The Effects of Time Management on Job Performance of Employees in Hotels

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Abstract

The increasing speed of life as a result of such factors as the severe competition in all fields is making time pressure on humanity. This is often expressed by doing things faster contracting time expenditure. Effective time management will improve employees productivity, make employees to perform tasks at their highest skill level, prioritize and accomplish important task, make scheduling of jobs easier and recording and guiding the organization towards accomplishing its set goals. The purpose of this study is to identify the effects of time management on job performance of employees in hotels. In order to attain the study aim, two questionnaires were designed. The first questionnaire was distributed to employees to evaluate their time management in work. The second questionnaire distributed to managers to evaluate performance of employees. The number of questionnaires valid for the statistical analysis was 240 of 300 questionnaires which formed 80%. Statistical analysis SPSS version 16 was used to analyze responses of questions and testing hypotheses. The study proved that there is a significant relationship between time management and job performance of employees in hotels, and there is a positive effect of time management on job performance.

Keywords: Time Management, job performance, Hotels

1. Introduction

Everyone has exactly 24 hours in each day, but how we spend hours in our decision. Our responsibilities can range from work to family to everything, and without time management, it can appear as through we have a lot of demand and not enough supply (Holmes, 2015). According to Brunicardi and Hobson (1996) time is our precious resource. It cannot be bought, saved, and stored. The management of time is therefore essential for a productive and balanced life. Abduljabbr *et al*. (2012) reported that time is the most valuable resource in business and society, unlike alternative resources, like capital and labor. Nevertheless, few organizations really know how their time is necessary and important resource.

Time management helps workers to improve their performance, intelligence, reach to career success, improves productivity, makes job easier, thus it clearly a factor in job performance and can contribute to an organization's profitability (Abduljabbr *et al*., 2012). The worker is a key element of the organization. The success or failure of the organization depends on worker's performance, and employee performance means "employee productivity and output as a result of employee development ". Employee performance will in the end affect the organizational effectiveness (Hameed and Waheed, 2011).

2. Literature Review

2.1 Time Management

According to Pehlivan (2013) time is a limited resource that needs to be managed well and effective like other limited resources. Onodugo (2014) reported that rareness of time is a spread complaint in all communities. Time is the most important resource available for business owner, if the time not managed well, it will nothing can be.

According to Mercanlioglu (2010) the expression "Time Management" got familiar in the 1950's and 1960's, and it is a tool to help managers make better use of available time for them. Also, Dickie (2013) reported that "Time management was introduced at the end of the 1950s as a method for effectively coping with time issues on the job".

Ahmad *et al.* (2012) and Odumeru (2013) reported that time management is the procedure of planning and practicing conscious control over the measure of time spent on activities, particularly to enhancement effectiveness productivity or efficiency.

2.2 Job Performance

Alquraan (2011) reported that performance occupies a special place in each organization as a final output of all activities at the level of individual and organization. It is related to the behavior of the individual and the organization.

Rwegoshora (2009) defined "Job performance is the work performance in terms of quality and quantity expected from each employee". Alquraan (2011) added that it refers to the outcome of human behavior in the light of the procedures and techniques that guide the work towards accomplishing the desired objectives. Monil and Tahir (2011) reported that job performance is one of the indicators is enhancing and improving the services industry. It refers to the behaviors that are expected in the line of the organizations goals and the purpose under control of individual employees.

2.3 The Relation between Time Management and Job Performance

Njagi and Malel (2012) reported that time management is an issue which is essential to job performance. In the past notice to the relationship between time and job performance was restricted to manual workers, and then, by means of organization and methods, to clerical workers. The consideration of time utilization for managerial and professional grades has not received much attention until recently. Abduljabbr *et al.* (2012) stated that effective time management is clearly a factor in job performance and thus can participate to an organization's profitability. Engaging in time management, specially planning behaviors, can also contribute positively to group performance.

