adopting and balancing technology usage at workplace. Technology acceptance is essential for better time management at workplace (Imran and Nisar, 2014).

5.3.1.27 *Easiness in finding documents and files*

Effective organisation skills require that employees maintain and keep proper records which are appropriately filed. The question asked was ‘can you find documents and files easily and

quickly in your workplace?’ which was aimed at understanding whether employees have good organisation and documentation skills.

Findings

Documenting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	47	39.2	39.2	39.2
	Some Times	43	35.8	35.8	75.0
	N0	30	25.0	25.0	100.0
	Total	120	100.0	100.0	

Table 29: Table for finding whether the employees find documents and files easily and quickly in their workplace

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Documenting	120	100.0%	0	0.0%	120	100.0%

Report

Documenting

Mean	N	Std. Deviation
1.8583	120	.79172

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Documenting	120	1.8583	.79172	.07227

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Documenting	25.712	119	.000	1.85833	1.7152	2.0014

Graph

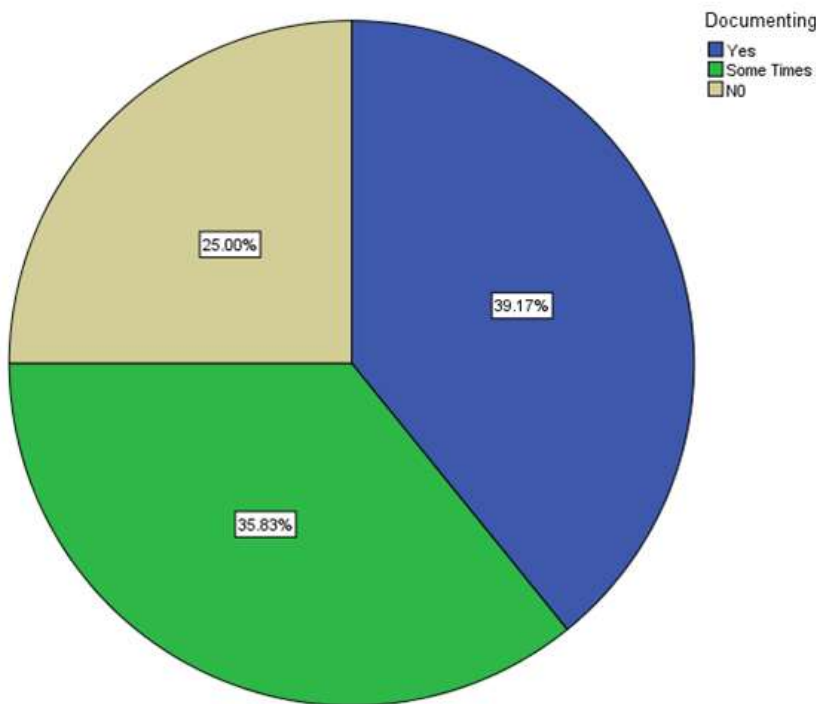


Figure 52: Statistical representation for finding whether the employees find documents and files easily and quickly in their workplace

According to the above question, mean value and standard deviation value are respectively 1.8583 and 0.79172. T-test justifies that standard error mean value is 0.07227. The standard error mean is low at 0.07227 implying that the mean value of 1.8583 is representative of the population mean.

It can be analysed that highest number of employees, 39.2% have responded that they are able to find files and documents easily and quickly at workplace. Hence, the management of Qatari-Japanese NGO is quite effective in file sorting and accessing. Proper sorting of documents is essential for better service (Keating and Thrandardottir, 2017).

5.3.1.28 *Sufficiency of time for self, family, community affairs and recreational/sporting activities*

The respondents were asked whether they have time for themselves, their families, community affairs and recreational/sporting activities. This is another way of assessing the work-life balance (Breevaart et al., 2016; Green and Skinner, 2005) which contributes to a healthy

lifestyle. The question asked was ‘do you believe that you have sufficient time available to spend on yourself, your family, community affairs and recreational/sporting activities?’. The results are presented below.

Findings

Sufficiency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	56	46.7	46.7	46.7
	Some Times	39	32.5	32.5	79.2
	N0	25	20.8	20.8	100.0
	Total	120	100.0	100.0	

Table 30: Table for finding whether the employees believe that they have sufficient time available to spend on themselves, their family, community affairs and recreational/sporting activities

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Sufficiency	120	100.0%	0	0.0%	120	100.0%

Report

Sufficiency

Mean	N	Std. Deviation
1.7417	120	.78318

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Sufficiency	120	1.7417	.78318	.07149

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Sufficiency	24.361	119	.000	1.74167	1.6001	1.8832

Graph

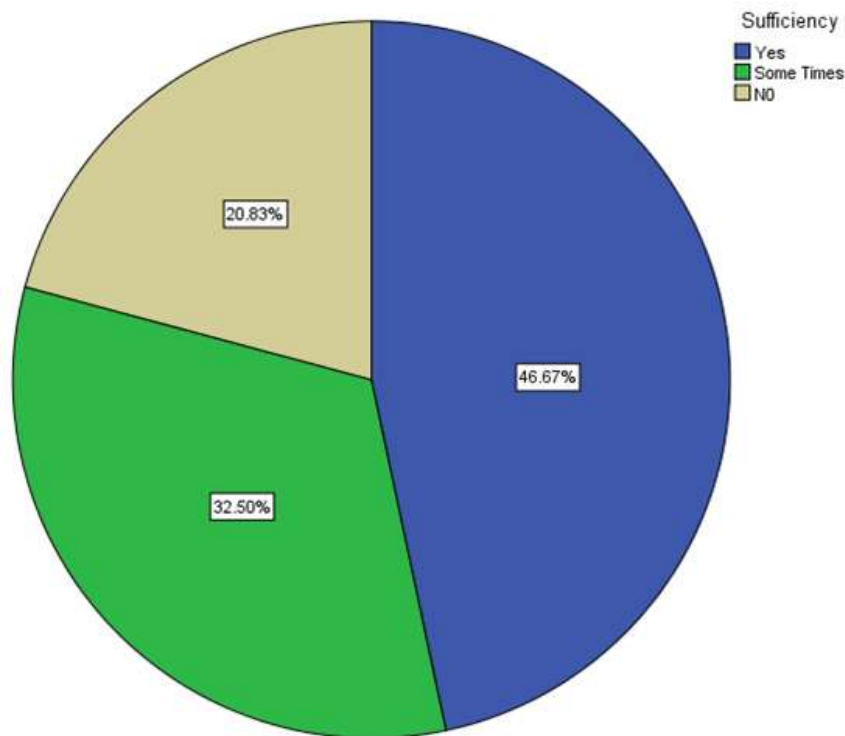


Figure 53: Statistical representation for finding whether the employees believe that they have sufficient time available to spend on themselves, their family, community affairs and recreational/sporting activities

Both the mean and standard deviation value are 1.7417 and 0.78318 respectively. The value of standard error mean according to T-test is 0.07149. The p-value is less than 0.001 and therefore, the null hypothesis that employees have no time for themselves, their family, community affairs and recreational/sporting activities is rejected.

It can be analysed that 46.7%, the highest number of employees have responded that they are able to have sufficient time for themselves and families. Hence, the NGO is quite efficient in providing flexible and proper work-life balancing so that they can be motivated at workplace. Quality time for family is indeed important for the employees of NGOs to lead personal life (Kralisch et al., 2018).

5.3.1.29 *The need to improve on time management*

The question asked to respondents was on whether they perceived the need to improve their time management. The question asked was ‘do you feel that you need to improve on your time management?’. This question essentially complements the other question in giving judgment to whether the respondents perceive their time management to be good or not. The results are presented below.

Findings

Improvement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	52	43.3	43.3	43.3
	Some Times	35	29.2	29.2	72.5
	N0	33	27.5	27.5	100.0
	Total	120	100.0	100.0	

Table 31: Table for finding whether the employees feel that they need to improve on their time management

Analysis

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Improvement	120	100.0%	0	0.0%	120	100.0%

Report

Improvement

Mean	N	Std. Deviation
1.8417	120	.83006

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Improvement	120	1.8417	.83006	.07577

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Improvement	24.305	119	.000	1.84167	1.6916	1.9917

Graph

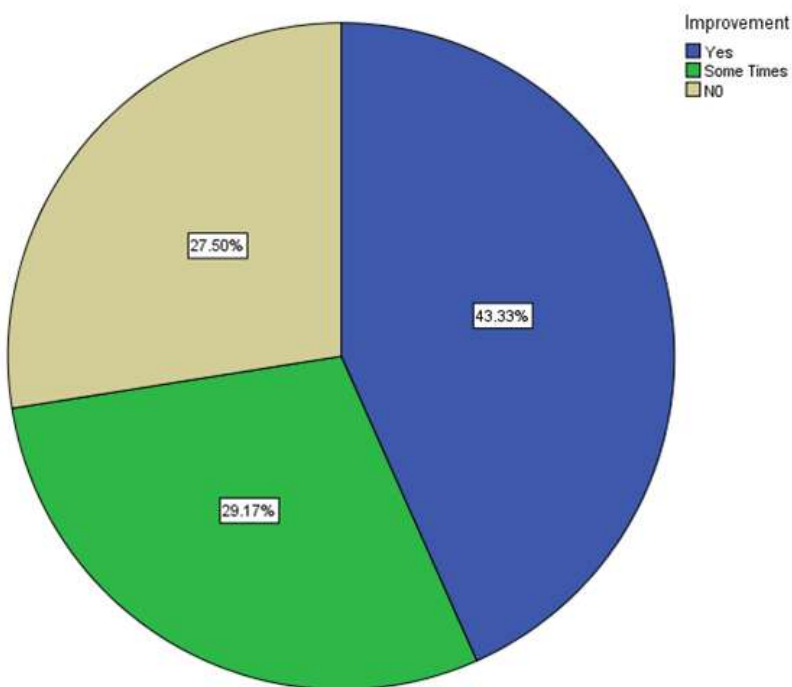


Figure 54: Statistical representation for finding whether the employees feel that they need to improve on their time management

In accordance to the above question, the standard deviation and mean value are respectively 0.83006 and 1.8417. The standard error mean value is 0.07577 which represents that the mean value is representative of the population.

It can be analysed that the maximum number of employees, 43.3% have responded that they do feel the improvement of time management is required at workplace. Hence, the Qatari-Japanese NGO should focus on time management factor for developing their employees better. Time management is required to be maintained at NGOs as their service is based on social service (Krishnamoorthy, 2017).

5.3.2 Multivariate Regression Analysis Results

5.3.2.1 *Workload as organisational performance measure (Group 1)*

The first set of multiple regression analysis was focussed on workload as the dependent variable and independent variables of filing, desking, paperwork and recreation. As Ghebre (2012) suggested that one of the outcomes of effective time management is workload that does not lead to work stress. The effects of unbalanced work are usually negative and include relationship breakdowns, stress, fatigue and burnout (Brown et al., 2010; McNamara, 2010).

1. **Dependant variable - Workload**
2. **Independent variable - Filing, Desking, Paperwork and Recreation**

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Paperwork, Desking, Recreation, Filing^b		Enter

a. Dependent Variable: Workload

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.103 ^a	.011	-.024	.87005

a. Predictors: (Constant), Paperwork, Desking, Recreation, Filing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.939	4	.235	.310	.871 ^b
	Residual	87.053	115	.757		
	Total	87.992	119			

a. Dependent Variable: Workload

b. Predictors: (Constant), Paperwork, Desking, Recreation, Filing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.989	.430		4.624	.000
	Filing	.073	.105	.066	.697	.487
	Desking	-.022	.098	-.021	-.227	.821
	Recreation	-.069	.098	-.067	-.708	.481
	Paperwork	-.046	.097	-.045	-.477	.634

a. Dependent Variable: Workload

The regression results showed $F(4,115) = 0.310$, $p=0.871$. The variables with the most influence was filling and recreation. However, only the constant is statistically significant. The independent variables only account for 1.1% of the changes in the dependent variables are captured by R^2 .

5.3.2.2 Awareness as organisational performance measure (Group 2)

The second set in the regression analysis used time awareness as the dependent variable and independent variables of importance, timely, involvement and undertaking. The assumption is that the regard to the importance of time, timely planning of activities and active involvements in multiple projects should increase time awareness. For instance, identification and categorisation of tasks based on their importance is a key skill in time management which aids in allocating resources accordingly (Judge and Zapata, 2015).

1. **Dependant variable** - Aware
2. **Independent variable** - Importance, Timely, Involvement and Undertaking

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Importance, Timely, Involvement, Undertaking^b		Enter

a. Dependent Variable: Aware

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.182^a	.033	.000	.80279

a. Predictors: (Constant), Importance, Timely, Involvement, Undertaking

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.553	4	.638	.990	.416 ^b
	Residual	74.114	115	.644		
	Total	76.667	119			

a. Dependent Variable: Aware

b. Predictors: (Constant), Importance, Timely, Involvement, Undertaking

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.041	.353		5.791	.000
	Timely	-.059	.083	-.065	-.709	.480
	Involvement	.160	.091	.164	1.772	.079
	Undertaking	-.061	.089	-.064	-.685	.495
	Importance	.026	.090	.027	.291	.771

a. Dependent Variable: Aware

The results revealed that involvement and importance of tasks had a positive influence on time awareness whilst timely and undertaking had an opposite effect. The $F(4, 155) = 0.990$, $p = 0.416$. The F value and p value in this case represent the statistical significance of the results. As the p-value is more than 0.005, the results are not statistically significant despite a lower F – value. Based on this regression analysis, the independent variables accounted for only 3.3% of the changes in the dependent variable. This represents a relatively weak relationship between the independent variables and dependent variable.

5.3.2.3 *Balancing as organisational performance measure (Group 3)*

In this regression analysis, the dependant variable was work-life balancing whilst the independent variables were improvement, sufficiency, automation and documenting. Well executed task within appropriate time frames should result in balanced work. This helps avoid the adverse effects of unbalanced work such as negative outcomes of relationship breakdowns, stress, fatigue and burnout (Brown et al., 2010; McNamara, 2010). If there is a balance between work and social life, employees are likely to manage their time in a more planned and orderly manner.

