Chapter 6

DISCUSSION

6.1 DIMENSIONS OF TIME MANAGEMENT BEHAVIOUR

The present study identified four separate dimensions of time management behaviour: planning and scheduling, perceived control of time, flexibility of time and time submissiveness. Macan et al. (1990) had identified four dimensions, viz., settings goals and priorities, mechanics of time management, perceived control of time and organization / disorganization.

The first two factors of the original scale, setting goals and priorities and mechanics of time management were merged into a single factor planning and scheduling in the present study (Figure 6.1) ‘Perceived control of time’ emerged as it was in Macan’s (1990) study. The two new dimensions, which emerged in this study were flexibility of time and time submissiveness.

Flexibility of time reflects a flexible and accepting attitude of a person towards time. Time submissiveness portrays a most obedient attitude of a person towards time as if time is a controlling authority. Thus the two new dimensions are more related to the personality of the individual.
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Figure 6.1

Dimensions of Time Management Behaviour

MACAN et al., 1990

- Setting Goals and Priorities
- Mechanics of Time Management
- Perceived Control of Time
- Organization / Disorganization

PRESENT STUDY

- Planning and Scheduling
- Perceived Control of Time

NEW

- Flexibility of Time
- Time Submissiveness
The results of the study confirmed that time management behaviour is multidimensional.

Another important finding is that the dynamics of time management are more complex than previously believed. The previous findings showed contradictory results on flexibility of time, some studies believed flexibility of time to be effective (Hackman and Oldham, 1976, de Carufel and Schaan, 1990, and McNerney, 1994) but some studies did not support the usefulness of flexibility of time (Blum et al., 1994, and Thomas and Ganster, 1995).

The contradiction was resolved by the findings of the present study. It was found that an inverted U relationship existed between flexibility of time and job performance (Figure 5.1) and also with job satisfaction (Figure 5.2). So it can be inferred that only moderate level of flexibility of time is favourable for job related outcomes.

There was also dearth of studies on time submissiveness. A significant negative relationship between time submissiveness and overall work performance was obtained among private bank managers (Figure 5.5). Thus the study provided an opportunity to observe the relationship of time submissiveness with job satisfaction and job performance.

The practical implication of the results is that these dimensions can be used in exploring personality dynamics of time management and also to study time management of employees in organizations.
6.2 CORRELATES OF JOB PERFORMANCE

6.2.1 Relationship of dimensions of time management behaviour with job performance

The hypothesis that job performance is positively related to planning and scheduling has been substantiated in nationalized banks. The obtained relationship is consistent with the previous findings. Lay and Schowenburg (1994) found similar significant positive relationship in an academic set up. Locke and Latham (1984) found positive influence of firm, realistic and negotiated deadlines on the performance of individuals. Waller et al. (2001) also reported the effect of individual's perceptions of deadline on their performance.

The hypothesized positive correlation between 'planning and scheduling' and job performance failed to reach the significance level among private bank managers. This may be due to the fact that in private banks, managers are carried with the flow of the work, handling what is right in front of them rather than planning, prioritizing or scheduling their work.

The hypothesis that job performance is positively related to perceived control of time has been substantiated among nationalized bank managers. Various previous findings support the effect of perceived control of time on job performance. (Bazerman, 1982, Greenberger, Strasser, Cummings and Dunham, 1989, Spector, 1986, Macan, et al., 1990, and Britton and Tesser, 1991).

In private bank managers, the relationship between perceived control of time and job performance failed to reach the significance
level, perhaps this relationship is affected by some other variables such as motives and anxiety. This was supported by the results of the moderated multiple regression which revealed that E-n Ach moderated the relationship of perceived control of time and job performance among private bank managers (discussed later in section 6.4.1 of this chapter).

Though no hypothesis was framed, the F value for non linearity between flexibility of time and job performance was significant ($F (2,116) = 1.611$, $p < .05$) among nationalized bank managers. Thus there exists a non-linear relationship between flexibility of time and job performance (Figure 5.1). The finding is supported by the meta-analytic study by Baltes et al. (1999). They estimated the effects of flexible and compressed work-schedules on several work related criteria. They found that highly flexible flextime programs were less effective in comparison to less flexible programs and the positive benefits of flextime schedules were found to diminish over time.