2.4 Time Management in Hotels

Time management plays a vital role in any field, especially in the hotel industry. One of the most valuable tools for the hotel industry is efficient and

effective time management. It is a required skill for any role in any department that boost the productivity, ensure customer and employee satisfaction. It is crucial for any organization to keep up time management skills to complete tasks and accomplish target on time. It plays a vital role in hotel industry as well. One of the most valuable assets for any hotel operations is how its managers spend their quality time at work (Srikumar and Arun, 2017).

3. Methodology

3.1 Sample and Data Collection

For the study purpose both primary and secondary data were used. The primary data collected from employees and managers by a researcher specifically for a research assignment. Primary data are the data which the researcher collects through various methods like questionnaires that were distributed on study population in order to get their opinions about TM and its impact on JP in hotels. Secondary data are the data collected by a party not related to the research study but collected these data for some other purpose and at different time in the past. Secondary data: Secondary resources were used in collecting data such as books, journals, research papers and web pages on TM and JP of employees in organizations.

Five star hotels allocated in Cairo were chosen for investigation to attain the study aim. Actually there are 29 hotels in Cairo (Egyptian Hotel Association 2015-2016). The five star hotels have been selected for excellence as an international hotel chain that implements time management practices in its establishment .A convenience sample from employees representing the investigated hotels was chosen. 300 questionnaires were distributed to the research sample and 240 questionnaires were returned back which is equal to 80 % from the sample of the study. Questionnaire forms distributed to front office, food and beverage, kitchen and housekeeping department in seven hotels.

3.2 Research Instrument

The questionnaire of time management divided into two parts: the first part includes demographics data (gender, age, tenure and education). The purpose of this part is to determine the statistically significant difference among employees with regard to demographic data. The second part included six dimensions about TM: the first dimension of time attitudes contains five items adapted from (Britton & Tesser, 1991; Mahasneh *et al*., 2013); the second dimension of TMB contains five items adapted from (Classens, 2004); the third dimension of time planning contains ten items adapted from (Britton & Tesser, 1991; Mahasneh *et al*., 2013); the fourth dimension of time wasters contains nineteen items adapted from (Al Hour, 2006); the fifth dimension of time strategies contains nine items adapted from (Chapman and Rupured,) and the sixth dimension of TMT contains five items adapted from (El-Shaer, 2015). The purpose of this part is to determine the significant relationship between dimensions of time management (time attitudes, time management behavior,

time planning, time wasters, time strategies and time management training) and job performance of employees. These forms were distributed by hand to employees to assess use of time. A 5-point Likert scale was used in this questionnaire.

Job performance questionnaire consists of ten questions about performance adapted from (Salanova *et al*., 2005; Arinanya, 2015). These forms were distributed by hand to managers to evaluate job performance for their employees at work. Questionnaire forms were distributed to sixteen managers in four departments (front office, food and beverage, kitchen and housekeeping). A 5-point Likert scale was used in this questionnaire.

3.3 Data Analysis

The data collected via the questionnaires were statistically analyzed by Cronbach's Alpha for reliability statistics and validity measure, Shapiro-Wilk test of normality. Frequency and percentage, Descriptive statistics, Mann Whitney test, Kruskal-Wallis test, Spearman correlation coefficient and regression analysis.

Alpha Cronbach coefficient was calculated to determine the internal consistency of the scale. The validity is concerned with case studying successfully at measuring what the researcher set out to measure. Shapiro-Wilk test for an assessment of the normality of data. Frequency and percentage is to determine mean and standard deviation of the study variables. Mann Whitney test showed the statistically significant difference between male and female in the study variables. Kruskal-Wallis test for comparing two or more independent samples like age, tenure, and education. Spearman correlation coefficient is to determine the correlation coefficient between time management 'dimensions and job performance. Regression analysis is to identify the degree of influence of time management on the job performance of employees.

3.4 Conceptual Framework for Time Management

This study developed a framework to evaluate the effects of time management on job performance. The framework depicted in figure 1 aims to explain and evidence the linkages between time management dimensions and job performance.