1. **Dependant variable** - Balancing
2. **Independent variable** - Improvement, Sufficiency, Automation and Documenting

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Improvement, Sufficiency, Automation, Documenting ^b		Enter

a. Dependent Variable: Balancing

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.183 ^a	.034	.000	.75476

a. Predictors: (Constant), Improvement, Sufficiency, Automation, Documenting

R Square was 0.034 which represents that the independent variables: improvement, sufficiency, automation and documenting accounted for 3.4% of the changes in the dependent variable, balancing.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.281	4	.570	1.001	.410 ^b
	Residual	65.511	115	.570		
	Total	67.792	119			

a. Dependent Variable: Balancing

b. Predictors: (Constant), Improvement, Sufficiency, Automation, Documenting

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.798	.348		5.163	.000
	Automation	.087	.090	.089	.959	.340
	Documenting	-.031	.090	-.033	-.350	.727
	Sufficiency	.062	.090	.064	.687	.494
	Improvement	-.116	.083	-.127	-1.387	.168

a. Dependent Variable: Balancing

Of the independent variables, documenting and improvements variables had a negative relationship to work balancing whilst automation and sufficiency had a positive effect on work balancing. Apart from the constant, none of the independent variables was statistically significant as their p-values were more than 0.05.

5.4 Analysis of the Questionnaire Administered to the Doha Centre For Media Freedom

As presented in section 4.4.1.3, a total of 160 questionnaires were distributed to the employees and associates of the Doha Centre for Media Freedom. 158 of these questionnaires were returned with responses and 2 questionnaires were not completed. The questionnaire method as highlighted, is simple and safe to the respondents as their names were not required. The questionnaires delivered a clear view of time management of Doha Centre for Media Freedom together with the other research methods of interviews and secondary data.

The discussion below depicts the findings on the different aspects of time management. The pictorial depictions in terms of percentage of responses helps to summarise findings.

Acknowledgement of Time as a Critical Resource

Findings

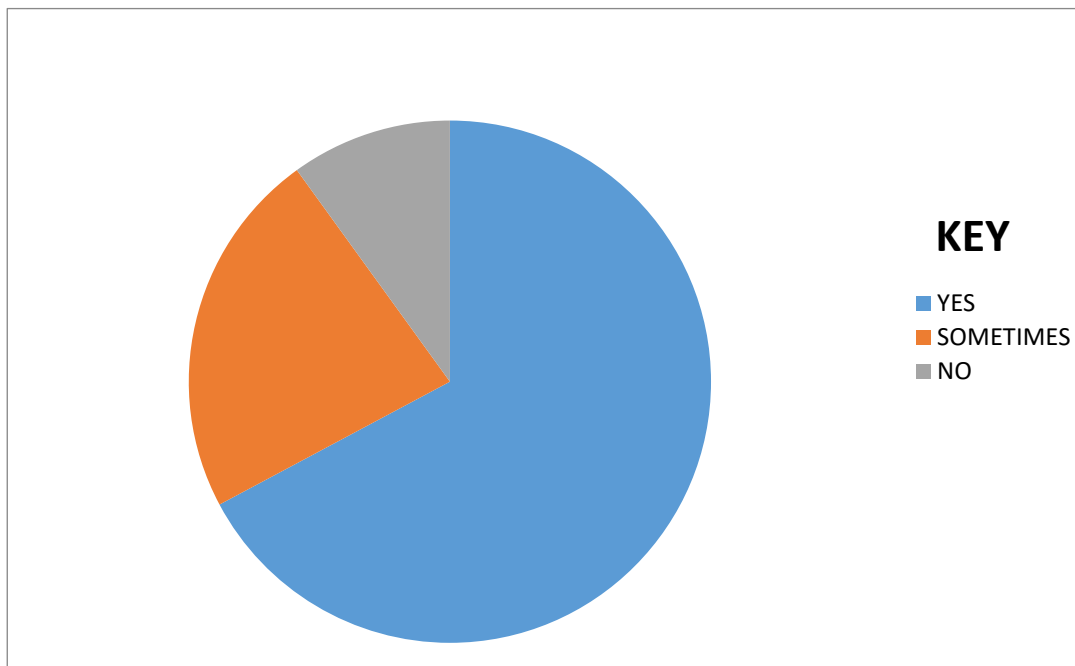


Figure 55: Acknowledgement of Time as a Critical Resource

Analysis

From the above figure, 67% of the employees acknowledged that time is a critical resource and that they are aware of the nature of time management. The respondents representing the aforementioned percentage showed a positive attitude towards time management. 23% suggested that they considered time as a critical resource while 10% disagreed. Thus, from the responses, most of the respondents agreed that time was a critical resource

Time Keeping in the Workplace

Findings

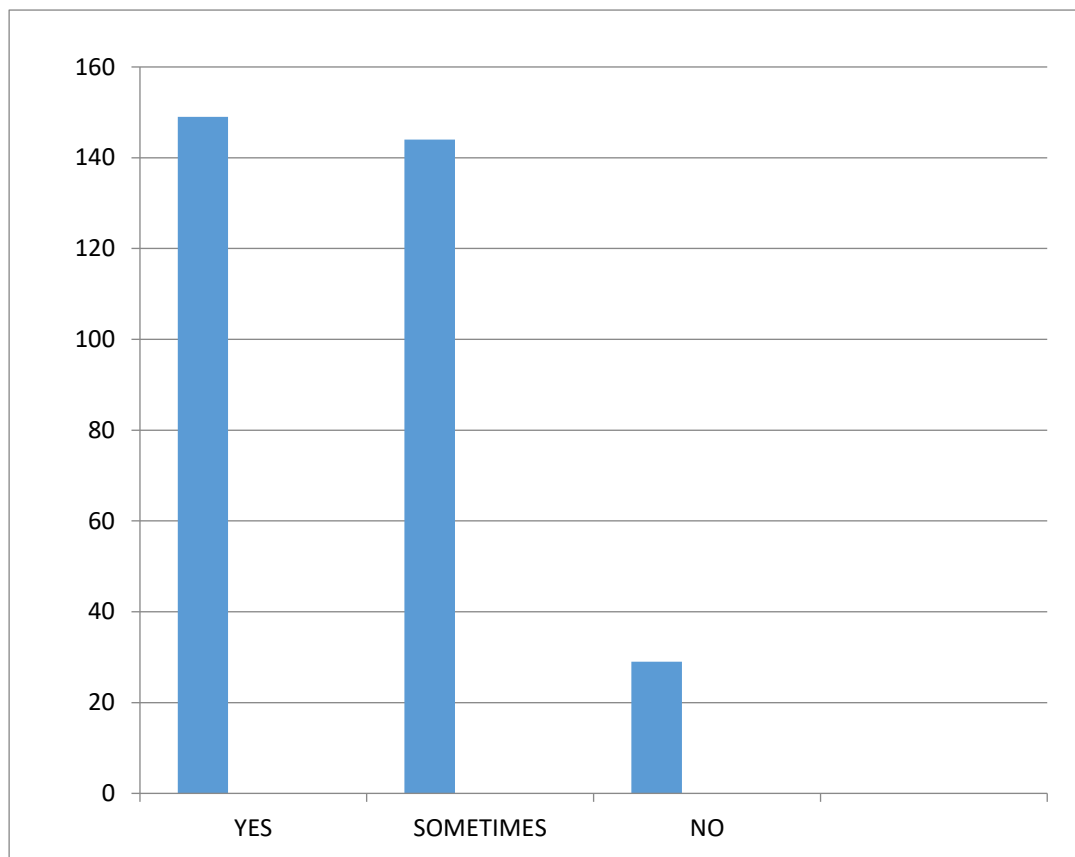


Figure 56: Time Keeping in the Workplace

Analysis

From the figure above, it shows 46% agreed time keeping in the workplace is crucial for organisational performance. 44% thought that sometimes and 10% disagreed. Thus, from the responses most of the respondents agreed that time keeping improved performance

The Importance of Time Management When Working For a Non-Governmental Organisation.

Findings

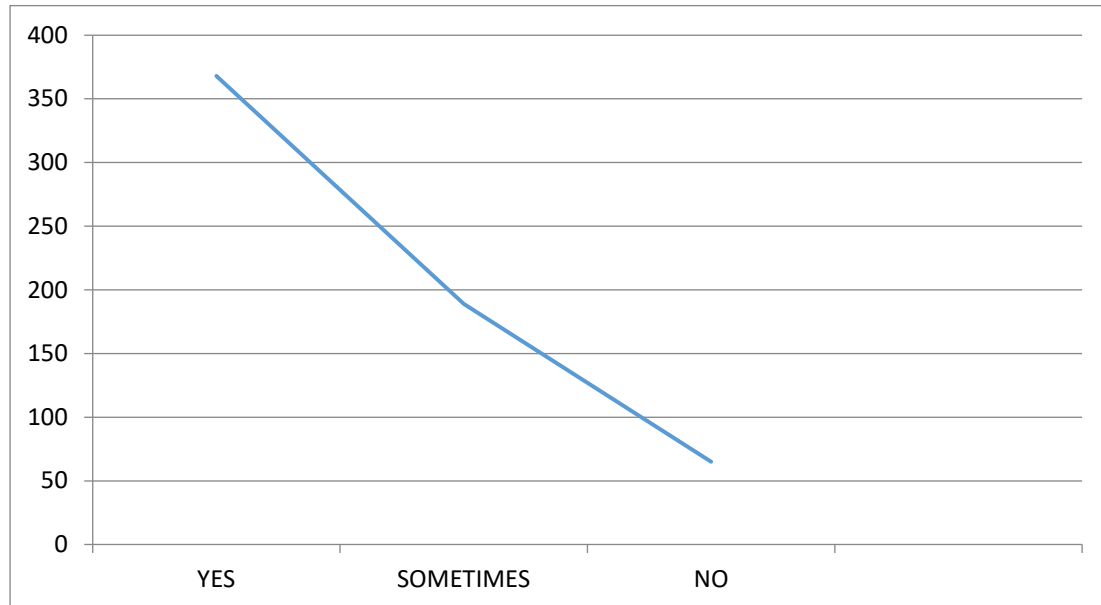


Figure 57: Importance of Time Management When Working For A Non Governmental Organisation

Analysis

59% recognised the importance of time management when working for an NGO. 30% thought sometimes its important while 11% disagreed. There is therefore, an acknowledgement by most of the respondents that time is of essence.

The Influence of Polychronic Time

Findings

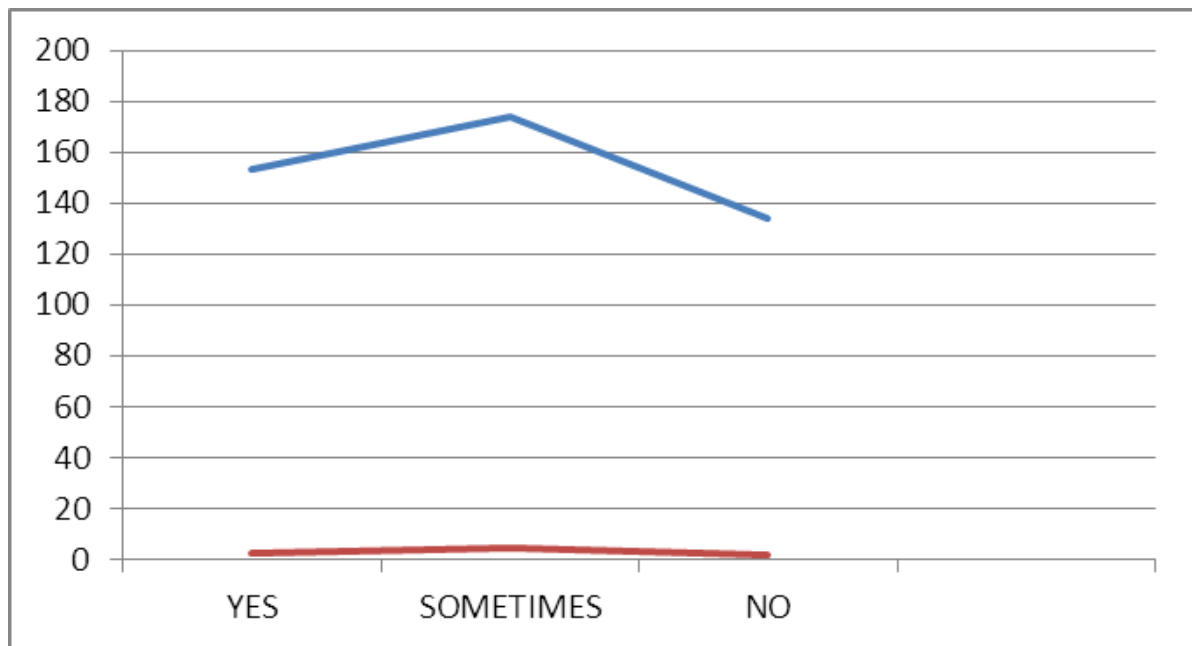


Figure 58: The Influence of Polychronic Time

Analysis

The presented figure shows that many employees find difficulties in trying to cope with monochronic time. 33% agreed that polychronic time had a great influence on them while 37% said, sometimes while 30% disagreed. From these statistics, it can be established that indeed many employees are used to the polychronic culture and that it would take some time to come to terms with monochronic culture.