Hence it can be concluded from the findings that performance of the managers will be at its peak if they have moderate flexible attitude towards time. If the flexibility of time is low or high, the performance is not high. Thus in nationalized banks flexibility of time is effective up to certain limit beyond which it fails to enhance the performance (Figure 5.1).

Such non-linear trend in the flexibility of time and job performance relationship was not observed in private bank managers, instead a low negative correlation (not significant) was obtained ($r = -.213$, n.s). Studies show that flexible schedules do not necessarily reduce work-family conflict (Blum, Fields and Goodman, 135).
1994). Neither do they improve productivity (Dunham, Pierce and Casteneda, 1987).

Thus the above discussion suggests that the relationship between flexibility of time and job performance is also affected by the type of organizations, whether the organization is public or private. The effect of flexibility of time on job performance also depends upon working conditions, work environment and policies of organizations. It is possible that flexibility of time is more beneficial to knowledge based job than the routine type of work.

6.2.2 Relationship of achievement motivation with job performance

Achievement motivation is a desire for excellence not so much for the sake of social recognition as to attain an inner feelings of personal accomplishment. (McClelland, 1961). In 1974 he gave characteristics of individuals with strong n Ach and argued they desire intrinsic satisfaction doing a job well.

The hypothesis that job performance is positively related to intrinsic need for achievement has been substantiated among private bank managers. Fisher (1978) also stated that an individual with high achievement orientation would not truly enjoy the success of the performance unless the person is responsible for the success. This was supported by de Charms (1968) who reported intrinsic motivation to result in high level of job performance.

In private banks, managers are responsible for their work. Their performance only ensures their security on job. Thus the
managers in private banks work better and harder. They even work overtime to maintain their jobs and to meet the standards.

The lack of significant relationship between I-n Ach and job performance among nationalized bank managers suggests that their performance is enhanced by concerns other than I-n Ach. Here managers are more concerned about the rules than the results.

Though no hypothesis was framed, F value for non-linearity between E-n Ach and job performance was significant (F (8,50) = 2.319, p < .05) among private bank managers. Thus there exists a non-linear relationship between E-n Ach and job performance for private bank managers (Figure 5.2). The curve indicated a steady performance with low to moderate E-n Ach and a fall in performance with high E-n Ach. But at the highest level of E-n Ach job performance becomes high. This suggests that there would be concomitant increase in job performance for highly extrinsically motivated managers.

6.2.3 Relationship of items of time management behaviour and motives with items of job performance

The inter-battery factor analysis showed that among nationalized bank managers **efficiency related performance** has strongest alignment with perceived control of time though it is related to all the factors of battery II(time management behaviour and motives). One of the possible reasons for this is that managers who are high on efficiency have a tendency to control their time and have sight of their objectives. The results also indicated that the components of achievement motivation, I-n Ach and E-n Ach, (have loadings on factor I of battery II) is positively related to efficiency.
related performance. This suggests that achievement motivated managers are likely to be high on efficiency. This is consistent with the findings of Helmreich et al., 1988, Bluen et al., 1990, Northam, 1994).

The second factor of job performance, capacity related performance, failed to have a clear alignment with any one of the factors of battery II. The results reveal that capacity related performance depends upon planning and prioritizing, and time organization. This suggests that managers who think of capacity and speed as important aspects of performance give preference for planning and do their task according to priority, they have well organized workspace and have control over their time.

The relationship oriented performance has significant positive correlation with perceived control of time and also with planning and prioritizing. No alignment of relationship oriented performance with time organization was obtained. Thus such nationalized bank managers place relations over and above being organized.

It may be inferred that perceived control of time is one of the important aspects of time management behaviour, which would lead to job performance. Thus in nationalized banks, the manager’s efficiency, capacity and their cordial relations with co-workers depend upon how effective they are in controlling their time.

Another important observation from the present study is that those who are keen on time organization are less interested in interpersonal relationships. This suggests that managers who are
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dependable and possess ability to get along with others, do not bother much about time organization.

In the private bank managers, efficiency related performance has positive correlation with perceived control of time but it has negative correlation with unconcern about time, and unsteadiness. This is possibly because managers high on efficiency have control over their time and they have an attitude of being steady and concerned about time.