1. There is a statistically significant difference among employees with regard to demographic data (gender, age, tenure and education) in time management

2. There is a statistically significant difference among employees with regard to demographic data (gender, age, tenure and education) in job performance

3. There is a significant relationship between time management dimensions (time attitudes, time management behavior, time planning, time wasters, time strategies and time management training) and job performance of employees.

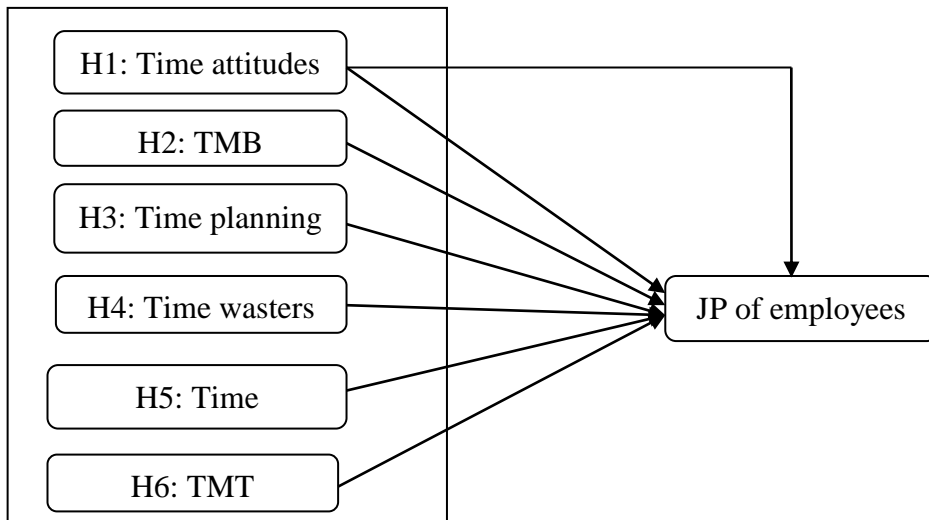4. There is an effect of time management on job performance of employees.

Fig.1: Hypotheses and relationships of the framework

4. Results

4.1 Reliability of the Study Instrument

Table (1): Cronbach alpha for study instrument

	No. of Items	Cronbach's Alpha	Validity
Time Attitudes	5	0.607	0.779
Time Management Behaviors	5	0.619	0.786
Time Management Training	5	0.807	0.898
Time Planning	10	0.876	0.935
Time Strategies	9	0.907	0.952
Time Wasters	19	0.885	0.940
Overall TM Reliability	53	0.934	0.966
Job Performance of Employees	10	0.819	0.904

The Cronbach alpha reliability was computed and the tests showed that the reliability coefficient for the instrument was above 0.60 which indicates that the instrument is reliable for being used. The content validity was assessed by experts in the field of hotel management. Consequently, it is concluded that all scales used are acceptably valid and reliable.

## 4.2 Means and Std. deviations for dimensions of Time Management

Table (2): Mean and Std. deviation for TM's dimensions

	Mean	Std. deviations
Time Attitudes	3.8808	.57795
Time Management Behaviors	4.3158	.45085
Time Planning	3.9125	.67036
Time Wasters	4.1443	.55760
Time Strategies	3.8949	.77316
Time Management Training	4.1892	.69719

Table (2) shows descriptive statistics (means and Std. deviations) for dimensions of time management. Time attitudes' dimension represents agree (high level) with mean 3.8808 and Std. deviation .57795; time management behaviors' dimension represents strongly agree (high level) with mean 4.3158 and Std. deviation .45085; time planning' dimension represents agree (high level) with mean 3.9125 and Std. deviation .67036; time wasters' dimension represents agree (high level) with mean 4.1443 and Std. deviation .55760; time strategies' dimension represents agree (high level) with mean 3.8949 and Std. deviation .77316; and time management training' dimension represents agree (high level) with mean 4.1892 and Std. deviation .69719.