Time Management and Tidiness

Findings

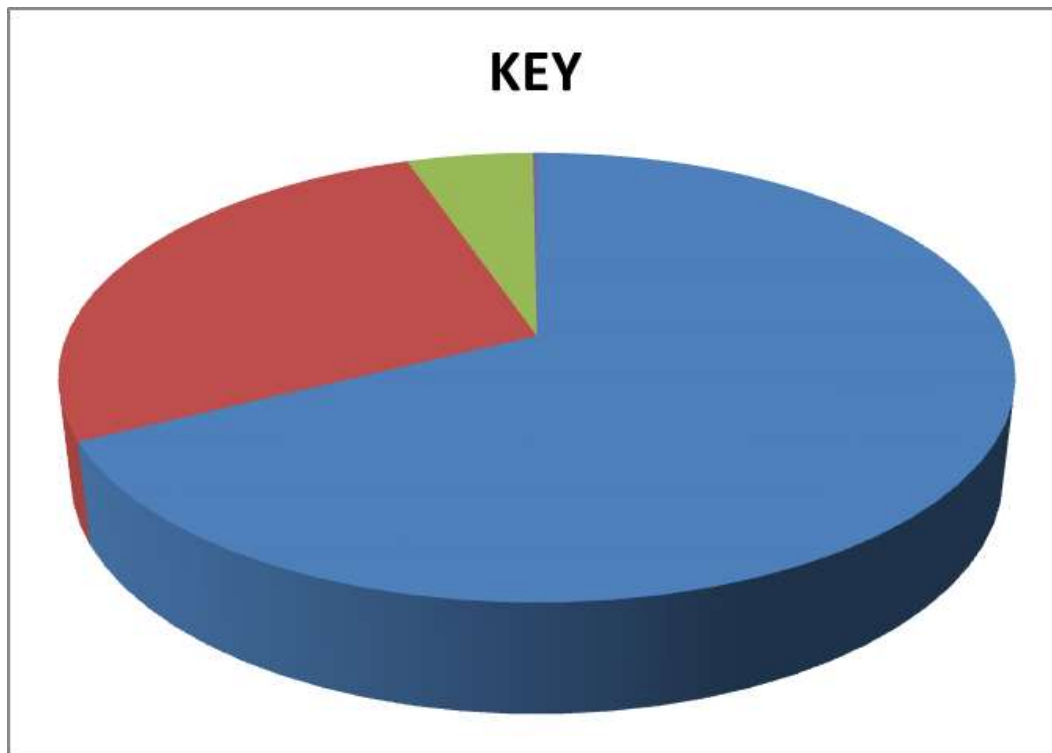


Figure 59: Time Management and Tidiness

Analysis

From the figure above, it shows 66% agreed that there is a strong link between time management and tidiness, 26% said sometimes and only 8% disagreed. From these responses, most of the respondents agreed that tidy surroundings help towards good time management.

Time Management and Technology

Findings

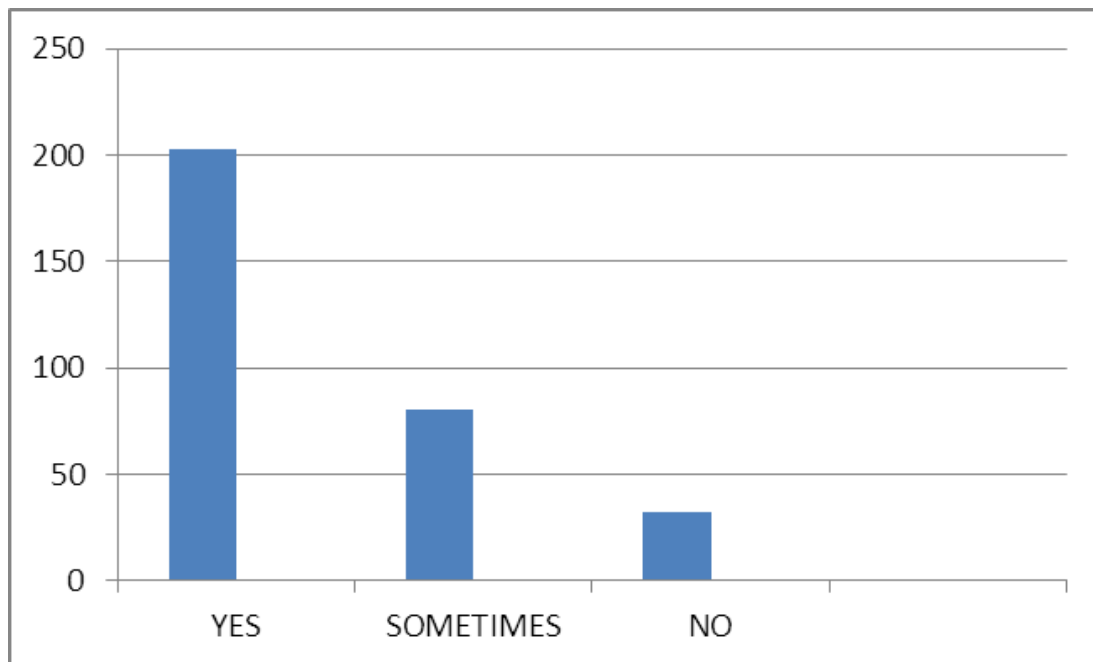


Figure 60: Time Management and Technology

Analysis

From the figure above, it shows that 64% agreed that technology played a crucial role in time management. 25% thought it sometimes and only 11% disagreed. Media organisations nowadays use technology which avoids time wasting. Therefore, it is no surprise that most of the respondents strongly agreed that technology contributed towards effective time management.

Time Management and Work-life Balance

Findings

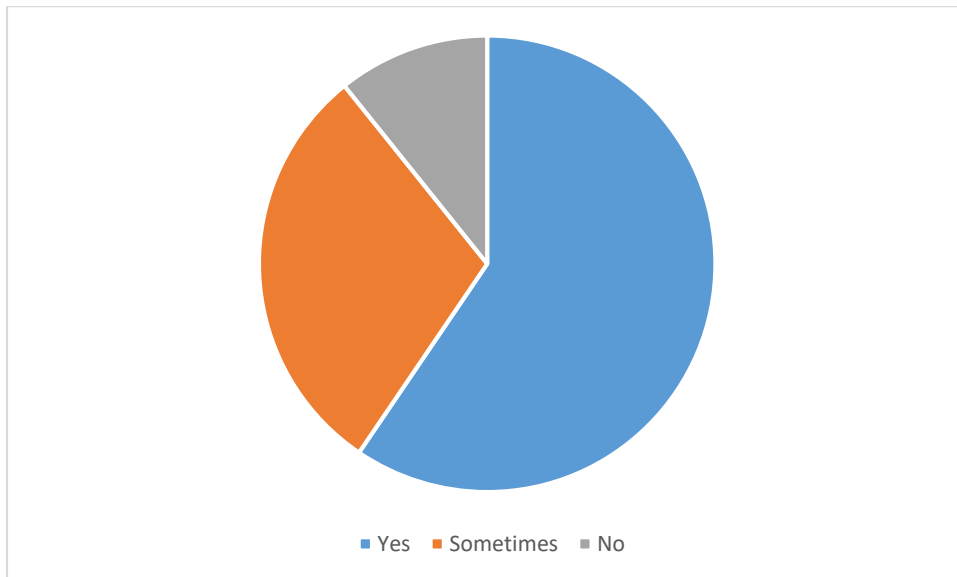


Figure 61: Time Management and Work-life Balance

Analysis

From the figure above, 44% agreed that work-life balance was crucial to effective time management, 38% thought it sometimes while 18% considered to be less important. From the responses, most of the respondents agreed that their managers should encourage and implement work-life balance policies.

Time Management and Delegation of Duties

Findings

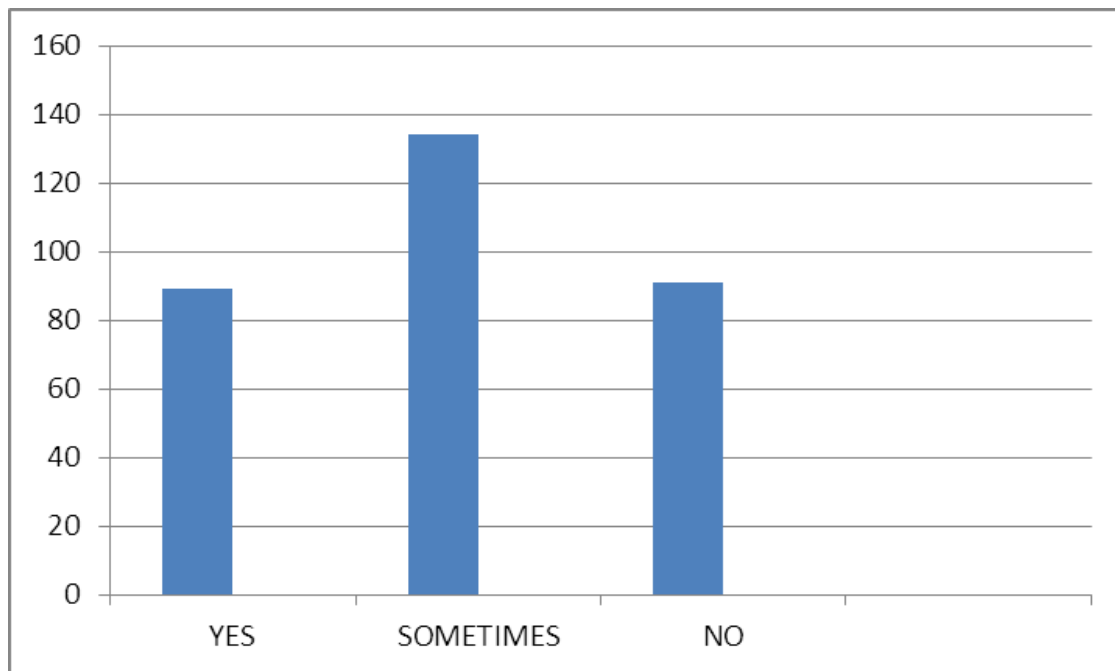


Figure 62: Time Management and Delegation of Duties

Analysis

The presented figure shows that there is a reluctance to delegate duties to others. 28% agreed that delegation of responsibilities contributed to good time management. 42% thought it sometimes work while 30% disagreed. From the responses it can be established that delegation of duties is still an issue

Time Management and Organisational Abilities in The Workplace

Findings

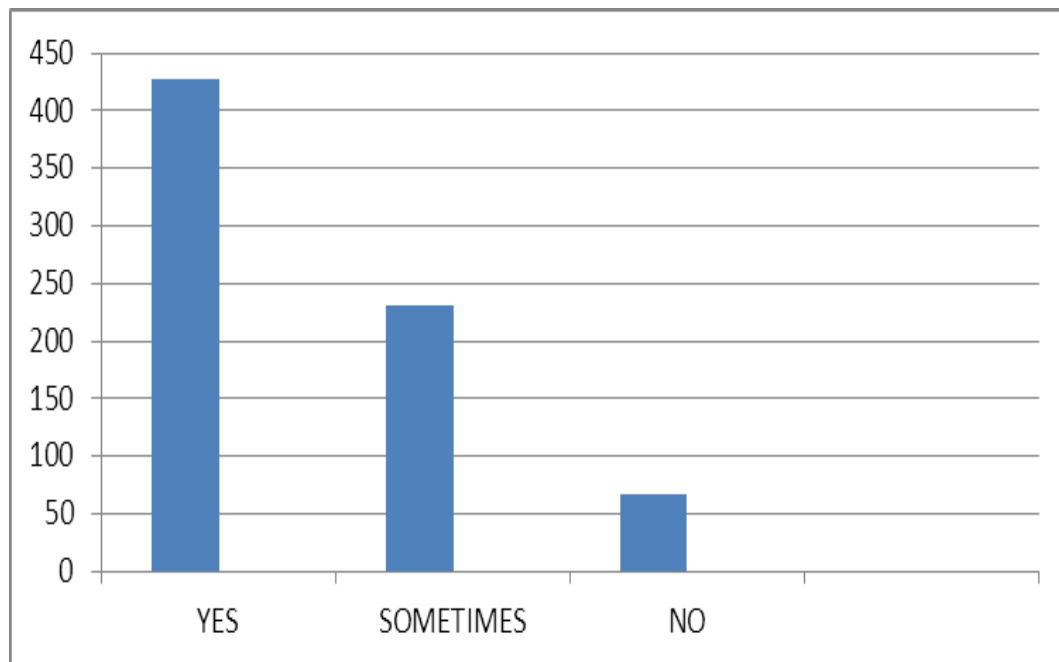


Figure 63: Time Management and Organisational Abilities in the Workplace

Analysis

From the figure above, it shows 58% agreed that organisational abilities contributed towards effective time management, 31% thought sometimes it does while 11% disagreed. Indeed, when employees are well-organised, time is not wasted.

5.5 Overall Analysis and Summary

The questionnaires administered to both the Qarari-Japanese Friendship Society and Doha Centre for Media Freedom provided some insights into how these NGOs consider time management system. The questionnaires embraced questions that were of essence to the research problem, the aims and objectives that were meant to be achieved for this study.

The responses to the questionnaires administered to both Qatari-Japanese Friendship Society and the Doha Centre for Media Freedom revealed that time is very critical and precious

resource for an employee as well as for an organisation. The responses also revealed that the concept of time viewed differently between individuals and organisations. There was also the recognition that management of time is important in that it increases job performance and that the cost of loss of time is detrimental to organisational performance.

Responses from Doha Centre for Media Freedom indicated a better time management system in most of the activities of the NGO while Qatari- Japanese Friendship Society were coming to terms with monochronic time management. The responses also revealed that there was a greater need to take action in scheduling and reviewing goals in order to avoid time wasting. Therefore, in order for an organisation to have effective time management, goals should be clear in order to reduce confusion of what is supposed to be achieved at that particular time.

The responses showed that time management at Qatari-Japanese Friendship Society and Doha Centre for Media Freedom has greatly improved from the past due to among other things, technology and other time management skills such as prioritising list making, and persevering. Employees are now focusing on activities which contribute towards better time management. What is needed is for strategies to be in place that help employees not become overwhelmed. There is also a need to find the balance between work and home life. This will go a long way to improve time management that will eventually contribute towards organisational performance at the NGOS under study.

5.6 Conclusion

This chapter was aimed at presenting the quantitative results of the study. In analysing the results, both One Sample Test and Multiple Regression Analysis techniques were used. In the One Sample Test analysis, aspects of time management behaviour covered included consciousness of time as a critical resource, identification of important tasks, differentiation of important and urgent activities, creating of time for leisure activities, maintenance of time logs and usage of automated document management system among others. The multiple regression analysis, on the other hand, was done in three sets. The dependent variables which represented organisational performance were workload, awareness and balancing. The results showed the influence of the independent variables: set one - filing, desking, paperwork and recreation; set two - importance, timely, involvement and undertaking; and set three - improvement, sufficiency, automation and documenting; on the dependent variables.

The results revealed a positive influence of the independent variable (filing, importance, involvement, automation and sufficiency) on the respective dependant variable. However, the explanatory power of the relationship between the independent variables and dependant variables was low. This is expected considering that time management behaviour is influenced by several factors (see section 2.4). Further, the results of the One Sample Test revealed some wide dispersion around the mean perception which has implications regarding promoting standard time management practices within the NGOs. The next chapter presents the qualitative results of the study.

