

Time Management and Organizational Effectiveness in Nepalese Organizations

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Abstract

This study examines time management and organizational effectiveness in Nepalese organizations. The dependent variable is organizational effectiveness. The independent variables are communication practice, work environment, flexibility and work life balance. The primary source of data is used to assess the opinions of the respondents regarding the time management and organizational effectiveness in Nepalese organizations. The study is based on primary data of 139 respondents. To achieve the purpose of the study, a structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the different factors affecting time management and organizational effectiveness in Nepalese organizations.

The result shows that communication practices are positively correlated to organizational effectiveness. It indicates that increase in effective communication practices leads to increase in organizational effectiveness. Similarly, the work environment is positively correlated to organizational effectiveness. It indicates that the better the work environment leads to increase in organizational effectiveness. Likewise, flexibility is positively correlated to organizational effectiveness. It indicates that increase in flexibility leads to increase in organizational effectiveness. Further, work life balance is also positively correlated to organizational effectiveness. It means that the better work life balance leads to increase in organizational effectiveness.

Keywords: communication practice, work environment, flexibility, work life balance, organizational effectiveness

1. Introduction

Time management is the process of planning and organizing how to allocate your time effectively to complete tasks, meet goals, and improve productivity. Akomolafe (2005) stated that time really cannot be managed because it cannot be slowed down, speed up or manufactured. Time Management is as important as human and material resources in any organization. The effects of business and organizational activity on the physical environment, companies and their management practices profoundly affect the human and social environment as well (Pfeffer, 2010). Similarly, Al Aina and Atan (2020) showed that talent attraction and talent retention had no impact on sustainable organizational performance, whereas learning and development and career management were found to have significantly positive impacts. Likewise, Doolen *et al.* (2008) illustrated that, even within a single organization, kaizen events may have varied successes. Management support was found to be related to human resource outcomes. Positive attitudes at the conclusion of a successful event, however, did not automatically translate to sustained improvements. Moreover, Gregory *et al.* (2009) stated that the organizational culture influences firm effectiveness is an assumption implicitly held by many managers and management researchers, although few empirical studies have provided detailed insight into the relationship. It ranges from improving energy efficiency by using better materials, over smart energy tariffs with incentives for certain consumption patterns, up to sophisticated real-time control of distributed energy resources (Palensky and Dietrich, 2011).

Lee *et al.* (2012) analyzed that the green supply chain management and organizational performance. The study revealed that organization can be assessed either within effectiveness or efficiency perspective. Similarly, Darmawan (2024) examined that the distribution of six major factors enhancing organizational effectiveness. The study found that organizations that

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can combine the distribution of a positive culture, prioritize employee satisfaction, encourage effective communication, manage talent and knowledge efficiently, and utilize information technology wisely will have greater potential to achieve their goals and survive in the intensely competitive business environment. Likewise, Gregory *et al.* (2009) assessed that the organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. The study demonstrated that the mediating effect of employee attitudes on the culture effectiveness relationship. Further, Zack *et al.* (2009) evaluated that the knowledge management and organizational performance: an exploratory analysis. The study indicated that the knowledge management practices were found to be directly related to organizational performance which, in turn, was directly related to financial performance. The study also showed that there was no direct relationship found between knowledge management practices and financial performance. Moreover, Zheng *et al.* (2010) investigated that the linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. The study suggested that knowledge management fully mediates the impact of organizational culture on organizational effectiveness, and partially mediates the impact of organizational structure and strategy on organizational effectiveness. Additionally, Hartnell *et al.* (2011) studied that the organizational culture and organizational effectiveness: A meta-analytic investigation of the competing values framework's theoretical suppositions. The study indicated that clan, adhocracy, and market cultures are differentially and positively associated with the effectiveness criteria, though not always as hypothesized. The study also provided a mixed support for the competing value framework nomological validity and fail to support aspects of the competing values framework proposed internal structure.