4.3 Correlation analysis of variables
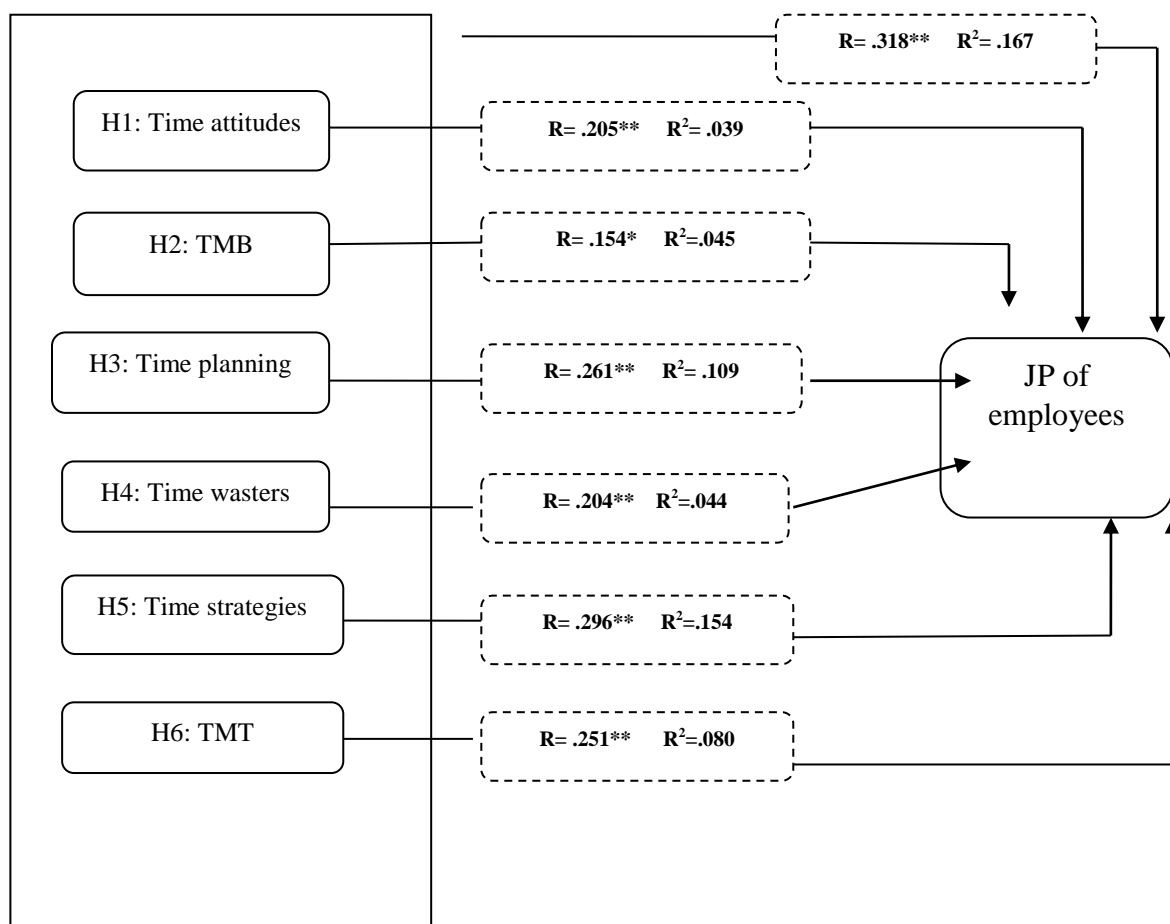
** Correlation is significant at the 0.01 level (2-tailed).   * Correlation is significant at the 0.05 level (2-tailed).

Fig. 2 : A Diagram for the relationships among time management (TM) dimensions and Job performance of employees (JP)

- The results of the Spearman correlation coefficient showed that the correlation coefficient between time attitudes and JP is r = .205** and the p-value (Sig) = 0.001. The p-value (Sig) is smaller than the level of significance α = 0.01. So we conclude there is a high significant relationship between time attitudes and JP.