CHAPTER SIX: QUALITATIVE DATA ANALYSIS

6.0. Introduction

This chapter builds on the findings of the quantitative data analysis discussed in chapter five. The chapter presents the findings arising from the interviews that the researcher had with the top management team of the three Qatar NGOs. As highlighted in chapter four, seven interviews were conducted in total. The five interviews in the Qatari-Japanese Friendship Society were with the Executive Director, the Human Resource Manager, the Public Relations Manager, the Chairman and the Vice-Chairman. The interviews in the Qatar Centre for child culture and Doha Centre for Media Freedom were with the NGO's Executive Directors. Table 33 below gives an overview of the interviews.

Non-governmental Organisation	No. of Interviews	Position of interviewees
Qatari-Japanese Friendship Society	5	Executive Director, Human Resource Manager, Public Relations Manager, Vice-Chairman, Chairman
Qatar Centre for Child Culture	1	Executive Directors
Doha Centre for Media Freedom	1	Executive Directors
Total	7	

Table 32: Summary of interviewees

Thus, based on the table above, all the individuals of the top management team of each of the NGOs are well qualified in their respective positions in the organisation and they have considerable experience in charitable work. These interviewees provided the researcher with the necessary insights into the workings of their respective organisations.

In this chapter, the researcher presents the qualitative data analysis. In order to conduct the qualitative data analysis, the researcher focused on the structure interview process. The structured interview process is effective in obtaining convenient and elaborated information from influential individuals. The analysis of qualitative data is drawn from Seidel's (1998) model which involves three steps of noticing, collecting and thinking about interesting things. As such, the process started with the researcher noticing interesting things in the data and then

assigning ‘codes’ to them based on the topic or theme which potentially breaks the data into fragments. The aim is to derive the theoretical narrative which address the research concerns.

Each interviewee provided some insights or perspective which was useful in understanding the overall time management landscape of the NGOs. The interviews with executive directors was useful for the research to gain the wider organisational information required understand time management practices. Information from the human resource manager was effective in collecting data about the entire manpower system of the NGO. On the other hand, data from public relations manager or PR manager was potentially effective for gathering recent public relationship with the local community and related projects.

6.1 Interview with the Executive Director of the Qatari-Japanese Friendship Society (QJFS)

The objectives of this society were highlighted in chapter one. However, it is important to reiterate that the society is a cultural association which is concerned with the promotion of cooperation ties between the state of Qatar and Japan and vice versa. The researcher put forward the following questions to the Executive Director of QJFS.

- Can you please explain the reasons why you decided to establish the Qatar-Japanese Friendship Society?
- So far, what have you learnt from the cooperation ties between the state of Qatar and Japan?
- What benefits have you obtained from the existence of the society?
- What do you understand about the importance of time, especially as it is concerned with your NGO?

What are some of the environmental and cultural factors that influence the operations of your society?

The Executive Director gave a comprehensive response to the researcher’s questions. He explained that some of the reasons for establishing the society was to enhance cooperation relations and strengthen ties between the Qatar and Japanese societies through the respective ministries of Foreign Affairs. In this respect, tourism played a major role in the promotion of better relations between the two countries. At the same time interacting with Japanese nationals

working in Qatar brought huge dividends to Qatar in terms of how Japanese conduct their businesses according to time management.

The Qatar members of the society have benefitted a lot from rubbing shoulders with Japanese nationals. The Qatar members implement time management in their work place but it is not effective enough. According to the Japanese way of doing business, effective time management brought a lot of benefits and incentives to an organisation and that it goes beyond just managing time per say. The Executive Director stressed that managing time properly can enhance the society's performance. Indeed, as Claessens et al. (2007) point out, good time management helps to identify what needs to be done in order to be more not only effective but productive as well.

As a manager, time is of essence, especially when one needs to promote organisational performance. The Executive Director emphasized that time management is a major challenge in Qatar as organisations seek to achieve their goals and objectives with greater efficiency and effectiveness. Time management essence lies in the fact that people have to do many tasks to perform and accomplish but there is not enough time for the things that they want to achieve. Other benefits derived from the association with Japanese, the Executive Directors, observed included, time management planning as well as protecting the planned time. Japanese workers invest their time so as to determine what one wants out of their daily activities.

The importance of time management cannot be overemphasised, further observed the Executive Director. One's ability to make choices between what is important and unimportant is the key factor in effective time management. Indeed, according to Hisrich and Peters (2002), time management involves investing time in order to determine what a person wants out of his various activities. Claessens et al. (2009) assert that good time management influences and increases job performance within organisations. This obviously includes NGOs, as well. In order to improve performance within NGOs effective time management needs to be practised.

According to the Japanese as well as the Americans, time is money. These societies believe in scheduling their time because time is valuable and as such, they want to get down to business. They don't subscribe to wasting time. However, in many countries such as those found in the Middle-East, including Qatar, there is no rush to do business because time is multi-

dimensional. The Executive Director revealed that the Qatari members of the society have learnt some lessons from their Japanese counter parts in trying to do businesses one at a time.

The Executive Director went at length in explaining how environmental and cultural factors influence the operations of their society. He maintained that from, an environmental stand point, Qatar is situated in the Middle East region and therefore susceptible to hot weather conditions. As such, the hot climate has an adverse effect on work conditions, thereby having a side effect on time management. This in turn affects job performance. However, there is a mitigating factor in that operations stop in the whole of afternoon and people go back to work after 5pm.

Other external factors influencing time management and therefore organisational performance include knowledge and skills of employees. Skilled workers tend to practise good time management. According to Kaplan and Norton (2006) a well-trained workforce is likely to contribute towards effective time management. Technology is another external factor that helps workers to come to terms with time management. The Executive Director revealed that technology raises performance levels when utilised well.

Cultural factors, as the Executive Director argued, include the idea that employees not only those of the Qatar-Japanese Friendship Society, but those of the country generally, should move away from polychronic practices and embrace monochronic consideration. In other words, the mentality of Arab time must be done away with. Indeed, as pointed out already, Arabs are generally perceived as being not time conscious and are described as polychronic because they can manage more than one thing at a time rather than being schedule-driven as practised in most Western Cultures. Thus, according to the Executive Director, the problems with Arabs is that polychronicity is embedded in Arab culture. Procrastination is the order of the day. However, the Executive Director, conceded that the Qatar-Japanese Friendship Society has had a great impact on the society's employees regarding time management.

Establishing the Qatari-Japanese Friendship Society

According to the executive director, the main reason of establishing the NGO is associated with helping individuals who are victims of natural disasters such as floods, tsunamis, typhoons volcanic eruptions and earthquakes, in Japan. According to the executive director, it has been

analysed that the area is mostly affected by the natural disasters and thus people are in ultimate need of help with food and shelter. As argued by Kuratko et al. (2014), it can be positioned that NGOs are established with the agenda of providing comfort to people who are in actual need of.

Lessons learnt from the cooperation ties between the state of Qatar and Japan

According to the perspective of the executive director, the NGO has been effective in having cooperation through ties among the states of Japan and Qatar. It has been analysed from the view of executive director that while there is proper cooperation among states, the organisation is more effective to help people who are victimised by natural disaster. In order to maintain proper time management at NGO, it is crucial to work with ultimate cooperation so that better service can be providing on time (Donate and De Pablo, 2015).

Benefits obtained from the existence of the society

In view of the executive director, the core benefit of working with an NGO is associated with the healthcare benefits or the health insurance coverage. The health care benefits are for the family members as well. The executive director has added that another benefit is about financial plan. According to the director, tax advantage and retirement plans are included in beneficial aspects. The taxation benefit is one of the major benefits, from executive director to each and every employee of NGO, all individual are given (Buckingham and Goodall, 2015).

Importance of time management for NGOs

According to the executive director, time has utmost essential role in non-governmental organisations. The director added that time is essential especially for the NGOs as the responsibility is based on providing social service to the local community. As suggested by Galegher et al. (2014), it can be argued that productivity is the result of commitment towards excellence, intelligent planning and proper time management.

Environmental and cultural factors that influence the operations of the NGO

According to the executive director, the main environmental factor is associated with making people aware about hygiene. According to the director, there are people who do not have an idea about consuming water from the same resource for washing clothes or utensils. On the other hand, the director stated that security interruptions in funding has influential role in operations of the Qatari-Japanese NGO. It is argued by Goetsch and Davis (2014) that financial instability is one of the major issues that is mostly seen in the NGOs.

6.2 Interview with the Human Resource Manager of the Qatar-Japanese Friendship Society

A number of questions were put forth to the Human Resource Manager by the researcher. Below are some of these questions:

- Describe the climate or culture of your department?
- Do you agree that effective time management creates and reinforces employee satisfaction leading to better and improved performance?
- Is your organisational performance affected by poor time management?
- What kind of motivation are you providing to your employees?

The Human Resource Manager provided detailed responses to the questions posed by the researcher. In respect to the culture of the Qatar-Japanese Friendship Society, the Human Resource Manager pointed out that Culture is of interest to him and the society in that it offered the possibility of increasing efficiency at various levels of the operations of the society. Culture also offers the potential for analysis and allows the manager to explain how the society functions before deciding whether something needs to be changed. According to Browaeys and Price (2008, pp. 139-140),

“most domains of management use the concept of culture. For strategy, culture is a diagnostic element and also acts as a framework of reference for instigating strategy. It is also a framework of reference in human resource management for the implementation of change and the involvement of the people in the process”.

The HR Manager revealed that the culture of the society helps the society to achieve its objectives and that it is the HR's duty and responsibility to achieve these by looking for behaviours that allow the best performance. Culture is both a source of behaviour and therefore a source of performance. Therefore, good time management leads to good behaviour which in turn would lead to better performance. The Human Resource Manager maintained that the culture of the society is based among other things on good time management, promoting better relations between Japanese and Qatari nationals. The manager also revealed that it is the intention of the QJFS to promote certain shared values such as integrity, teamwork, customer orientation and better relations between Qatar and Japan.

The Human Resource Manager emphasized that poor time management does affect performance, and this often has led to people being laid off. The practice of poor time management shows lack of responsibility on the part of the employees involved and is bad behaviour. The Human Resource said that this practice was based on a cultural dimension often associated with the Middle-Eastern people. This is the so called monochronic and polychronic time management.

According to Hall and Hall (1990, p. 97) "time is associated with the rhythm of nature in that different cultures have different perceptions of time according to their environment, history, traditions and general practices. Time, therefore, is one of the fundamentals on which all cultures rest and around which all activities revolve". This explains why the Human Resource Manager of QJFS confirmed that the Middle-Eastern countries, where polychronic time is preferred, people tend to focus on several tasks and are less reliant on detailed information when conducting their business.

However, the Human Resource Manager was quick to point out that their society was taking steps to move away from polychronicity towards monochronicity through their association with the Japanese nationals and also visits abroad as well as through training by attending seminars, conferences and workshops. In other words, the Qatari-Japan Friendship society's time orientation is both present-oriented and future-oriented.

In motivation, the Human Resource Manager stressed that it is his duty that the employees of the society are highly motivated. It is also his responsibility that employees achieve job satisfaction in whatever they are doing. Human Resource Manager emphasised that they

motivate their employees not only through financial incentives, but that job satisfaction is created through teamwork and cooperation with management and the organisation itself. Another responsibility of the Human Resource Manager is to provide clear job description for the better development of the society. If the employees are well aware of their job description, they will be no delays in meeting work deadlines as well as managing the crucial time at work.

Climate or culture of the department

According to the view of the human resource manager, the culture of human resource department is based on recruitment and retention of the skilful employees. As per the manager, the resource department is more focused towards recruiting employees through recognising the technology acceptance in high extent. As suggested by Kerzner and Kerzner (2017), it can be argued that in order to maintain proper time management at workplace, it is essential for the employees to adopt advanced and modernised technology.

Effective time management creates and reinforces employee satisfaction, leading to better and improved performance

The human resource manager perceived that time has indeed an effective role in creating and reinforcing the ultimate satisfaction in employees. The resource manager has added that proper time management is not solely associated with having better and improved performance from the employees; rather also it is effective in keeping employees motivated at workplace. Time management has potential role in setting goals that act as self-motivating factor for personal development within organisation (Lempert and Nguyen, 2017).

Organisational performance affected by poor time management

According to the human resource manager, the time management system is required to be more developed and organised for better performance from employees. The manager has additionally stated that in order to enhance performance level in individual and group at workplace, the resource department is planning to provide organised training sessions to the valuable employees so that level of performance can be improved.

What kind of motivation are you providing to your employees?

According to the human resource manager, the NGO is associated with providing motivational factors based on non-financial aspects. The manager has stated that the possible motivational approaches, which are adopted by the NGO, are associated with career development and promotion. As suggested by Amuna et al. (2017), it can be argued that the motivational factors are based on two aspects such as intrinsic and extrinsic.

6.3 Interview with The Public Relations Manager of Qatar-Japan Friendship Society

The researcher put forward the following questions to the public relations manager:

- What are your responsibilities in the society?
- Do you treat and recognise your employees as individuals?
- Have you ever been in a situation where you thought you needed to adjust or modify your behaviour and attitudes to your employees?
- What role does time planning play in your society?

The public relations manager explained at length about his responsibilities in the organisation. First and foremost, he revealed that he is the person who is the go-between the Qatari nationals and Japanese nationals whenever visits to Japan and Qatar are being arranged. The Public Relations manager oversees the activities concerned with travels to Jordan in an effort to keep close ties with the country. The manager revealed that there has been an increased emphasis on liberalising Qatar, in order to facilitate the country's social, cultural and economic development. As such, time management becomes crucial in the sense that employees of the society need to adjust and adapt to changing environment.

Therefore, it is the duty of the Public Relations manager to ensure the social interaction within multicultural nationals is effective and reaping the required rewards. The Public Relations Manager maintained that it is his responsibility to ensure that knowledge, values and experience gained from this social interaction are transferred into multicultural domains of Qatar and Japan. In other words, the Public Relations Manager is there to reconcile cultural

dilemmas. Indeed, the Qatar-Japan Friendship Society involves the reconciliation of differences which is both desirable and necessary. Reconciliation is part and parcel of constructing transcultural competence.

Another responsibility, the Public Relations Manager, observed involves planning of time. Without planning, one would never the time for anything, one has to take control of the time at one's disposal and take some decisions of how one wants to spend it. Indeed, it has to be recognised that time is a resource to be harnesses and cherished very jealously. It can also be argued that time also costs money. As such, the Public Relations Manager revealed that it was his duty, to plan out how time is going to be spent to most effect. This means clarifying issues and the main purpose of employees' job.