The diligent performance had a clear alignment with unconcern about time. The significant negative correlation between diligent performance and unconcern about time suggests that managers who show care for their work also show concern for time. The diligent manager cannot have a casual and easygoing attitude towards time. Low l-n Ach having loadings on Factor IV of battery II, is negatively related to diligent performance. This is consistent with the finding that l-n Ach is positively related to conscientiousness and superego sentiment (Jerath, 1981). Thus intrinsically motivated managers who tend to be conscientious will be high on diligent performance.

Overall work performance fails to have a clear alignment with any one of the factors or battery II (time management and motives) but it has low to moderate relationship with all the factors of battery II, viz., perceived control of time ($r = .298$, $p < .05$), time submissiveness ($r = - .414$, $p < .01$), unsteadiness ($r = - .393$, $p < .01$), and unconcern about time ($r = - .390$, $p < .01$). The highest negative correlation between overall work performance and time submissiveness is perhaps because managers in private banks if high on overall work performance can not be submissive and
vulnerable in their time management behaviour. The results also indicated that managers low on I-n Ach (have loadings on factor II of battery II) are not likely to be high on overall work performance. This is consistent with the previous findings which support positive relationship between I-n Ach and job performance (Fisher, 1978, de Charms, 1968).

The fourth factor of battery I, *Entrepreneurial performance* has a strong matching with perceived control of time. Thus managers with entrepreneur skills tends to possess the ability to control their time.

Thus it can be concluded that for private bank managers different aspects of job performance depend on some particular dimensions of time management behaviour. Diligent performance depends upon how much manager is concerned about time, Entrepreneurial performance depends upon how effective the managers are in controlling their time. Overall work performance mainly relates negatively to time submissiveness.

It is interesting to note that time management based factors of job performance are different for nationalized and private banks. Thus the situational variables affect the relationship between dimensions of time management behaviour and job performance. *Whereas in nationalized banks relationship-oriented performance emerged, it was not observed in private banks.* This may be due to lower job security in private banks, managers work harder and are more concerned about their targets rather than interpersonal relationships and affiliations. It is also believed that the fear of being chucked out of organizations and also job hopping because of better opportunities, creates the risk taking ability in private bank
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managers. This is one of the reasons that *Entrepreneurial performance has emerged in private banks but not in nationalized banks*. Moreover in the present study it was seen that the middle level managers in private banks were mostly younger than the middle level managers in the nationalized banks. So their young age also leads to zeal for entrepreneurial performance.

Another important result is the emergence of diligent performance only in private banks. This may be due to the reason that private banks are more caring and customer-friendly.

By integrating the results of correlation analysis and inter-battery factor analysis one can conclude that in nationalized banks, job performance is related to planning and scheduling, prioritizing, flexibility of time, time organization and perceived control of time. The components of achievement motivation also leads to job performance.

In the private bank managers no significant Pearson product moment correlation was obtained between job performance and dimensions of time management behaviour, but with inter-battery factor analysis, when the total job performance was split into different factors, significant correlations emerged with various factors of time management behaviour.

In private banks, job performance tends to increase with perceived control of time and decrease with unconcern about time, unsteadiness, and time submissiveness.

The components of achievement motivation are also important factors in enhancing job performance, as in private banks I-n Ach is
positively related to job performance and E-n Ach shows a non-linear trend with job performance. It was found that with low to moderate E-n Ach performance is steady in the competitive private sector, beyond that it could be detrimental to the performance of private bank managers. However at the highest level of E-n Ach performance again improves (Figure 5.2).

To sum up, the correlates of job performance are various dimensions of time management behaviour and components of achievement motivation in both the groups. Thus contrary to Macan's (1994, 1996) conclusions in which he found no beneficial effects of time management behaviour on job performance, the present study suggests that at least, some dimensions of time management behaviour contribute to job performance. However the relationships between time management dimensions and job performance differ among nationalized and private bank managers. This indicates that there is a contextual effect in the emergence of predictors of job performance.