Blau and Presser (2013) examined that the leadership of school principals: Increasing school effectiveness by a school data management system. The study indicated that the system provides extensive support for school principals in managing the organization, delegating responsibilities and promoting e-leadership by teaching staff and, consequently, increases the pedagogical effectiveness of their school. Similarly, Vithayaporn (2021) analyzed that the organizational effectiveness enhancement through the lens of lifelong learning. The study revealed that non-formal education providers are necessary for ongoing training and development, while informal learning is a cost-effective approach to increase education. The study also concluded that lifelong learning is a critically important factor that has a major impact on organizational effectiveness; meanwhile, leaders and human resources development play vital strategic roles as learning system providers to enhance organizational effectiveness. Likewise, Akpa *et al.* (2021) evaluated that the organizational culture and organizational performance: a review of literature. The study concluded that organizations employees have clearly spelt out work ethics, are like-minded and hold similar beliefs and values, guided by values of consistency, adaptability and effective communication system, gives employees a sense of identity which increases their commitment to work and ultimately leads to better performance. Further, Pavlenchyk *et al.* (2023) assessed that the influence of management creativity on the optimality of management decisions over time: An innovative aspect. The study showed that the average level of creativity of managers involved in decision-making and their motivation coefficient has the greatest Influence on the time spent on managerial decisions. Moreover, Agranovich *et al.* (2019) ascertained that the formation of self-organizational skills of student's academic activity based on 'time management 'technology. The study described that the theoretical and practical principles of self-organization academic activity of bachelor students, examines the different approaches of scientists to the concept of 'self-organizational academic activity', given the characteristics of this phenomenon from the point of view of pedagogical science, including functions, components of this phenomenon; considered the pedagogical possibilities of technology time management in self-organization of educational activity of future teachers.

Oppong and Pattanayak (2019) studied that the investing in intellectual capital

improve productivity? Panel evidence from commercial banks in India. The study found that some components of intellectual capital improve productivity, and others do not. The study also found assessed the relationship between 164 firms in seven industries (including banks) and found a high impact of HCE on firm performance. Similarly, Tran and Vo (2020) investigated that the human capital efficiency and firm performance across sectors in an emerging market. The study indicated that the banking sector does not have the highest level of human capital accumulation as previously thought. The study also found that the level of human capital efficiency varies across sectors and the oil and gas, and energy sectors are the best at human capital efficiency. Likewise, Berberoglu *et al.* (2018) examined that the impact of organizational climate on organizational commitment and perceived organizational performance: Empirical evidence from public hospitals. The study revealed that organizational climate is highly correlated with organizational commitment and perceived organizational performance. The study also indicated that organizational climate is significant in predicting organizational commitment and perceived organizational performance. Further, Shanker *et al.* (2017) analyzed that the organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. The demonstrated that innovative work behavior plays a mediating role in the relationship between organizational climate for innovation and organizational performance. The study also found that the relationship between organizational climate for innovation (OCI) and organizational performance (OP) was significant and OCI had a significant and positive impact on IWB. Moreover, Bartuseviciene and Sakalyte (2013) assessed that the organizational assessment: Effectiveness vs. efficiency. The study revealed that organization can be assessed either within effectiveness or efficiency perspective. Organization striving for excellent performance should be effective and efficient, yet as the findings revealed, inefficient, yet effective organization can still survive at a high cost. The study also stated that the effectiveness and efficiency are exclusive performance measures, which entities can use to assess their performance.

In the context of Nepal, Biswakarma (2016) analyzed that organizational career growth and employees' turnover intentions: Empirical evidence from Nepalese private commercial banks. The study revealed that the direct effect of organizational career growth on employees' turnover intention, as well as the moderating influence of demographic variables. Similarly, Niroula *et al.* (2024) examined that the employee turnover and their impact on the organizational performance of the hospitality industries of Nepal. The study showed that there is direct effect of employee turnover on the performance of the organization in the hospitality industry in Nepal. Likewise, Acharya and Zafarullah (2020) investigated that the institutionalizing federalism in Nepal: Operationalizing obstacles, procrastinated progress. The study stated that the federal government grants constrain fiscal jurisdiction and control over resource mobilization. The mere preparation and administration of local government legislation and relevant by-laws have weakened the capacity of local government bodies. Further, Dahal (2022) assessed that the effectiveness of learning and growth performance metrics in the Nepalese telecommunications industry for organizational success. The study stated that the contribution of learning and growth performance metrics to explaining organizational success was close to 6%, indicating that Nepalese organizations are in the preliminary stages of adopting non-financial performance metrics in organizational success. Moreover, Thapa *et al.* (2023) explored that the relationship between self-management skills and demographic factors among managers in Kathmandu-based organizations. The study revealed that 63.1% of the managers had self-management skills scores (SMSS) below the