Responsibilities of a PR in the NGO

According to the response given by public relations manager, the core responsibility of a PR manager is associated with maintaining favorable public image for the NGO by communicating programs and accomplishments. The manager has additionally stated that their responsibility is to answer the media questions and pitching the NGO news to the media. Influenced by the perspective of Griep and Vantilborgh (2018), it can be argued that in order to follow proper time management, the public relations manager has to prepare kits and organise the press conferences.

Treatment and recognition of employees as individuals

According to the public relations manager, the employees are indeed essential to be recognised and treated as individuals for their personal development within the organisation. Thus, as argued by Nowotny (2018), each and every employee is required to be recognised for their individual performance so that they can be able to be motivated at workplace for better development.

Situations which require adjustment or modification of behaviour and attitudes towards employees

According to the public relations manager, the employees are required to be treated in such a manner so that they can be motivated to make improvement in their self-performance at workplace. The manager has added that not so humble or harsh behaviour should present to the employees as it can decrease the retention rate. In view of Rexhepi et al. (2018), it can be argued that the management is required to behave with their employees in such a manner so that it cannot be the reason of decrement in retention rate.

Role of time planning in the NGO

The public relations manager stated that proper planning of time management is crucial as it has effective role in holding positive reputation in society. The manager, additionally, has stated that appropriate time planning is important for the Qatari-Japanese NGO to make the employees more sincere serious towards their individual roles and responsibilities. When it comes to plan time management, it is essential to make employees realise the importance of time and its impact (Booth, 2018).

6.4 Interview with the Chairman of the Qatari-Japanese Friendship Society

The position of chairman is an honorary one but nonetheless very important. The chairman is a Qatari while the Deputy-Chairman is a Japanese. The following pertinent questions were put forward to the chairman by the researcher:

- How do you describe the philosophy of your friendship society?
- As chairman, how do you manage your time effectively?
- What do you consider as the skills required for effective time management of your society?
- What do you think should be done to ensure proper time management by NGOs in Qatar?

In a series of responses, the Chairman pointed out that the philosophy of the friendship society is based among other things, on the awareness and education on effective time management by both employees and management personnel. Through reaching out to the Japanese friends of

the society, it gives unique opportunities to the Qatar members of the society to share experiences in order to overcome time management difficulties. The Chairman revealed that the Qatari members as well as Qatar Society in general are likely to receive insight and understanding of the cultural norms of the Japanese people.

The chairman stressed that it is important to acquire time management skills that are necessary to balance the conflicting demands of time for performing diligently in the work place. He also pointed out that he managed his time through prioritising by focusing on urgent and important tasks rather than those that don't step up to the mark. The chairman emphasised that he tries by all means to avoid procrastination and at the same time setting goals that are realistic and achievable. He also said that proper time management should be ensured through the acquisition of certain key skills such as action planning, making effective presentation, organising one's work schedule and list making designed to remind one-self of what you need to do day-today.

The philosophy of the friendship society

According to the view of the chairman of Qatari-Japanese NGO, the philosophy is based on working towards creating better society which would be able to provide basic education, health, safety and empowerment to every citizen. The chairman has stated additionally that they want to help especially the ones, who become victims of natural disasters. The ultimate responsibility of NGOs is associated with social service (Gemünden et al., 2018).

Chairman's effective management of time

The view of the chairman is that management is more focused towards making each and every employee aware about time and its implications. The chairman has additionally stated that in order to manage time effectively, technology usage is adopting in high extent by every individual at workplace, whether it's the employees or board members. For instance, with a time tracker software or mobile application, time can be managed efficiently at the workplace (Kakran and Chanana, 2018).

Skills required for effective time management in the NGO

According to the chairman, one of the most effective skills which are required for time management is the self-motivation. The chairman has stated that the employees are required to make them self-motivated for maintaining time as it will be effective for career development within the NGO. Self-motivation helps in enhancing interpersonal skills so that it can be utilised for career development (Beirne and Ramsay, 2018).

What needs to be done to ensure proper time management by NGOs in Qatar

According to the chairman, it is essential for each and every NGO in Qatar to maintain proper time management in order to serve local people better. The chairman has stated additionally that their own NGO is associated with providing training sessions for making employees understand about the importance of time towards NGO in weekly basis. They chairman believe that this way the employees will be able to maintain proper time management at the workplace. In order to maintain time management, involvement of communication skills is core essential (Anderson et al., 2018).

6.5 Interview with the Deputy Chairman of the Qatari-Japanese Friendship Society

The deputy chairman of the Qatari-Japanese Friendship Society is a Japanese whose position is considered to be very crucial to the running of the friendship society. The deputy chairman was asked the following questions:

- How instrumental are you to the activities of the friendship society?
- What experiences to you bring to the friendship society about the close ties and relations between Qatar and Japan?
- What kind of cultural benefits regarding time management do you bring to the society?
- Do you think lack of time management is one of the problems affecting Qatar?
- How can cross-cultural differences in management be resolved between Qatar and Japan?

The deputy chairman's answers to these questions were clear and candid. He asserted that his involvement with the friendship society brought good relations not only between members of

the society but between Qatar and Japan at large. He pointed out that Japanese people relationships are based on trust and long-term perspective. Time is needed to build relationships and that planning should be schedule-drawn. At the sometime, the goals and objectives of an organisation should be very detailed and quantifiable and taken on board as a shared objective by all concerned.

The deputy-chairman also made it known that group coherence is central to the Japanese Culture and he was quick to add that this type of culture also existed in the Arab Culture. This explained why there exists a meeting of minds between Qataris and Japanese.

In the Arab social structure, the family remains the basis of culture. Family connections bring security. Just like the Japanese, the family is run in a disciplined manner by an authoritarian figure. Again, just like the Japanese, keeping face is very important in the Arab culture. Thus, there are some cultural similarities between the Arabs and the Japanese and this state of affairs provides the foundation for the existence of good relations. The Deputy-Chairman indicated that many Qataris go to Japan to participate in management education programmes and applying the knowledge and skills acquired to their Qatari business environment.

The deputy chairman revealed that those Qataris who go to Japan for education also receive training in Just-in-Time Management. This is a philosophy originated from, and is widely used in, but not limited to the manufacturing industry.

Just-in-Time (JIT) is aimed at improving productivity and quality standards by achieving the target completion date. JIT helps employees and management to be fully committed to their responsibilities within their organisations to acquire better time management skills required or effective time management.

The deputy-chairman agreed that lack of time management is one of the problems affecting Qatari employees but that this can only be overcome through cross-cultural management training both within and without the native country. He pointed out that Japan is currently engaged in assisting Qataris to obtain training in time management skills designed to improve performance in various fields of their operations.

Instrumental role in the activities of the friendship society

Instrumental activities are about the daily activities that can be managed by own self in order to maintain time (De Bruijn and Ten Heuvelhof, 2018). According to the deputy chairman, the deputy chairman role is associated with handling the regular activities of the NGO on their own. The deputy chairman has additionally stated that one of the core responsibilities is to take care of the remuneration committee of the NGO.

Experiences brought to the friendship society about the close ties and relations between Qatar and Japan

According to the deputy chairman, the close tied relationship among Qatar and Japan is effective in broadening service of the NGO due to cross cultural skills at workplace. The deputy chairman added that diverse skills are efficient in performing better. Cultural sensitivity, local knowledge and insight indicate towards high quality of service (Malviya, 2018).

The kinds of cultural benefits regarding time management brought to the society

The view of the deputy chairman is that one of the cross-cultural benefits is associated with providing great opportunity towards the employees so for both professional and personal growth. Cross cultural perspectives are effective in inspiring creativity and driving innovation (Schnall et al., 2018).

Perception about the lack of time management being one of the problems affecting Qatar

According to the deputy chairman, improper time management is one of the core reasons that are affecting commercial and non-governmental organisations in Qatar. Proper time management is essential for obtaining reputation of on-time service to users (Bartlett and Beamish, 2018).

Resolving cross-cultural differences in management between Qatar and Japan

The view of the deputy chairman is that most possible reason of cross cultural differences is due to belonging from different backgrounds. The deputy chairman has additionally stated that

due to cross cultural management of Qatar and Japan; there are differences towards behaviours, attitudes, communication and functional activities within the NGO. However, for resolving the cross cultural differences, the management is associated with recognising and investigating the cultural differences in use of emotions, body language and problem solving. According to Slovic (2018), recognition of cultural differences is essential at workplace so that possible resolving approaches can be adopted by the management.

6.6 Interview with The Executive Director of Doha Centre For Media Freedom

Doha Centre for Media Freedom was established on December 7, 2007 by Sheekh Hamad Bin Khalifa Ali Thani, the Emir of Qatar and opened in October 2008 in Doha, Qatar. The centre has five programmes namely: emergency assistance to journalists, training, research, media literacy and outreach (<http://www.dc4mf.org>).

The emergency assistance programme provides direct support, within its means, to journalists who urgently need help as a result of their work. The EA team assists professional journalists to find sustainable solutions to continue reporting as quickly as possible, with advice, publicity and/or financial means” (www.dc4mf.org).

The Doha Centre for Media freedom is administered by a Board of Governors composed of 12 members from around the world and is chaired by Sheikh Hamad Bin Al Thani. The centre has an Advisory Council of 10 members. The management is headed by a General Director. (www.dc4mf.org).

The researcher interviewed the Executive Director of the Doha Centre for Media Freedom and asked the following questions:

- What role do you play in your DCMF?
- What are the objectives and goals of your media centre?
- Do your media practitioners and journalists use time management effectively?
- Are your employees time focused and time-oriented?
- Do you use your time wisely?

The Executive Director explained at length about his role in the organisation. He said that he is the pivot on which all matters affecting the centre evolve. He revealed that he spends his time focusing on activities which were more important and urgent. He did not slack off and did not attend to activities which were time wasting or escape from his responsibilities. The Executive Director divulged that he has instilled this ethos into his subordinates, and they had come to grips with this mentality. The employees are improving the management of their time by adjusting their routines and patterns of behaviour. This has had the effect of reducing any time related stress in their working time.

The media practitioners and journalists, according to the Executive Director have time management skills such as action planning, prioritising, organising meetings wisely, making lists, persevering when the going is tough but at the same time allowing time for fun and surprises. The media practitioners and other members of staff have therefore developed a personal sense of time. However, there some employees, according to the Director who were poor managers of time due to a number of reasons, these included, lack of estimation of time required to complete a project, failure to measure the goals and failure to time the achievable of goals. Stress and strains of work also affected time management.

The Director pointed out that time wasting was of great concern. Socialising, misplacing things, forgetting things and long-winded speeches were some of the time wasting activities that the DOHA Centre for Media Freedom were experiencing. However the Director argued in his responses that these weaknesses are not insurmountable. They are solved through continuous training through seminars and workshops.

Time focus and time orientation, according to the Director still remains a problem due to cultural differences. But again the employees of DOHA Centre for Media Freedom are in the process of reconciling their polychronic attitude with monochronic practices. The Director stressed that this takes time.

Role played in the DCMF

According to executive director of Doha centre for Medical Freedom, the role is based on overseeing the strategic plans and programs of the NGO. The executive director has added that

other responsibilities are associated with fundraising, community outreaching and marketing. According to Jungert et al. (2018), the executive director has to work with the board members.

Objectives and goals of the media centre

According to the executive director, the goal and objective of the non-profit organisation is associated with solving need of specific community about press freedom and quality journalism in Qatar. Non-profit organisations can be small or large tax-exempt organisations (Roghanian et al., 2018).

Effective use of time management by media practitioners and journalists

According to the response given by the executive director, media practitioners and journalists are associated with covering possible social information and thus proper time management is indeed essential for the professionals. For instance, the media professionals need to reach to the specific places for covering news and proper time management is hence essential (Cobourn and Lewis, 2018).

Time focus and time-orientation of employees

According to the executive director, the employees of their non-profit organisation are time-focused so that they can perform better for personal development. Azam and Unjah (2017) argue that time-oriented mentality is effective for every employee to make better career growth as time has major role in self-motivation towards individual roles and responsibilities.

Perception on the wise usage of time

The perception of the executive director of the Doha Centre for Medical Freedom is that proper utilisation of time is essential as it has an effective role in enhancing the level of performance within organisation. The executive director has added that in order to achieve the positive reputation in society, the organisation is more focused towards developing time management skills of the employees. Two of the most efficient time management skills are decision making and planning (Lewis, 2017).

6.7 Interview with the Director of Qatar Centre For Child Culture

The interview with the director of the Qatar Centre for Child Culture was not as comprehensive as those of the Qatar Japanese Friendship Society and the Doha Centre for Media Freedom. The interview was designed to discover whether the child centre was trying to instil into children aspects of time management. As Kwar (2012, p. 105) observed “most of one’s culture is acquired during childhood, before puberty. Humans at an early age have the ability to absorb cultural norms from their cultural surroundings, from parents, siblings, playmates etc. Therefore, culture helps people to function smoothly within a specific society.”

The researcher was eager and curious as to whether the Qatar Centre for Child Culture has any brief towards this scenario. The researcher posed the main question regarding the role of the centre for child culture. The director explained that the centre’s vision and mission is to help and promote the role of family in the society and maintain the social and economic cohesion and stability. The centre seeks to develop the capacities of the family by fostering and developing capacities of children so that they may opportunities to effectively participate in society in order to build self-reliant and self-sufficient stable families.

The director emphasised that the centre for child culture is a non-profit private institution which provided comprehensive service to children with both abilities and disabilities. The centre serves as a model for the provision of special education and cultural education to children from birth to adulthood.

Asked about what role time management played in the centre’s activities, the director, revealed that the centre offered opportunities to children at an early age and young adults to have a better understanding of time management. Most of the children and these young adults at the centre live-in. In other words, they are boarders. Others simply visit the centre for recreational education. Against this background, the director pointed out, time keeping is of utmost essence. Time management skills are instilled in these children in many aspects of their lives and activities including time to wake up, lunch and super times. The children are also taught how to share tasks or problems with others and to organise their work according to time-schedules and deadlines.

From the brief interview the researcher had with the director of the Qatar Centre for Child Culture, it was clear and that the centre was doing a good job and that the director had effective strategies to deal with time management at an early age with children. The centre is instilling some kind of cultural intelligence which will help the children when they become adults to adapt to difference in culture. In particular, these children when they become adults are likely to acquire interpersonal intelligence which includes the ability to understand other people, their motivation and their culture.