6.3 CORRELATES OF JOB SATISFACTION

6.3.1 Relationship of dimensions of time management behaviour with job satisfaction

The hypothesis that job satisfaction is positively related to planning and scheduling has been supported in both the groups (nationalized banks and private banks). This is in line with the findings of Hall and Hursch (1982) and King, Vinett and Lovett (1986). Schriber and Gutek (1987) and Wessman (1973) also
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reported the role of scheduling to be effective in job satisfaction. They believed that scheduling is associated with precision, orderliness, confidence and initiative, which in turn enhance job satisfaction.

*The hypothesis that job satisfaction is positively related to perceived control of time is substantiated only in nationalized banks.* A possible interpretation of our results derives from Macan et al. (1990). They found that students who perceived themselves to have control over their time reported more satisfaction with school than did those who did not perceive having control over their time.

The lack of relationship between perceived control of time and job satisfaction in the private bank managers is possibly due to the fact that long and tight work schedules in private banks weaken the role of perceived control of time in job satisfaction.

Though no hypothesis was framed, significant F value for non-linearity was found between flexibility of time and job satisfaction among private bank managers (F (16,42) = 2.62, p<.01). The result indicated an inverted U relationship between flexibility of time and job satisfaction (Figure 5.3). This suggests that moderate level of flexibility of time may lead to job satisfaction. This finding, though understandable is not traceable in the earlier studies.

Some of the earlier studies found that flexible schedules reduce multiple role strain (Shinn et al., 1989), strain of balancing work and family responsibility (Bacharach et al., 1991, and Bedian et al., 1988), family conflict (Thomas and Ganster, 1995) and absenteeism (de Carufel and Schaan, 1990). This in turn leads to job satisfaction. However some studies reported that flexible
schedules show mild positive outcomes in job attitudes (Pierce et al., 1989, and Dunham et al., 1987) or no effect at all (Blum et al., 1994).

But the results of the present study highlighted that the relationship of flexibility of time and job satisfaction depends on certain conditions. Flexibility of time does not lead to job satisfaction when its score is low or high. Only when the flexibility of time score is moderate, job satisfaction is high, hence it is possible that very high flexibility of time for managers may become more of an inconvenience and dissatisfaction rather a benefit and satisfaction.

6.3.2 Relationship between achievement motivation and job satisfaction

Intrinsic n Ach represents concern over standard excellence of doing something well for its own sake, i.e., to attain an inner feeling of personal accomplishment without regard to other benefits (Costello, 1967, Veroff, 1969, Jerath, 1981). Thus, individuals high on intrinsic n Ach can stay satisfied at a job even when external benefits are not forthcoming. They tend to draw satisfaction from their work itself.

The hypothesis that I-n Ach is positively related to job satisfaction has not been substantiated in either of the groups. This may be due to the low motivational environment in which the employees are placed (Mehta and Aggarwal, 1986).

McClelland (1961) also stated that persons with high achievement motivation are dissatisfied if they are placed in some low achieving jobs. The link between achievement motivation and
job satisfaction also depends upon facilities and conditions provided by the organization in which the person is working.

In the present study the nationalized bank managers even if motivated may be dissatisfied because they have to follow strict RBI guidelines and set rules and procedures. Moreover like their counterparts in private banks they are not provided with any incentive or recognition even if they perform well. On the other hand private bank managers are dissatisfied even if they are motivated, probably because of less job security, less autonomy and freedom in powers. This leads to uncertainty and dissatisfaction.

6.3.3 Relationship of items of time management behaviour and motives with items of job satisfaction.

The results of the inter-battery factor analysis revealed that **growth satisfaction** (factor I of battery I) in nationalized bank managers has clear alignment with planning and scheduling (factor I of battery II). Growth satisfaction is positively related to planning and scheduling. Thus managers who are keen on planning, setting goals and scheduling their work would feel satisfied with stimulated work and wherever they have a chance for personal growth.

The second factor of job satisfaction, **pay and security satisfaction**, is positively related to planning and scheduling and negatively related to time anxiety. This suggests that manager who are satisfied with pay and have job security spend time on 'planning and scheduling' and have lower time anxiety.

The **third factor** of job satisfaction (not labelled) is positively related to 'planning and scheduling' and is negatively related to time.
organization. The negative relationship between job satisfaction and time organization may be because managers who are highly organized would not be satisfied easily.