- The results of the Spearman correlation coefficient showed that the correlation coefficient between TMB and JP is r = .154* and the p-value (Sig) = 0.017. The p-value (Sig) is smaller than the level of significance α = 0.05. So we conclude there is a significant relationship between TMB and JP.
- The results of the Spearman correlation coefficient showed that the correlation coefficient between time planning and JP is r =.261** and the p-value (Sig) = 0.000. The p-value (Sig) is smaller than the level of significance α = 0.01. So we conclude there is a high significant relationship between time planning and JP.
- The results of the Spearman correlation coefficient showed that the correlation coefficient between time wasters and JP is r = .204** and the p-value (Sig) = 0.001. The p-value (Sig.) is smaller than the level of significance α = 0.01. So we conclude there is a high significant relationship between time wasters and JP.
- The results of the Spearman correlation coefficient showed that the correlation coefficient between time strategies and JP is r = .296** and the p-value (Sig) = 0.000. The p-value (Sig) is smaller than the level of significance α = 0.01.So we conclude there is a high significant relationship between time strategies and JP.
- The results of the Spearman correlation coefficient showed that the correlation coefficient between TMT and JP is r =.251** and the p-value (Sig) = 0.000. The p-value (Sig) is smaller than the level of significance α = 0.01. So we conclude there is a high significant relationship between TMT and JP.
- The results of the Spearman correlation coefficient showed that the correlation coefficient between TM and JP is r = .318** and the p-value (Sig) = 0.000. The p-value (Sig) is smaller than the level of significance α = 0.01. So we conclude there is a high significant relationship between TM and JP.

4.4 Results for demographic data

Table (3): Differences among respondents' gender with regard to Study Variables according to Mann-Whitney test.

	Gender	N	Mean Rank	Mann-Whitney	Sig.
Time Attitudes	Male	179	119.26	5237.500	.633
	Female	61	124.14		
Time Management Behavior	Male	179	121.70	5245.500	.644
	Female	61	116.99		
Time Management Training	Male	179	120.15	5396.000	.891
	Female	61	121.54		
Time Planning	Male	179	119.53	5286.500	.711
	Female	61	123.34		
Time Strategies	Male	179	120.09	5386.000	.875
	Female	61	121.70		
Time Wasters	Male	179	119.72	5320.500	.766
	Female	61	122.78		
Job Performance of Employees	Male	179	118.75	5146.000	.502
	Female	61	125.64		

The results of the Mann Whitney test showed that there are not statistically significant differences between the gender and each dimension of TM and JP. The p-value (Sig.) is greater than the level of significance α = 0.05. So, we conclude that the gender has no effect on each dimension of TM and the gender has no effect on JP.

Table (4): Differences among demographics (age) with regard to study variables according to Kruskal-Wallis Test

	Age	N	Mean Rank	Chi-Square	Sig.
Time Attitudes	20 to less than 30 years.	56	87.83	20.791	.000
	30 to less than 40 years	117	127.57		
	40 to less than 50 years.	51	126.20		
	50 and above years.	16	164.97		
Time Management Behavior	20 to less than 30 years.	56	108.87	3.263	.353
	30 to less than 40 years.	117	125.76		
	40 to less than 50 years.	51	125.67		
	50 and above years.	16	106.31		
Time Planning	20 to less than 30 years.	56	104.91	4.927	.177
	30 to less than 40 years.	117	124.10		
	40 to less than 50 years.	51	122.18		
	50 and above years.	16	143.41		
Time Wasters	20 to less than 30 years.	56	93.63	13.460	.004
	30 to less than 40 years.	117	123.18		
	40 to less than 50 years.	51	134.94		
	50 and above years.	16	148.88		
Time Strategies	20 to less than 30 years.	56	102.76	5.056	.168
	30 to less than 40 years.	117	126.34		
	40 to less than 50 years.	51	122.75		
	50 and above years.	16	132.72		
Time Management Training	20 to less than 30 years.	56	105.30	5.207	.157
	30 to less than 40 years.	117	126.29		
	40 to less than 50 years.	51	117.18		
	50 and above years.	16	141.97		
Job Performance of Employees	20 to less than 30 years.	56	111.57	9.349	.025
	30 to less than 40 years.	117	134.00		
	40 to less than 50 years.	51	101.64		