6.8 Overall Data Analysis

The various interviews held between the researcher and top management of the three NGOs under study: Qatar Japanese Friendship Society, Doha Centre for Media Freedom and Qatar Centre for Media Culture provide important implications with regard to time management matters. The interviewees acknowledged the importance of time management within the context of the operations of their NGOs. The top management executives responded with a positive attitude and honesty with the manner they attach importance to time management at work. There was also an acknowledgement that it is the responsibility of employees for time management. Top managers were there to assist their employees and other staff members in the acquisition of time management skills.

All the interviewees were clear that it was their duty to provide strategies to ensure proper time management in an effort to increase employee motivation through training and education. They all emphasized social interaction between national cultures and international cultures. All the interviewees acknowledged the importance of reconciling monochronic culture with polychronic culture. This indeed is important if a broader grasp of time management is to be achieved. Both time focus and time orientation, whether past, present and future, brings out cultural differences which need to be reconciled. Table 33 below explains more about the characteristics of the two attitudes to time.

Table 33: Characteristics of two attitudes to time

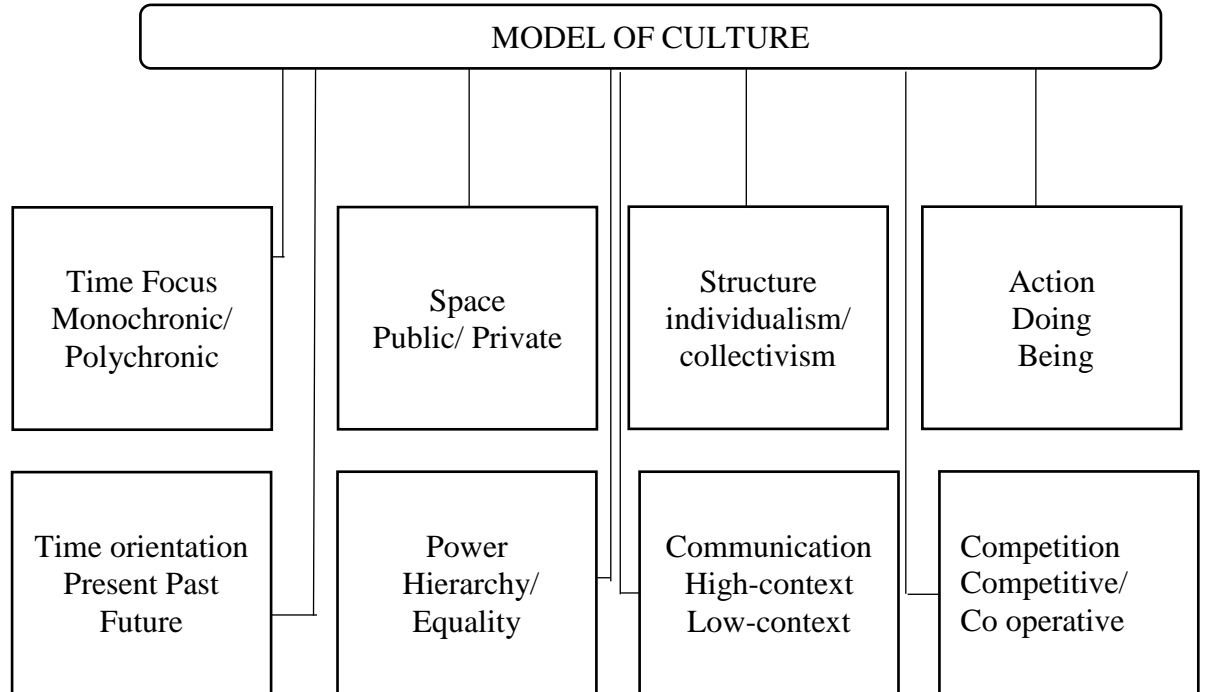
	Monochronic cultures	Polychronic Cultures
Planning	The focus of activity is more on the task itself and making schedules	The focus of activity is more on relationship in planning.
Organising	The approach used is structured, linear and task-focused.	The approach is a less structured one, more holistic in nature and people-focused.
Staffing	Concerns are focused on the shorter term, meeting immediate needs and requirements.	The focus is on the longer term, with concern for building relationships over time.
Directing	The emphasis is on making and following plans, managing the inflow and distribution of detailed information	The emphasis is on being flexible. Reacting according to (changed) circumstances, giving priority to people over plans, relying more on the sharing of implicit knowledge and information
Controlling	Tendency to use control systems that depend on detailed information and involve strict deadlines	Tendency to use more flexible control systems involving people as well as information

Source: Adapted from Brake et al. (1992, p. 87)

Another issue regarding time management can be explained through assessing the effect of cultural values on management. Some of the interviewees did acknowledge that failure to understand some of the differences encountered when trying to come to terms with cross-cultural management may hinder progress towards reconciling monochronic and polychronic time practices.

The table below presents the differences which managers may encounter when trying a cross cultural understanding, for example between Qatar and Japan.

Table 34: A Model of Culture



Source : Adapted from Brake et al. (1992, p. 95)

Another way of gaining a clear appreciation of the effect cultural values have when trying to understand cross-cultural management practices is through exploring time orientation and management skills. The table below once again illustrates how differences in values can be perceived in many management activities when it comes to time orientation past, present and future.

Table 35: Time Orientation And Management Skills

	Past Orientation	Future orientation
Planning	The emphasis is on continuing traditions and building in long term time frames. if the plan is for a change process	The emphasis is on longer term plans and long term results
Organising	Organisational decisions are made within the context of the customs of the society. Past goals and precedents guide the process of organizing	Work and resources are divided and co-ordinated to meet longer range goals and projections for the future.
Staffing	Management are slower in adapting the criteria by which they select and train employees	Management select and train employees to meet long term business goals
Directing	Tendency to develop vision and mission statements that emphasise the continuation of the company's values and reputation	Tendency to develop vision and statements which focus on achieving long-term benefits.
Controlling	Tendency to develop performance objectives in keeping with customary goals	Tendency to develop performance objectives in the context of long term goals.

Source: Adapted from Brake et al. (1992, p. 101)

The figures and the tables shown above go a long way to illustrate how time management practitioners are faced with challenges of trying to reconcile differences in cultural values in many aspects of management. The assumption underlying the questions and responses of those interviewed for this study is that for a successful time management, any employee or manager should be able to adapt to cultural practices different from one's own cultural background, no matter what their cultural orientation is. The importance of time management across cultures lies in the on-going cooperation between different organisations such as the existence of the Qatari-Japanese Friendship Society, the DOHA Centre for Media Freedom and the Qatar Centre for Child Culture.

Indeed, it has to be acknowledged that difficulties may arise because of the different cultural backgrounds. However, inter-cultural communication becomes a pre-requisite for a cross-cultural understanding in such an area as time management.

It can be analysed that all the influential individuals have vividly presented their perspective on time management and its significant role in the NGOs. As explained in the response of the executive director of the Qatari-Japanese NGO, the core reason of establishing the NGO is to help the people who are victim of natural disasters. The cooperation ties among Qatar and Japan is effective in providing shelter and food towards the people especially who are victim of natural disasters such as tsunamis, volcanic eruptions, floods, earthquakes and typhoons. Natural disasters affect the lives of people and thus NGOs associated with helping those people for living lives with basic needs, food and shelter (Hsu, 2017). The professional benefits have been presented by the executive director according to which, health and taxation benefits are there, for working with an NGO. Executive director of the Qatari-Japanese NGO has responded that as the work of NGO is associated with social service thus proper time management is indeed essential. The environmental factor that is associated with influencing the operations of the NGO is based on making local people more aware about hygiene. The executive director has added that the security interruption in funding is one of the influential aspects for operation of the Qatari-Japanese NGO.

The human resource manager has responded that the organisation is effective in recruiting employees by their interpersonal skills. According to the resource manager, the efficient time management has influential role in creating and reinforcing the satisfaction of employees for better as well as improved performance at workplace. Resource manager has stated that in order to provide better social service, the time management system should be more enhanced. Poor time management, in NGOs, is associated with resulting negative image in society (Nishaat, 2017). According to the human resources manager, the non-financial motivations are utilised mainly to keep employees motivated at workplace. As indicated by the public relations manager, the entire media handling has to be taken care with on time activities. Employees are used to be recognised for getting treated as per their level of performance. The PR manager has stated that employees are behaved with motivational manner so that they can be able to make personal development. Motivational approach towards employees is indeed essential for high retention rate (Diouf and Boiral, 2017). Time planning is crucial for the NGO to make each and every employee responsible towards their roles at workplace.

As explained by the chairman of Qatari-Japanese NGO, it can be analysed that the philosophy of the NGO is associated with creating better society. In accordance to the response of the chairman, the core agenda of the NGO is focused towards the provision of basic health, security, education and empowerment to every people. The chairman stated additionally that being a chairman, in order to manage time effectively, the chairman uses technology in high extent. The advanced and modernised technology is efficient in managing time. Several time tracking software are used for keeping proper track of time. As indicated in the response given by the chairman, in the NGO, for maintaining proper time management, time recording software and mobile applications are utilised. According to the response provided by the chairman, one of the core skills that are essential for effective time management in the NGO is about personal motivation for self-improvement within the organisation. The chairman has additionally stated that for personal development, appropriate time management is indeed essential to be maintained at workplace. Chairman of Qatari-Japanese NGO has added that time management is effective for each and every employee for enhancing their individual career at workplace. In case of career development, proper time management is one of the motivational aspects that is related to interpersonal skill (Cobourn and Lewis, 2018). In accordance to the response given by the chairman, it has been analysed that in order to make the employees realise about importance of time, the training sessions are required to provide among the employees in weekly basis. The chairman has additionally stated that the training sessions are effective in making employees aware about proper time management at workplace. The chairman further indicated that communication skill is one of the major interpersonal skills that are efficient in managing time within the non-governmental organisation.

The deputy chairman stated that the cross-cultural workforce is effective in gaining diverse skills for better performance within the NGO. Diverse skills are effective for inspiring the employees for creativity and innovation (Páez-Rosas and Guevara, 2017). The executive director of the Doha centre for media freedom has indicated that the main goal and objective of the non-profit organisation is associated with solving community needs in timely manner. Media practitioners are needed to be aware of proper time management as their profession is to reach and cover news on-time (Kumar and Patel, 2017). The director added that the employees are quite focused towards maintenance of time at workplace.

6.9 Conclusion

This chapter was aimed at presenting the findings from the interviews with the top management team of the three Qatar NGOs: Qatari-Japanese Friendship Society, Doha Centre for Media Freedom and the Qatar Centre for Child Culture. The findings are for interviews on time management aspects with the Executive Directors, the Human Resource Manager, the Public Relations Manager, the Chairman and the Vice-Chairman.

The interviewees highlighted the importance of time management within the NGOs. Further, the importance of developing appropriate time management skills within the NGOs has been emphasised. Importantly, in the context of cross-cultural interaction, for instance in the case of Qatari-Japanese Friendship Society, understand the time management attitudes between the two nationalities forms an integral part for cooperation and joint efforts. Besides the development of time management skills, the continuing need to utilise information technology to enhance time management behaviour needs to be emphasised.

This chapter has, therefore, complemented the findings of the quantitative data analysis. In order to improve time management practices, it was highlighted that organisation and communication skills are some of the major interpersonal skills that are efficient in enhancing the behaviour of time management within the non-governmental organisation.

CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS

7.1 Summary

This research was carried out with the aim of studying the impact of effective time management practices on organisational performance of non-governmental organisations (NGOs) in Qatar. The study employs a multi-case study approach using three NGOs: Qatar - Japanese Friendship Society, Qatar Centre for Child Culture and Doha Centre for Media Freedom, in order to investigate the possible relationship that has been found to be mainly positive in monochronic western cultures. In investigating the relationship, the study also examines the perceptions (meanings) of time and identifies the factors that influence time management behaviours, in particular, the role of culture and leadership.

The study uses a mixed methods research approach from a pragmatist perspective. In this respect, both qualitative and quantitative research methods are employed in order to obtain the rich data needed to help address the research objectives. In investigating the perceptions and meaning attached to time, including the factors that affect time management practices, a qualitative research approach is applied. On the other hand, in order to investigate the possible association of time management practices on job outcomes and thus, firm performance, a quantitative research approach was relevant.

In order to understand the influence of culture on time management practices, some theoretical contributions on cultural dimensions were reviewed (see section 2.5). In this respect, Hofstede's Cultural Factors, Trompenaars and Hampden-Turner's Dimension of Culture as well as Hall's Cultural Factors were reviewed. In addition, the study acknowledges that other factors could influence time management practices which include macro and micro-environmental factors, organisational factors and personal factors.

Qualitative data was collected using semi-structured interviews while quantitative data was obtained through questionnaire administration. The questionnaires were administered to employees of the three selected NGOs and interviews were conducted senior officials of the NGOs. Document analysis supplemented the data collected from both research techniques. The analysis of qualitative data was based on Seidel's (1998) model which involved three steps of

noticing, collecting and thinking about interesting things. The results are presented and discussed in chapter six. The quantitative analysis of data was performed statistically with the aid of SPSS. The results are presented and discussed in chapter five.

7.1.1 Qualitative Results

The perceptions of time and the factors that influence time management behaviours in NGOs were the focus in this part of the study. The factors included personal characteristics, internal and external environmental factors, technology and cultural factors. Of particular importance to the study was the exploration of cultural factors and their impact on time management.

The study found that time management was of great importance and that cultural differences played a crucial role in its determination. Analysis of the interviews revealed that cultural factors had a strong impact on time management. It was also found that there was very little understanding about the impact of monochronic time and polychronic time. For example, western cultures view time as a commodity to be controlled. Therefore, monochronicity is where time is schedule driven. The Middle Eastern cultures view time in polychronic terms. This is where time is considered to be multidimensional and flexible. Therefore, the rationale for the study was compelled by the need to discover the importance of time management in the Middle-Eastern context. Consistent with the propositions of cultural dimensions (Halls, 2012; Trompenaars and Hampden-Turner, 2009) the study found that Qatari NGO employees had attributes that characterise polychronic culture and that the society was interested to learn more about monochronic practices.