Thus the above results reveal that planning and scheduling is an important aspect of time dimension behaviour, which would lead to job satisfaction. This is confirmed both by correlation analysis and inter-battery factor analysis. It is interesting that even though in inter-battery factor analysis, the factors were based on inter-battery correlations, planning and scheduling emerged as a factor contributing to job satisfaction. This shows the resilience and relevance of the planning and scheduling dimension of time management behaviour.

There are some more interesting findings, which explains how job satisfaction is affected by time management behaviour. One is that time anxiety affects only the pay and security factor of job satisfaction. Time anxiety has no relationship with other aspects of job satisfaction like supervisory, growth or social satisfaction. Similarly time organization does not affect growth satisfaction and ‘pay and security’ satisfaction in case of nationalized bank managers. This may be because their growth, pay and security satisfaction does not depend much on how effectively they organize their time.

In the private banks, growth satisfaction is positively related to perceived control of time and ‘planning and prioritizing’. Thus managers who feel satisfied with advancement, growth and challenge use time management mechanics like planning, setting goals and priorities, and have control over their time.
Pay and security satisfaction (factor II of battery I) is positively related to perceived control of time and negatively related to unconcern about time. This suggests that managers who are satisfied with pay and job security have control over their time and are concerned about time. The managers high on pay and security satisfaction do not have a casual attitude towards time. This is consistent with the finding of Landy et al. (1991) who found a significant correlation between job satisfaction and awareness of time.

The third factor of job satisfaction (not labelled) has a clear alignment with unconcern about time. The managers who have casual and easygoing attitude seek satisfaction by talking to people on job and taking guidance and support from boss.

The results also showed that low l-n Ach (have loading on factor III of battery II) has negative correlation with factor II (pay and security satisfaction) and factor III (not labelled) of battery I. This suggests that intrinsically achievement motivated managers are satisfied with their jobs.

In sum, inter-battery factor analysis gave additional information regarding the correlates of job satisfaction in case of private bank managers. No significant relationship was obtained between perceived control of time and job satisfaction in correlation analysis but when the items of job satisfaction were subjected to inter-battery factor analysis, perceived control of time emerged as an important factor which aligned with growth, and ‘pay and security’ factors of job satisfaction. The relationship of l-n Ach with ‘pay and security’ satisfaction and factor III (not labelled) of job satisfaction was also observed only in inter-battery factor analysis.
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It is interesting and surprising that similar kind of factors of job satisfaction emerged in nationalized and private banks. In both the groups factor I and factor II of job satisfaction, were labelled as 'growth satisfaction' and 'pay and security satisfaction' respectively and the third factor was not labelled. This commonality is however not of much relevance as their relationships with time management behaviour vary across the two groups of managers.

In nationalized banks, growth satisfaction had a clear alignment with planning and scheduling but in private banks, growth satisfaction was related to perceived control of time as well as to planning and prioritizing. Pay and security satisfaction in nationalized bank managers is related to 'planning and scheduling' and time anxiety but for private bank managers relationship is with perceived control of time and 'unconcern about time'. The third factor though not labelled in both groups yet they have different aspects of satisfaction and therefore had different sort of alignment with factors of battery II.

The results of correlation analysis and inter-battery factor analysis put together indicate that

(a) among nationalized bank managers, planning and scheduling, perceived control of time, time organization, and time anxiety are the correlates of job satisfaction.

(b) among private bank managers, planning and scheduling, perceived control of time, flexibility of time, planning and prioritizing, and unconcern about time are the correlates of job satisfaction. I-n Ach is also positively related to job satisfaction.
Thus job satisfaction depends upon various dimensions of time management behaviour. Which aspect of time management will lead to job satisfaction also depends upon the type of organization. As in the present study only ‘flexibility of time’ and ‘unconcerned about time’, factors of time management behaviour, are observed as correlates of job satisfaction in private banks. Thus the correlates of job satisfaction are also affected by situational factors.

6.4 MOTIVES AS MODERATORS

6.4.1 Achievement motivation as a moderator in the relationship between time management behaviour and job performance.

The moderated multiple regression analysis indicated that E-n Ach moderates the relationship of perceived control of time and job performance among private bank managers ($\Delta R^2 = .12, p < .01$). The sub group analysis revealed that in the low E-n Ach group, perceived control of time is conducive to job performance but in the high E-n Ach group, perceived control of time becomes detrimental to job performance. This finding is consistent with the earlier research.