average level. Demographic factors such as age, gender, and SMS training were correlated with SMS. However, Ghimire *et al.* (2024) studied that the factors affecting virtual work arrangements and organizational performance: within the context of Nepalese organizations. The study revealed that computer anxiety had the highest significance level ($\beta = 0.466$, $p < 0.05$) in predicting enhanced OP. Likewise, it was seen that personal empowerment had a positive impact ($\beta = 0.385$, $p < 0.05$) on OP, indicating that organizational outcomes often improve when individuals experience a sense of empowerment. Additionally, Shrestha (2019) ascertained that the relationship between employee engagement and organizational performance in Nepalese public enterprises. The study highlighted that the importance of engagement strategies in enhancing performance.

The above discussion shows that empirical evidence varies greatly across the studies concerning the time management and organizational effectiveness in Nepalese organizations. Though there are above mentioned empirical evidence in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to analyze the time management and organizational effectiveness in Nepalese organizations. More specifically, it examines the relationship of communication practice, work environment, flexibility and work life balance with organizational effectiveness in Nepalese organizations.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the empirical results, and the final section draws the conclusion.

2. Methodological aspects

The study is based on primary sources of data which were gathered from 20 different districts of Nepal. For primary data a structured questionnaire was used. This study contains a sample of 7 districts of Nepal whose respective data are collected from a total of 139 respondents. The respondents' views were collected on communication practice, work environment, flexibility and work life balance with organizational effectiveness in Nepalese organizations. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that organizational effectiveness depends upon the time management. The dependent variable selected for the study is organizational effectiveness. Similarly, the independent variables are communication practice, work environment, flexibility and work life balance. Therefore, the model to be estimated in this study is stated as follows:

$$OE = \beta_0 + \beta_1 CP + \beta_2 WE + \beta_3 F + \beta_4 WLB + e$$

Where

OE= Organizational effectiveness

CP=Communication practices

WE= Work environment

F= Flexibility

WLB= Work life balance

Organizational effectiveness was measured using a 5-point Likert scale where the respondents were asked to indicate responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Time management practices in organization help to increase overall productivity”, “The organization provides adequate training to enhance time management skills among employees” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.849$).

Communication practices were measured using a 5-point Likert scale where the students were asked to indicate the responses using 1 for strongly disagreement and 5 for strongly agree. There are 5 items and sample items include “Communication practices in organization prevent unnecessary delays and help us stay on schedule”, “Communication team is clear and concise, which helps us manage time effectively” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.817$).

Work environment was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Organization uses technology effectively to help streamline workflows and manage time”, “There is a clear and structured approach to managing deadlines in organization” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.810$).

Flexibility was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Flexible work arrangements help to complete tasks on time”, “Flexibility in work hours and location helps the organization achieve its goals more efficiently” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.776$).

Work life balance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Organizational policies and practices support effective time management for achieving work-life balance”, “The organization has clear guidelines to help employees balance their work responsibilities and personal lives” and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.844$).

The following section describes the independent variables used in this study along with hypothesis formulation.