7.1.2 Quantitative Results

As several studies have highlighted the influence of time management on organisational (e.g. Abdullah et al., 2012; Ahmad et al., 2012; Channar et al., 2014; Claessens et al., 2009). The study explored the concept of time management and its relationship to job satisfaction, job performance, job motivation and individual goals. In this respect, it is conceived that if there is poor time management, then the former elements would not be realised. With regard to motivation, for instance, studies have shown that job motivation has a major role in organisational performance (Bernstein, 2011; Milne, 2007; Osabiya, 2015; Van Knippenberg,

2000). Generally, high levels of employee motivation present opportunities to perform better in the workplace.

The study found that there was indeed a linkage between time management behaviours and organisational performance. This is the case in that time management can lead to quantifiable improvements in organisational performance which can be measured in different ways. The job performance can be evaluated, for instance, through performance appraisals. In this study, aspects of job outcomes examined included work balancing, work load and awareness building. These are important determinants with respect to NGOs' performance because of the nature of organisational objectives which are more about the impact of NGO operations on society. The time management variables are captured through aspects such as improvement, sufficiency, automation and documentation with predictors related to importance, timeliness, involvement and undertaking. The study has shown that good time management has the effect of improving organisational performance.

The study has shown that effective time management is the key to improved performance levels and that if managed properly, it not only affects the services rendered by employees but also helps them cope with other issues such as stress, conflicts and pressure more diligently. Effective time management helps to create and reinforce employees' satisfaction, employee retention and productivity. These findings are largely consistent with other studies that have demonstrated similar effect of time management (e.g. Milne, 2007; Miqdadi et al., 2014; Njagi and Malel, 2012; Nonis et al., 2011; Osabiya, 2015; Van Knippenberg, 2000).

7.1.3 Development in time management practices

In addressing the fifth research objective 'explore the future development of time management practices' the study investigated the changes in time management practices. In the analysis of responses from both questionnaires and interviews, the research found that the NGOs under investigation have gradually been coming to terms and implementing effective time management strategies. For instance, the Qatari-Japanese Friendship Society is having some influence on the time management practices of some individuals and groups in Qatar. Undoubtedly, several factors influence these time management practices.

The findings from primary data are supported by secondary data. The Financial Times (2005), for instance, in an article titled “a different breed of foot soldier” (see appendix 1), analysed the rise of Qatar from a comparative backwater to a nation rich in human as well as natural resources. The article reveals that:

“A strange kind of revolution is taking place in the tiny energy-rich Gulf Emirate of Qatar. Until relatively recently, fiercely conservative peninsular state, living in the long shadow of Saudi Arabia, Qatar is asserting itself with global ambitions.... In Doha, the foot soldiers of change are a different breed from those crowding other Arab Capitals.... By the standards of the conservative autocracies of the Gulf, Qatar, is however becoming distinct in more ways than one even if it shares many of the same challenges....

The Emir says he wants to build a nation rich in human as well as natural resources, strategically positioned for its service industries, as well as its energy wealth. To achieve this, he is not just changing the skyline in Doha. He is also attempting to remould the mind-set of its inhabitants” (p. 3).

The key phrase is ‘remoulding the mind-set of its inhabitants’. This amply captures the view that both internal and external environmental factors can influence changes in the mind-set of people. The Doha Centre of Media Freedom, for example, is undergoing some dramatic changes designed to promote freedom of expression. The importance of time management is being recognised through inter-cultural and international communications. The former refers to the communication between two persons of different cultures while the latter is communication between nations and governments.

7.2 Recommendations

It is acknowledged that time is a scarce commodity which is a challenge for most managers and employees. There is a greater need for both managers and employees to engage in self-management. It is recommended that NGOs in Qatar should train their managers and employees to acquire skills in self- management. In fact, managers should be able to make the most of their time and also help employees to manage their time effectively.

One of the effective ways in which employees’ skills could be developed is through workshops. Through skill tailored workshops, employees of NGOs in Qatar can acquire time management

skills which include setting clear goals, breaking one's goals down into discreet steps and action planning. The employees of the Qatar NGOs should acquire skills which can include prioritising, focus on urgent and important matters. Organising their work schedules, list making and avoiding procrastination. Time is of equal importance for both personal and professional success (Channar et al., 2014). As such, harnessing the time management skills is imperative.

Further, during the research, it was discovered that a majority of employees did not keep a to do list and did not use a time log. It is recommended that the employees take stock of these skills. There is need to have a reminder system such as a diary so that one can write down things needed to be done including appointment and work deadlines. Information in the diary is an essential part of action planning. The latter is necessary for time management. Managing time wisely guarantees that NGO leaders are able to better manage themselves and their time as well as able to assist their subordinates to learn to make the most of their time. Boundary setting is another recommendation because it is really a huge part of time management. Keeping a record of one's activities is vital for time management, since as already mentioned, it shows the efficiency of time spent from activities that are classified as important and urgent to activities which are not important and neither urgent.

It is clear that effective time management is an instrument for organisational performance. Therefore, it is recommended that NGOs in Qatar adhere strictly to effective time management so as to provide quality of service and achieve high levels of productivity. Every effective person must be time conscious and managers should continuously lay emphasis on the importance of good time management during meetings so that employees may recognise time as an important resource.

In addition, Qatar NGOs should adopt modern technology to a high extent so that they can have an idea about the individual potentiality of employees in case of time management at the workplace. Information technology makes time management practice easier. Griep and Vantilborgh (2018) argue, for instance, that management can have access to modernised information technology such as different time tracking software and mobile applications. The advanced information technology is quite effective in helping individuals to have control on personal time management at the workplace. The management of non-governmental organisations can have specific computer software to record the activities of employees in a

timely manner. It can be added that employees are self-applicable to have records of their own performance at the workplace in a timely manner. Hence, it can be recommended that vast technology usage is essential for the non-governmental organisation of Qatar.

Further, employees of Qatar NGOs need to enhance their time management skills for task categorisation which should be based on the specific time it takes to complete tasks. There are few times when an employee is unable to identify the time-wasting tasks at the workplace. As Anderson et al. (2018) suggest, employees should have developed knowledge about choosing tasks according to the criteria of time requirement. While each and every employee will be effective in identifying the required time of an individual task, achieving the ability of proper time management within the NGOs can be difficult. In terms of managing and using time properly, it is essential to have recognisable knowledge of tasks and its timeline. If an employee is able to gain knowledge on task categorisation by time requirement, the employee will be more efficient in managing and utilising time properly at the workplace. Thus, it can be recommended that the employees are required to have personalisation on categorising tasks as per the separate timeline.

The employees are needed to avoid multitasking activities so that they can be more effective in managing time at the workplace. Multitasking activities are inefficient in completing a particular task with ultimate sincerity. Bartlett and Beamish (2018) argue that when an employee, no matter whether the employee is performing individually or as a team member, perform more than one task at a single time, they are likely to have failure at the end of task completion. This is due to a division of attention towards several tasks at the same time. Hence, while the employee will have a tendency of performing one task at a single time, the possibility of achieving success is quite high. On the other hand, if an employee of the non-governmental organisation is unable to quit the nature of attempting multi-tasks at a single time, there are more chances of having a failure at the end of the time period. Therefore, it can be recommended that employees are required to avoid multitasking tendency in order to utilise time wisely at the workplace.

A smart presentation of the recommendations above is given in table 36 below.

Table 36: SMART analysis of three recommendations

Recommendation 1

S - Specific	DeskTime and Toggl
M - Measurable	The DeskTime software is effective and efficient in keeping records of employee performance in a timely manner. On the other hand, Toggl is one of the time tracking mobile applications that is effective in keeping personal records in order to manage time. The large adoption of technology is effective in making employees aware of being responsible towards on-time performance at the workplace.
A - Achievable	The management is positively efficient in utilising the DeskTime software as it comes with access to as fewer hassles as possible. Additionally, it is available for adoption in a quite easy manner. It requires a computer system and the internet connection. On the other hand; Toggl is the mobile application which is easily available and accessible towards the employees. This is because it has a sole requirement for a smartphone and internet access.
R - Relevant	The access of DeskTime software is efficient in monitoring timely activities of each and every employee at the workplace. On another hand, the Toggl mobile application is effective in tracking organising time by particular tasks at the workplace.
T - Timely	It will take around 1 month to be integrated at the non-governmental organisations.

Recommendation 2

S - Specific	Time management skills
M - Measurable	The measurement of time management skills can be seen through performance enhancement of the employees at the workplace.
A - Achievable	The employees are effectively efficient in augmenting the time management skills for better performance at the workplace. Time management skills help in managing time for personal and team improvement within the organisation.
R - Relevant	Development of time management skill by organised training sessions is affirmatively relevant for increasing the level of performance of employees individually and in a team as well.
T - Timely	It will take near about 3 months to be followed at the Qatari-Japanese NGOs.

Recommendation 3

S - Specific	Avoiding multitasking skills
M - Measurable	Measurement of avoiding multitasking skills can be identified through increasing quantity of task prioritisation of employees at a single time period.
A - Achievable	Each and every employee is potentially effective in developing the skills of avoiding multitask for gaining lasting outcome from a specific task. Additionally, this skill is effective in completing a task with possibilities of positive results.
R - Relevant	The skill of avoiding multitasks is relevant in case of both employee and team performance with high possibilities of success at the task completion.
T - Timely	It will take around 2 months to be implemented in the NGOs of Qatar.

Further, it's been recognised that motivational approaches are pivotal to keep employees engaged in their respective job roles and responsibilities (Brewster et al., 2016) within the non-profit organisations. Kumar and Patel (2017) argue that organisations have the choice of adopting either intrinsic or extrinsic motivations approaches. However, the NGOs or non-profit organisations are associated with motivating their employees through non-financial activities such as career development and performance management. Therefore, it can be argued that the Qatar NGOs would have to develop effective time management of employees through different motivational approaches such as promotions and transfers. Such motivations will be effective for the employees, not just for potential time management, but rather for career development within the non-profit organisations as well. As argued by Brewster et al. (2016) time management skill is considered as one of the most effective interpersonal skills to develop the

career in the same or different field. Motivation is important in the workplace for keeping employees engaged at the professional field.

However, there are few times when an organisation might be unable to motivate its employees at the workplace. As a result, employees' retention rates could start decreasing. Employees' retention rates basically measures the rate or percentage of employee turnover at a specific period of time (Candidi et al., 2015). Thus, if the employee retention rate is high, the organisation is quite effective in retaining staff and if it is low, the organisation is unable to provide enough incentives to keep its employees. In accordance with Maslow's motivation theory, it is commendable that the self-actualisation needs of employees be addressed as these provide motivational sources which correlate with effective time management at the workplace. The self-actualisation need is often associated with self-potential and personal growth within the non-profit organisation. The personal growth is essential for the employees to have career development at the workplace. Thus, it is indeed essential for the employees of Qatar NGOs to have personal fulfilment in order to develop effective time management practices in the workplace.

7.3 Implications

There are some implications that arise from undertaking this study which need to be highlighted. The study, firstly, has highlighted that time forms an important resource for NGOs in Qatar. As such, employees need to know how to invest it so that the ultimate organisational objectives can be achieved. However, the study suggests that Middle-Easterners need to be advised to invest time in planning, scheduling and organising tasks so as to avoid unnecessary procrastinating and to reduce work stress levels. In developing time management practices, it's important that prioritisation of activities is developed as a skill by employees. The Eisenhower method and Posec method are useful techniques that could be utilised by NGO employees in this respect. Tables 36 and 37 illustrate how time could be organised through the Eisenhower method and the Posec Method respectively.

Table 37: Eisenhower Method

	Not Urgent	Very Urgent
Very Important	Plan it	Do it now
Not important	Forget it	Delegate

Source: Seiwert (1989, p. 82)

Table 38: Posec Method

	Not Urgent	Very Urgent
Very Important	Activities Cries Pressing problems Deadline drive projects	Activities Prevention Relationship building Recreation New opportunities
Not important	Activities Interruptions Some phone calls Some mail Some meetings Popular activities	Activities Trivia Some small Some phone calls Time wasters Pleasure activities

Source: Melinte (2013, p. 15)

These technique help show the degrees of the importance of time. In general, when organising one's time, one must identify areas of one's life where one is wasting time. In this respect, there are some activities which are considered to be unimportant and not urgent and others viewed as important and urgent. This requires good time management to deal with the issues in question. Developing such time management skills is imperative for NGO employees. Its critical, firstly, because the organizations are not working for only the fulfilment of organizational goals. These organisations have the responsibility of society as a whole. In

addition, as the NGOs in Qatar receive a lot of financial aid, the expectations on them to fulfil societal related objectives are also high. Thus, the pressure on their work to satisfy stakeholder expectations is equally high. Secondly, because of the nature of NGOs activities which do not emphasise commercial goals but societal goals, employees working for these organizations might not be as dedicated as corporate employees. This has implications in terms of the need to motivate the employees and also develop time management policies and principles in the organisations so as to promote personal growth and a professional working environment.

With regard to enhancing employees' motivation and promoting time management practices in NGOs, two approaches or strategies can be adopted by Qatar NGOs. The first strategy is about linking time management to career development and the second strategy revolves around effective planning and prioritisation. These are discussed further below:

- **Time management strategy - training or workshops for employees**

It is commendable that in order to maintain proper time management at non-governmental organisations, the employees should be firstly aware of implications of time management in career development. As suggested by Oettingen et al. (2015), it's important that management shows a commitment to effective time management. Thus, the management of Qatar NGOs could demonstrate commitment, for example, through arranging time management training sessions on a weekly or monthly basis for their employees so that employees will be most effective towards their individual performance on a timely manner. Organised training sessions are effective in making employees realise about time management including its impact on performance as individuals or in a team. Organised and personalised training sessions are associated with realising actual importance of time management in order to build a successful career within the non-profit organisations (Ramadan and Borgonovi, 2015). Organised training sessions if provided for employees could enhance awareness of time implications in both personal and professional life. When employees start to perform tasks on a timely manner and with ultimate sincerity, they would be able to complete tasks efficiently and effectively. Performance enhancement will then be visible in the workforce of the NGOs.

Thus, provision of time management training sessions could be adopted as a strategic approach for efficient time management. The Qatar NGOs need to organise training sessions with management oversight so as to develop organisational wide time

management skills in the workplace provide organised time management training sessions towards their employees at the workplace.