Barling et al. (1996) tested the hypothesis that time management behaviour interacts with achievement striving to predict car sales performance. They collected data from 102 salespeople, used moderated regression analyses and found a significant interaction between short-range planning and achievement striving. The results showed that time management (short-range planning) is related to job performance under conditions of high motivation.
The obtained results suggest that high E-n Ach managers are very ambitious and their performance is not bound by control of time. Perhaps highly extrinsically motivated managers perform well when they get social recognition, applaud or other rewards.

6.4.2 Achievement motivation as moderator in the relationship between time management behaviour and job satisfaction

The interaction between l-n Ach and flexibility of time on job satisfaction is significant among private bank managers ($\Delta R^2 = .79$, $p < .01$). The sub-group analysis indicated that in the low l-n Ach group flexibility of time is favourable to job satisfaction but in the high l-n Ach group flexibility of time becomes unfavorable to job satisfaction. This may be because flexibility of time is less available to private bank managers and highly intrinsically motivated managers being ambitious and conscientious feel frustrated and discontented when they do not get flexibility, autonomy and freedom in their work.

l-n Ach also moderated the relationship of time submissiveness and job satisfaction among private bank managers. The sub-group analysis showed that in the low l-n Ach group time submissiveness increased job satisfaction but in the high l-n Ach group, time submissiveness decreased job satisfaction. As discussed earlier time submissiveness shows dutiful, conforming and non-assertive attitude. Thus managers with high l-n Ach with elements of time submissiveness may not feel satisfied. On the other hand managers less intrinsically motivated with time submissive attitude may feel satisfied and contended.


The relationship between flexibility of time and job satisfaction is moderated by E-n Ach in group 1 (Nationalized Banks). In the sub-group analysis it was found that in the low E-n Ach group, flexibility of time is not related to job satisfaction but in the high E-n Ach group, flexibility of time lowers job satisfaction. This may be because high E-n Ach managers are probably misfit in the nationalized banks and if they also have flexible attitude towards time, this flexibility of time becomes an irritant rather than a challenge for them. Thus they feel dissatisfied with flexibility of time. It can be inferred that interaction of high E-n Ach and flexibility of time is not conducive to job satisfaction in nationalized bank managers.

An interesting finding has been obtained from the interaction analysis that the flexibility of time and job satisfaction relationship is moderated by l-n Ach in case of private banks and by E-n Ach in case of nationalized banks (Figure 6.2).

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**Figure 6.2**
Achievement motivation as moderator

![Diagram](image)
As discussed earlier, flexibility of time becomes detrimental to job satisfaction both for highly intrinsically motivated private bank managers and for highly extrinsically nationalized bank managers. Where as in private banks flexibility of time has little role, in nationalized banks high E-n Ach managers feel out of place. Thus such conditions become unfavorable for job satisfaction.

To conclude motives (I-n Ach and E-n Ach) act as moderators in the relationships of time management behaviour dimensions and job related outcomes. This implies that time management dimensions are related to job performance and job satisfaction differently under different levels of intrinsic and extrinsic achievement motivation. Thus personal variables, such as motivation in the present context, affect the relationship of dimensions of time management behaviour with job satisfaction and job performance.

6.5 RELATIONSHIP BETWEEN JOB PERFORMANCE AND JOB SATISFACTION

The relationship between satisfaction and performance is not very simple. The efforts to unravel the satisfaction-performance relationship were at its peak in 1960s and 1970s, but the controversy is still alive (Johns, 1983, Steers, 1975, Petty, McGee and Cavender, 1984).

Many researchers have found a positive but low relationship between job satisfaction and job performance (Brayfield and Crockett, 1955, Vroom, 1964, Locke, 1976, laffaldano and Muchinsky, 1985). In the present study the correlations between job satisfaction and job performance in nationalized banks (r = .018) and in private banks (r = .206) failed to attain significance. The results are consistent with the previous findings of Vroom (1964) who reported a median correlation of 0.14 and meta analysis conducted by laffaldano and Muchinsky (1985) which estimated the true population correlation between satisfaction and performance to be .17.