- The results of Kruskal-Wallis Test showed a statistically significant difference between the age and time attitudes and between the age and time wasters. The p-value (Sig) was smaller than the level of significant α = 0.05. We conclude that the age has an effect on time attitudes and time wasters.
- There are not statistically significant differences between the age and TMB, between the age and time planning, between the age and time strategies and between the age and TMT. The p-value (Sig) was greater

than the level of significant. α = 0.05. We conclude that the age has not an effect on TMBs, time planning, time strategies and TMT.

- There are statistically significant differences between the age and JP. The p-value was smaller than the level of significant α = 0.05. We conclude that the age has an effect JP.

Table (5): Differences among demographics (tenure) with regard to study variables according to Kruskal-Wallis Test

	Tenure	N	Mean Rank	Chi-Square	Sig.
Time Attitudes	Under 5 years	34	110.10	14.576	.006
	5 to less than 10 years	78	99.82		
	10 to less than 15 years	71	133.87		
	15 to less than 20 years	43	135.44		
	20 years and above	14	147.25		
Time Management Behavior	Under 5 years	34	121.34	1.527	.822
	5 to less than 10 years	78	123.11		
	10 to less than 15 years	71	121.47		
	15 to less than 20 years	43	120.56		
	20 years and above	14	98.82		
Time Planning''	Under 5 years	34	98.01	6.950	.139
	5 to less than 10 years	78	116.62		
	10 to less than 15 years	71	134.89		
	15 to less than 20 years	43	120.06		
	20 years and above	14	125.07		
Time Wasters	Under 5 years	34	100.46	10.461	.033
	5 to less than 10 years	78	107.57		
	10 to less than 15 years	71	132.30		
	15 to less than 20 years	43	133.05		
	20 years and above	14	142.86		
Time Strategies	Under 5 years	34	111.53	6.148	.188
	5 to less than 10 years	78	109.33		
	10 to less than 15 years	71	133.79		
	15 to less than 20 years	43	120.07		
	20 years and above	14	138.43		
Time Management Training	Under 5 years	34	110.37	4.912	.296
	5 to less than 10 years	78	112.09		
	10 to less than 15 years	71	133.32		
	15 to less than 20 years	43	118.26		
	20 years and above	14	133.86		
Job Performance of Employees	Under 5 years	34	120.53	4.229	.376
	5 to less than 10 years	78	121.42		
	10 to less than 15 years	71	130.42		
	15 to less than 20 years	43	102.99		
	20 years and above	14	118.79		

- Table (5) shows the results of Kruskal-Wallis Test there is a statistically significant difference between the tenure and time attitudes. The p-value (Sig) = 0.006 which is smaller than the level of significance α = 0.05. We conclude that the tenure has an effect on time attitudes.
- There is no statistically significant difference between the tenure and TMB. The p-value (Sig) = 0.822 which is bigger than the level of significance α = 0.05. We conclude that the tenure has no effect on TMB.
- There is no statistically significant difference between the tenure and time planning. The p-value (Sig) = 0.139 which is bigger than the level of significance α = 0.05. We conclude that the tenure has no effect on time planning.
- There is a statistically significant difference between the tenure and time wasters. The p-value (Sig) = 0.033 which is smaller than the level of significance α = 0.05. We conclude that the tenure has an effect on time wasters.
- There is no statistically significant difference between the tenure and time strategies. The p-value (Sig) = 0.188 which is bigger than the level of significance α = 0.05. We conclude that the tenure has no effect on time strategies.
- There is no statistically significant difference between the tenure and TMT. The p-value (Sig) = 0.296 which is bigger than the level of significance α = 0.05. We conclude that the tenure has no effect on TMT.
- There is no statistically significant difference between the tenure and JP. The p-value (Sig) = 0.376 which is bigger than the level of significance α = 0.05. We conclude that the tenure has no effect on JP.