Communication practices

Communication practices refer to the methods, techniques, and approaches people use to convey messages, share information, and build relationships. These practices can vary widely depending on the context, culture, and medium (e.g., verbal, written, non-verbal, digital). Effective communication practices are key to understanding, collaboration, and resolving conflicts in personal, professional, and social settings. Akpa *et al.* (2021) found that effective communication system, gives employees a sense of identity which increases their commitment to work and ultimately leads to better performance. Similarly, Hamal

(2018) revealed that international students at Northeast Normal University emphasizes the significance of effective time management in enhancing academic performance. Likewise, Thapa *et al.* (2023) revealed that communication significantly enhances employee performance, while written and non-verbal communications have an insignificant impact. Emphasizing effective oral communication can lead to better employee outcomes. Further, Sharma (2024) stated that effective time management leads to increased productivity, improved work-life balance, stress reduction, and goal achievement. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between communication practices and organizational effectiveness.

Work Environment

A work environment refers to the physical, social, and psychological conditions under which employees perform their tasks. It encompasses the office layout, the company culture, the tools and resources available, the relationships between coworkers, and the overall atmosphere that shapes how people interact and work. Hartnell *et al.* (2011) indicated that clan, adhocracy, and market cultures are differentially and positively associated with the effectiveness criteria, though not always as hypothesized. Similarly, Akpa *et al.* (2021) concluded that organizations employees have clearly spelt out work ethics, are like-minded and hold similar beliefs and values, guided by values of consistency, adaptability and ultimately leads to better performance. Likewise, Chapagain *et al.* (2022) suggested that effective training and a positive workplace environment significantly enhance employee performance. Moreover, Basnet *et al.* (2023) recommended that schedule flexibility, reduce workload, and revising significant organizational policies to enhance work-life balance. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between work environment and organizational effectiveness.

Flexibility

Flexibility in the workplace refers to the ability to adapt and adjust work practices, schedules, and environments to better suit the needs of both employees and the organization. Sehat *et al.* (2019) revealed that organizational citizenship behavior could account for approximately 17% of the effect of HR flexibility on organizational effectiveness ($t=0.154$) and that intensity is significantly correlated with organizational effectiveness (0.1730). Similarly, Kumari and Pradhan (2014) stated that human resource flexibility has a direct and positive impact on the organizational effectiveness. Moreover, Pradhan *et al.* (2017) revealed significant influence of HR flexibility on organizational effectiveness and also reported that organizational citizenship behavior has significant mediating effect on the relationship between HR flexibility and organizational effectiveness. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between flexibility and organizational effectiveness.

Work life balance

Work-life balance refers to the equilibrium between an individual's work commitments and personal life, including time for family, hobbies, social activities, and self-care. Achieving a healthy work-life balance means that a person is able to effectively manage

the demands of both their professional and personal life without feeling overwhelmed or stressed. Thevanes and Harikaran (2020) found that there is positive and significant relationship exists between work-life balance and organizational performance. The study also revealed that organizational citizenship behavior (OCB) mediates the relationship between work-life balance and organizational performance. Similarly, Lazar *et al.* (2010) showed that the work-life conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels, there are some factors of organizational work-life culture that may compromise availability and use of these practices. Likewise, Subedi and Bhandari (2024) found that high work pressure impairs the ability to balance work and personal life, while flexible work policies and leave provisions help maintain this balance. The study emphasized the need for supportive work environments to enhance job satisfaction and organizational effectiveness. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between work life balance and organizational effectiveness.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with means and standard deviations have been computed, and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 139 observations. The dependent variable is OE (Organizational effectiveness). The independent variables are CP (Communication practices), WE (Work environment), F (Flexibility) and WLB (Work life balance).

Variable	Mean	Std. Deviation	CP	WE	F	WLB	OE
CP5	3.2716	0.87149	1				
WE6	3.288	0.8105	.612**	1			
F6	3.396	0.7852	.646**	.504**	1		
WLB6	3.423	0.8513	.604**	.559**	.521**	1	
OE D	3.273	0.9307	.591**	.543**	.523**	.585**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study shows that communication practices are positively correlated to organizational effectiveness. It means that the effective communication practices leads to increase in organizational effectiveness. Similarly, work environment is positively related to organizational effectiveness. It indicates that better work environment leads to increase in the organizational effectiveness. Likewise, flexibility has a positive relationship with organizational effectiveness. It shows that increase in flexibility leads to an increase in organizational effectiveness. Further, there is a positive relationship between work life balance and organizational effectiveness. It means that better work life balance leads to

increase in organizational effectiveness.