- **Time management strategy - prioritisation**

In order to maintain effective time management in non-profit organisations, the employees are required to prioritise their respective tasks. As argued by Kuratko et al. (2014), the employees should have vast and vivid view about task importance at the workplace. As highlighted in Eisenhower and Possec methods above, there is need to identify the relative importance and urgency of tasks (Melinte, 2013). There are few times when unimportant tasks are executed by the employees with high energy and time. Unimportant tasks are associated with draining energy and consuming time.

However, it is commendable that the energy and time should be dedicatedly utilised for important and urgent tasks. There are few times when an employee is unable to utilise time at workplace due to lack of knowledge on task prioritisation. As a consequence of this fact, the employee provides more time towards unimportant tasks and less time to important tasks. This wrong approach can cause major challenges in case of task completion. In more simple words, due to less time provision towards important tasks, possibilities of failure become high. Therefore, it can be argued that in order to adopt a strategic approach for effective time management, the Qatar NGOs should require or make their employees aware about prioritising tasks at workplace both as individuals and in a team.

Further, in the examination of the research participants' view on the importance of time management in their organisation, the study revealed that changes to the perceptions of time and how it should be managed is capable of change over time. There is no rigid adherence to largely polychronic time perceptions. The common view among participants was that time management in Qatar requires some reform for the better. The key argument is that although there are differences about time management among cultures, people still have the capacity to adjust to and adapt to differences. Indeed, there is always the need to be mindful of cultural diversity in organisations and the idea is how to manage them. This is important for effective cross-cultural communication.

Finally, it should be acknowledged that time management might be a struggle especially for employees who does not possess organisational abilities. However, with proper organisation, discipline and prioritising, it is possible. As such, there is need to work on strategies designed to cope with issues of stress and pressure. There is also the need to find the right balance between matters that are important but not urgent and matters which are important and urgent. Effective time management is indeed a panacea to organisational high performance as it improves productivity and quality of service. Important too is the need for an organisational culture that promotes productivity through effective time management. The organisation culture in this case reflects the collection of traditions, values and beliefs that influence employee performance within an organization (Mullins, 2010). The organisational culture that promotes time management would have to be supported by top management. Therefore, commitment from NGOs' management is important.

7.4 Limitations and suggestions for future research

This research has some limitations which might impact on the applicability of the findings to other contexts, despite every effort made to make the study solid and relevant. Firstly, the number of participants is relatively small. The study had 7 interviews and 292 questionnaires were administered across the three NGOs that formed the case study. As such, one of the limitations arises from the small number of participants which might affect the overall applicability of the study findings. Similarly, only three NGOs in Qatar were included in the study. This could raise potential limitations as three NGOs out of over twenty NGOs might not be representative of the NGO sector. However, given the study aims of obtaining an understanding of time management perceptions and relationship to performance, the data collected from these participants was reasonable. Further research in this regard could target more NGOs and a larger sample size. The usefulness of a larger sample is that it enables a better statistical analysis to be carried out with results more generalisable. In addition, while small sizes are suitable for qualitative research approaches in order to obtain a deeper understanding, increasing the number of participants within the same context could provide more contextual understanding.

There are also inherent limitations that arise when seeking to establish a relationship between time management practices and organisational performance. These limitations are inherent in any study that seeks to express and simplify causality. In this respect, identifying what are

appropriate independent variables to capture time management practices and also dependent variables that reflect organisational performance is a key consideration. As such, whilst this consideration has been guided by prior studies, there is understandably other variables that could have captured the independent and dependent variables. Further, because of the nature of the organisations under study (NGOs) there is arguably no universality of variables that could capture organisational performance.

This study was localised in Qatar. Whilst there are recognisable similarities in cultural characteristics of Middle Eastern countries, further research could include NGOs in other countries in the Middle East. This could further provide insight into whether the cultural influence on time management are similar beyond the national boundaries.

7.5 Conclusion

Time remains a scarce resource that must be properly managed, otherwise nothing can be accomplished (Menzies, 2009). The supply of time will always remain limited whilst its demand is limitless. Therefore, time is of the essence and that it is a valuable resource designed to be used in a more controlled and profitable manner. Time is virtually tied to every organisational activity that feeds into its strategic objectives. As an important asset, its management is critical for organisational survival and success. Time management has an effect on organisational performance.

Importantly, time management can be a motivating element behind employees' performance and productivity on tasks which form the basis for the overall performance of organisations. Effective time management influences job satisfaction, job performance, job motivation and individual goals which contribute to organisational performance. However, time management practices are influenced by several internal and external environmental factors. One of key environmental factors is culture. In particular, time management practices are culturally and contextually driven and thus, understanding the cultural environment within which organisations operate is important.

This study has empirically shown that time management has an effective role to play in improving the level of performance of employees, both individually and in teams, in NGOs. As such, the research implications are that NGOs in Qatar need to promote effective time

management practices within the organisations, for instance, through in-house training. NGOs in Qatar would be in a better position to achieve their societal oriented objectives through effective time management. Having good time management practices would also enable them meet stakeholder expectations.

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APPENDICES

Appendix 1: The changing future of Qatar

In Doha, the foot soldiers of change are a different breed from those crowding other Arab capitals. They are more likely to be from public relations firms and management consultancies, hired from abroad to help promote and develop the emir's 'vision'. Slogans such as 'modernisation without 'westernisation' or 'modern but Muslim' emerge from Powerpoint presentations rather than street pamphlets or radical preachers. 'His highness', explains one enthusiastic subject from Qatar's academic community, is way ahead of his society. He is trying to position us to benefit from the changes in the world. What's good for the world is also good for Qatar. We are not some kind of freak nation.

By the standards of the conservation autocracies of the Gulf, Qatar, is, however, becoming distinct in more ways than one even if it shares many of the same challenges. The emir says he wants to build a nation rich in human as well as natural resources, strategically positioned for its service inhabitants. In the first 24 years of independence from Britain, when other oil rich Gulf societies were assembling the trappings of modernity, Qatar remained a comparative backwater.

From the smallest financial sector in the immediate vicinity, Qatar wants to develop the region's preferred banking centre and has tailored regulations for the purpose. It wants more tourists, more skyscrapers, more international sporting and cultural events and more skills and know-how. Behind these ambitions, say government officials, is a desire on the part of the emir to shake off the apathy that characterised times past.

He and his influential wife, Sheikha Moza, are going out of their way to empower women and instil entrepreneurialism in a population accustomed to being looked after in style by the state, they say. There is also, says Mohamed al-Thani, the economy and commerce minister, a will to invest at home money that might previously have gone abroad. Expense is of little concern. But the tiny size of the local population is, together with a desire not to be seen to compromise the deeply held Islamic beliefs of Qatar's strict Wahabbi. Culture.

Although there are a growing number of exceptions, most Qatari women do not work and 60 percent of the population is under the age of 21. ‘Qatar is looking to do things that require global experience right from the guy operating the crane, to the engineer, to the financier trying to pull together investors,’ says an expatriate government adviser who himself fits the category. In the process, some Qatari complain that the roads are clogging up with traffic, rents have risen by 100percent in the past year and the composition and size of the population is changing by the day. About 10000 labourers have been brought in from South-East Asia for one project alone.

The government wants a booming tourism industry but without the trashier trappings. It is liberalising the economy and wants a world class financial sector. But there is little scrutiny of business and data on public debt, foreign reserves or local population size are not disclosed. Most paradoxical of all, the government wants to develop its non-energy economy without jeopardy the culture and proportion of the local population. Its approach in this respect is far more cautious than nearby Dubai, where you can now buy a beer with your fish and chips on the beach.

But the larger the Non-Qatari population becomes, the harder it may be to stem the flow of unwanted aspects of foreign influence. With so many projects at stake, this appears to be a price the emir believes worth paying, as a non-elected leader with almost limitless funds at his disposal he has the luxury of thinking big and planning long term.

Appendix 2: Partnership of Doha Centre for Media Freedom with Qatar University

DOHA CENTRE FOR MEDIA FREEDOM AND QATAR UNIVERSITY LAUNCH MEDIA ASSESSMENT USING UNESCO'S MDIS.

The Doha Centre for Media Freedom (DCMF) has partnered with a team of researchers from Qatar University to carry out a comprehensive evaluation of the media landscape of Qatar based on UNESCO's internationally-recognized Media Development Indicators (MDIs). An initial training workshop on the MDI methodology was organized in Doha on 9 and 10 November, in collaboration with UNESCO.

Seven researchers from the department of Mass Communication of Qatar University took part in the training alongside staff from the Research Department of DCMF. DCMF Director, Jan Keulen, opened the meeting, describing the MDI assessment as "one of the most important projects" of the centre and emphasizing the need to ensure a wide support base for the initiative within the Qatari media community. The training was led by Steve Buckley, a media expert with international experience in media reform advocacy and communication development.

The workshop provided the research team with an overview of the MDI framework and the methodological approach embedded in it. It also spelled out the international standards and best practices that exist to promote free, independent and pluralistic media. By the end of the two-day training, the participants had identified an extensive range of research tools and data sources for applying the MDIs in Qatar. They also came up with a research plan and timetable for the evaluation of the national media sector, which is expected to start in December and last for a period of 6 to 9 months.

Mahmoud M. Galander, Acting Chair of Qatar University's Department of Mass Communication welcomed the project, saying it was important to monitor and evaluate the state of Qatar's media.

An advisory committee composed of Qatar-based media professionals, experts, civil society members and officials will be invited to provide input to the assessment throughout its duration.

When it is completed, the study will reveal the extent to which Qatar's media environment ensures freedom of expression, plurality and diversity, and propose evidence-based recommendations pertaining to further aspects of media development in the country.

DCMF is a non-profit organisation working for press freedom and quality journalism in Qatar, the Middle East and the world. Its activities are focused on direct assistance to journalists, training and education, and research, reflection and memory.

Appendix 3: Interview Guide

1. What Non-Governmental Organisation (NGO) do you work for?
2. What is your position in your NGO?
3. What do you understand about the importance of time especially as it is concerned with your NGO?
4. What do you understand about effective time management and its advantages for your organisation?
5. What are some of the environmental and cultural factors ineffective time management that influence the operations of your NGO?
6. Describe the climate or culture of your department.
7. Do you agree that effective time management creates and reinforces employee satisfaction to leading to better performance?
8. Is your organisational performance affected by poor time management?
9. What are the consequences of poor time management in your NGO?
10. What steps do you take in order to rectify poor management of time?
11. Do your employees fail to meet work deadlines?
12. Are there any regulations set to those who fail to meet work deadlines?
13. How do you deal with employee stress in your organisation?
14. What kind of motivation are you providing to your employees?
15. Do you provide opportunities of participating in the decision-making process in your NGO?
16. Do you feel that your employees are recognised as individuals?
17. Have you ever been in a situation where you thought you needed to adjust or modify your behaviour and attitudes to your employees?
18. Does your NGO hold seminars on time management?
19. Do you think polychronic time management is one of the problems affecting better performance by NGOs in Qatar?

Appendix 4: Time Management Questionnaire

Please can you spare a little time to complete this Time Management Questionnaire

		Yes	Some Times	No
1	Are you continually conscious that time is your most critical resource?			
2	Is your time management good?			
3	Do you ever feel pressed for time?			
4	Do you use goal setting and a priority list?			
5	Do you find documents and files easily and quickly in your work space?			
6	Do you have time for leisure activities?			
7	Do you keep a time log to the nearest minute of everything you do over a typical working period of at least one day?			
8	Do you make a fresh new "to do" list each work day?			
9	Do you often procrastinate (post-pone) completing your daily tasks?			
10	Do you give your undivided attention to one task at a time?			
11	Do you know which of your activities are high value producing ones?			
12	Do you differentiate between important and urgent activities?			
13	Do you plan to be 10 to 15 minutes early for all appointments?			
14	Do you avoid meetings that are time wasters?			
15	Do you consciously avoid making social telephone calls during working time?			
16	Are your files often accurate, accessible, current and streamlined?			
17	Is your desk clear of clutter and tidy?			
18	Are you able to relax in your free time without worrying about your work?			

19	Do you avoid taking work home or staying late at work to finish it?			
20	Do you use specific techniques for keeping paperwork under control?			
21	Do you start and finish projects on time?			
22	Do you avoid becoming involved in other people's work-doing things that they could or should be doing themselves?			
23	Can someone else undertake your tasks if you are not available?			
24	Working for an NGO, do you find that good time management is of utmost importance?			
25	Are you aware of and take steps to avoid time-wasting activities?			
26	Do you use automated document management system?			
27	Do you use a proper balance between computer and dictating equipment?			
28	Can you find documents and files easily and quickly in your work place?			
29	Do you believe that you have sufficient time available to spend on yourself, your family, community affairs and recreational/sporting activities?			
30	Do you feel that you need to improve on your time management			

Appendix 5: Example of interview transcript

Interview with The Director of Qatar Centre For Child Culture

Interviewer: What is the vision and mission of the centre?

Director: The centre's vision and mission is to help and promote the role of family in the society and maintain the social and economic cohesion and stability and as children are an important part of the family their focus is on children.

Interviewer: Can you please describe the activities of the centre?

Director: The centre seeks to develop the capacities of the family by fostering and developing capacities of children so that they may use the opportunities they get to effectively participate in society in order to build self-reliant and self-sufficient stable families.

Interviewer: What the age group of children you deal with?

Director: The centre for child culture is a non-profit private institution which provided comprehensive service to children with both abilities and disabilities. The centre serves as a model for the provision of special education and cultural education to children from birth to adulthood.

Interviewer: What role time management played in the centre's activities?

Director: The centre offers opportunities to children at an early age and young adults to have a better understanding of time management. Most of the children and these young adults at the centre live-in. In other words, they are boarders. Others simply visit the centre for recreational education. Against this background, time keeping is of utmost essence. Time management skills are instilled in these children in many aspects of their lives and activities including time to wake up, lunch and super times. The children are also taught how to share tasks or problems with others and to organise their work according to time-schedules and deadlines.

Interviewer notes:

From the brief interview with the Director of the Qatar Centre for Child Culture, it was clear that the centre was doing a good job and that the Director had effective strategies to deal with time management at an early age with children. The centre is instilling some kind of cultural intelligence which will help the children when they become adults to adapt to differences in culture. In particular, these children when they become adults are likely to acquire interpersonal intelligence which includes the ability to understand other people, their motivation and their culture.