Table (6): Differences among demographics (education) with regard to study variables according to Kruskal-Wallis Test

	Education	N	Mean Rank	Chi-Square	Sig.
Time Attitudes	High School	62	122.10	1.131	.770
	Bachelor	176	120.31		
	Master	1	126.00		
	PhD	1	48.50		
Time Management Behavior	High School	62	123.08	3.674	.299
	Bachelor	176	119.34		
	Master	1	54.50		
	PhD	1	231.50		
Time Planning	High School	62	127.50	3.022	.388
	Bachelor	176	118.80		
	Master	1	22.00		
	PhD	1	85.00		
Time Wasters	High School	62	123.48	1.320	.724
	Bachelor	176	120.00		
	Master	1	95.00		
	PhD	1	49.00		

Time Strategies	High School	62	119.31	2.213	.529
	Bachelor	176	121.20		
	Master	1	28.00		
	PhD	1	164.00		
Time Management Training	High School	62	121.52	2.375	.498
	Bachelor	176	120.97		
	Master	1	31.00		
	PhD	1	64.00		
Job Performance of Employees	High School	62	116.66	2.808	.422
	Bachelor	176	122.18		
	Master	1	19.50		
	PhD	1	163.50		

- Table (6) shows the results of Kruskal-Wallis Test that there is no statistically significant difference between the education and dimensions for TM. The p-value (Sig) for all dimensions is bigger than the level of significance $\alpha = 0.05$. We conclude that the education has no effect on these dimensions.
- There is no statistically significant difference between the education and JP. The p-value (Sig) for this dimension is bigger than the level of significance $\alpha = 0.05$. We conclude that the education has no effect on this dimension.

4.5 Regression Analysis

Table (7): The Effect of TM on JP of employees

	Model	B	T	Sig.	R2	F	Sig.
JP of Employees	Constant	2.564	8.853	0.000	.167	7.813	.000
	Time Attitudes	0.01	0.022	0.983			
	TMB	0.023	0.342	0.733			
	Time Planning	0.057	1.008	0.315			
	Time Wasters	0.041	0.781	0.436			
	Time Strategies	0.151	2.998	**0.003**			
	TMT	0.029	0.595	0.552			

Table (7) shows that F value was 7.813 with sig. level .000. This model indicates the percent of change on JP of Employees is explained by TM. It also indicates that R Square was (.167) which means that the independent variables explain 16.7% of change in the dependant variable. However, time strategies is the only variable that make a significant contribution to the prediction of employees performance, this is may be due to the overlap with other independent variables in the model. This means that time management can influence on job performance by 16.7%. Time strategies represent the largest percentage of influence on job performance.

4.6 Testing Hypothesis for variables

Table (8): Results of testing study hypotheses

Hypotheses	Testing Result
1.TM is applied in hotels.	Accepted
2. There is a statistically significant difference among employees with regard to demographic date (gender, age, tenure and education) in TM.	
2.1 There is a statistically significant difference among employees with regard to gender in TM.	Rejected for all dimensions
2.2There is a statistically significant difference among employees with regard to age in TM.	Time attitudes and time wasters (Accepted). TMB, time planning, time strategies and TMT (Rejected)
2.3There is a statistically significant difference among employees with regard to tenure in TM.	Time attitudes and time wasters (Accepted) TMB, time planning, time strategies and TMT (Rejected)
2.4There is a statistically significant difference among employees with regard to education in TM.	Rejected for all dimensions
3.There is a statistically significant difference among employees with regard to demographic date (gender, age, tenure and education) in JP.	
3.1 There is a statistically significant difference among employees with regard to gender in JP.	Rejected
3.2There is a statistically significant difference among employees with regard to age in JP.	Accepted
3.3There is a statistically significant difference among employees with regard to tenure in JP.	Rejected
3.4There is a statistically significant difference among employees with regard to education in JP.	Rejected
4.There is a significant relationship between TM and JP of employees.	
4.1 There is a significant relationship between time attitudes and JP of employees.	Accepted
4.2 There is a significant relationship between TMB and JP of employees.	Accepted