Regression analysis

Having analyzed the Kendall’s Tau correlation coefficients matrix, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of communication practice, work environment, flexibility and work life balance on organizational effectiveness in Nepalese organizations.

Table 2

Estimated regression results of communication practices, work environment, flexibility and work life balance on the organizational effectiveness

The results are based on 139 observations using linear regression models. The model is $OE = \beta_0 + \beta_1 (CP) + \beta_2 (WE) + \beta_3 (F) + \beta_4 (WLB) + e$, where the dependent variable is OE (Organizational effectiveness). The independent variables are CP (Communication practices), WE (Work environment), F (Flexibility) and WLB (Work life balance).

Model	Intercept	Regression coefficients of				Adj. R ²	SEE	F- Value
		CP	WE	F	WLB			
1	1.209 (4.853) **	0.631 (8.571) **				0.344	0.754	73.467
2	1.224 (4.388) **		0.623 (7.565) **			0.290	0.705	57.233
3	1.167 (3.882) **			0.620 (7.186) **		0.268	0.796	51.644
4	1.083 (4.054) **				0.640 (8.452) **	0.338	0.757	71.430
5	0.734 (2.658) **	0.442 (4.931) **	0.333 (3.456) **			0.393	0.725	45.642
6	0.445 (1.477)	0.329 (3.245) **	0.294 (3.043) **	0.231 (2.242) *		0.410	0.715	33.006
7	0.203 (0.675)	0.234 (2.289) *	0.208 (2.143) *	0.175 (1.726)	0.301 (3.269) **	0.450	0.690	29.203

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at 1 percent and 5 percent respectively.
- iii. Organizational effectiveness is dependent variable.

Table 2 shows that the beta coefficients for communication practices are positive with organizational effectiveness. It indicates that communication practices has a positive impact on organizational effectiveness. This finding is consistent with the findings of Akpa *et al.* (2021). Similarly, the beta coefficients for work environment are positive with organizational effectiveness. It indicates that work environment has a positive impact on organizational effectiveness. This finding is consistent with the findings of Hartnell *et al.* (2011). Likewise, the beta coefficients for flexibility are positive with organizational effectiveness. It indicates that the flexibility has a positive impact on organizational effectiveness. This finding is consistent with the findings of Sehat *et al.* (2019). Further, the beta coefficients for work life balance are positive with organizational effectiveness. It indicates that work life balance has a positive impact on organizational effectiveness. This finding is consistent with the findings of Thevanes and Harikaran (2020).

4. Summary and conclusion

Time management is a set of principles, practices, skills, tools and systems that work together to help you get more valuable out of your time with the aim of improving the quality

of your life. Time management and organizational effectiveness in Nepalese organizations are interconnected concepts that influence productivity, employee well-being, and overall business success. In Nepal, where a mix of traditional practices and modern business strategies are employed, the dynamics of time management and organizational effectiveness can be unique. For Nepalese organizations to become more effective and competitive in the global market, they need to focus on improving both time management practices and overall organizational strategies. By embracing modern tools and techniques, fostering clear communication, prioritizing employee development, and making time management a core value, organizations can enhance their overall effectiveness. With the growing trend toward modernization and globalization, Nepalese businesses have the opportunity to increase their operational efficiency and better serve their employees, customers, and stakeholders.

This study provides insightful information regarding the time management and organizational effectiveness in Nepalese organizations. The study analyzes various significant variables that could impact organizational effectiveness. These variables include how communication practices, work environment, flexibility and work life balance influence organizational effectiveness.

This study attempts to examine the time management and organizational effectiveness in Nepalese organizations. The study is based on primary data with 139 respondents.

The major conclusion of the study is that communication practices, work environment, flexibility and work life balance have a positive impact on organizational effectiveness. The study also concludes that communication practices is the most significant factor followed by the work life balance, work environment and flexibility that influence the time management and organizational effectiveness in Nepalese organizations.

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