5. Conclusions

Findings of this research outcome state that there is significant relationship between time management and job performance (p – value (sig) = 0.000 and r = .318**). There is an effect of TM on JP of Employees. F value was 7.813 at a sig. level .000. R Square was (.167) which means that the independent variables explain 16.7% of change in the dependant variable. The increasing pace of life occasioned by such factors as growing competition in all fields is creating increased time pressure on humanity. So, using time management can improve employees' performance. To improve employees' performance in hotels we must recognize important of time management.

6. Recommendations

1. Increase awareness of the importance of time management behaviors among employees as time management is a behavior designed to use time efficiently and effectively.

2. The management of hotel should organize TM courses for employees to train them on how to use their time.

3. Employees should take a specific time every day for thinking and planning for their work.

4. Senior management should make effective effort to prevent time wasters in general.

5. Clarifying powers and responsibilities in tasks of work to prevent repetition and disregard repeated efforts that waste time.

6. Employees should arrange their work according to the priority and delegate the right task to the right person.

7. Senior management should provide the latest technological developments which summarize work and invest time more, in order to face competition on the labor market.

8. Employees at all levels should recognize the time management practices and use as a habit such as delegation, avoid procrastination, setting goals, prioritizing activities.

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تأثير إدارة الوقت على الأداء الوظيفى للعاملين بالفنادق

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الملخص العربي

يعتبر الوقت من الموارد الهامة لأى تنظيم حيث تقوم النظم الانتاجية على أساس تنظيم الوقت وحسن إدارته للعمل. فإدارة الوقت هى قضية حاسمة لكل من الأفراد و المنظمات ومن هنا تهدف هذه الدراسة إلى معرفة تأثير إدارة الوقت على الأداء الوظيفي للعاملين بالفنادق. ولتحقيق هدف الدراسة تم تصميم استبيانين للدراسة، حيث تم توزيع الاستبيان الأول على العاملين لتقييم مدى تفعيل إدارة الوقت لديهم فى العمل، وتم توزيع الاستبيان الثانى على المديرين لتقييم أداء العاملين لديهم. بلغت عدد الإستبيانات التى تم استرجاعها ٢٤٠ استبيان من ٣٠٠ والتى تمثل ٨٠% وتم أستخدام برنامج التحليل الاحصائى (SPSS) لتحليل الاجابات. أظهرت الدراسة أن هناك علاقة معنوية موجبة بين إدارة الوقت والأداء الوظيفي للعاملين بالفنادق وأن هناك تأثير من المتغير المستقل (إدارة الوقت) على المتغير التابع (الأداء الوظيفى للعاملين). حيث أظهرت نتائج معامل ارتباط سبيرمان أنه توجد علاقة ذات دلالة إحصائية عند مستوى الدلالة 0.01 بين إدارة الوقت والأداء الوظيفى وأشار معامل الانحدار الى درجة التأثير حيث أن قيمة F=7.813، مستوى الدلالة sig=.000 ، R Square=.167 مما يعنى أن المتغيرات المستقلة لإدارة الوقت تمثل 16.7% من التغير فى المتغير التابع. وقد أوصت الدراسة بأهمية تطبيق ممارسات إدارة الوقت للعاملين بالفنادق ومساهمتها فى رفع أدائهم الوظيفي ورفع وعيهم تجاه مفهوم إدارة الوقت ليكون جزءًا من حياتهم.

الكلمات الدالة: إدارة الوقت، الأداء الوظيفي، العاملين، الفنادق، مصر.