

The Effect of Time Management on Employee Performance

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Abstract:

Purpose:

This study aims to analyze the effect of time management on employee performance. The research employed a quantitative approach using a survey method, with data collected through questionnaires distributed to 60 respondents.

Methodology:

Simple linear regression analysis was applied to examine the relationship between variables, supported by validity and reliability tests as well as classical assumption testing. The results indicate that time management has a positive and significant effect on employee performance, as evidenced by a t-value of 6.673 with a significance level of 0.000.

Findings:

Furthermore, the coefficient of determination shows an R-squared value of 0.434, meaning that time management contributes 43.4% to employee performance, while the remaining 56.6% is influenced by other factors not examined in this study. These findings suggest that effective time management plays a crucial role in improving employee productivity and work outcomes. The study highlights the importance of implementing structured time management practices within organizations to enhance employee performance.

Implication:

Future research is recommended to incorporate additional variables such as motivation, leadership, and work environment to obtain a more comprehensive understanding of factors affecting employee performance.

INTRODUCTION

In today's competitive business environment, employee performance has become a crucial factor in determining organizational success. Companies rely heavily on the productivity and effectiveness of their employees to achieve strategic goals and maintain competitiveness. Robbins and Judge (2020) define employee performance as the quality and quantity of work achieved by employees in carrying out their responsibilities. High employee performance reflects not only task completion but also commitment and consistency in achieving organizational objectives.

Antara et al. (2021) explain that employee performance represents the results of work, both in quality and quantity, achieved by an employee in accordance with assigned responsibilities. Therefore, organizations continuously seek strategies to enhance employee performance through effective management practices.

One important factor influencing employee performance is time management. Several empirical studies have found that better time management significantly affects employee performance outcomes (Amelia & Hidayani, 2025). Organizational studies also confirm that time management practices contribute to work effectiveness and performance outcomes (Lestari & Arini, 2024). Employees who possess good time management skills tend to complete tasks on schedule, reduce work stress, and improve overall work quality.

Furthermore, Robbins and Judge (2020) argue that effective time management enables employees to focus on high-priority tasks, minimize distractions, and enhance operational efficiency. In modern organizations, increasing workload and multitasking demands require employees to manage their time more strategically to maintain performance standards.

Several recent studies indicate that time management has a significant impact on employee performance. Employees who manage their time effectively demonstrate higher productivity, better task completion, and stronger work discipline. Conversely, poor time management often results in missed deadlines, work overload, and decreased performance levels.

To illustrate the relationship between time management and employee performance, Table 1 presents sample organizational data collected using a 5-point Likert scale.

Table 1. Sample Data of Time Management and Employee Performance

Performance Category	Time Management (Mean Score)	Employee Performance (Mean Score)
Excellent	4.50–5.00	4.60–5.00
Good	3.50–4.49	3.70–4.49
Moderate	2.50–3.49	2.70–3.59
Needs Improvement	1.00–2.49	1.00–2.69

The table shows that higher levels of time management are associated with higher employee performance scores. Employees classified in the “Excellent” category of time management consistently demonstrate superior performance outcomes compared to other categories. This pattern supports the theoretical assumption that effective time management positively contributes to employee performance.

Despite its importance, many organizations still experience challenges related to employees' time management abilities. Rapid technological changes, increasing workloads, and tight deadlines often make it difficult for employees to allocate time effectively. Therefore, examining the influence of time management on employee performance remains relevant in contemporary management research. Based on this background, this study aims to analyze the effect of time management on employee performance in organizational settings.

Sugiyono (2022) explains that a hypothesis is a provisional response to a research problem, formulated as a statement. It is regarded as provisional because it is developed based on theoretical considerations and has not yet been empirically tested through data collection. Consequently, hypotheses function as guiding assumptions that must be examined statistically to determine their validity.



Figure 1. Hypothesis

The following hypothesis is proposed based on the theoretical framework described: time management influences employee performance.

METHODS

Research Design. This study employed a quantitative research design using a survey approach. Quantitative research was chosen to examine the causal relationship between time management and employee performance through statistical analysis. The research focused on identifying the extent to which time management influences employee performance. Data were collected at one point in time, making this study cross-sectional in nature.

Research Variables and Operational Variables. This study consists of two variables:

- a. The independent variable is Time Management (X), which refers to employees ability to plan, prioritize, and organize work activities effectively.
- b. The dependent variable is Employee Performance (Y), defined as the quality and quantity of work achieved by employees in carrying out their assigned duties.

Population and Sample. The population of this study comprised employees of a service company. A total of 60 employees were selected as respondents using purposive sampling. The sampling criteria included full-time employees who had worked for at least one year to ensure sufficient understanding of organizational processes and job responsibilities.

Data Collection Method. Primary data were collected through structured questionnaires distributed directly to respondents. The questionnaire consisted of closed-ended statements designed to measure perceptions of time management and employee performance. Secondary data were obtained from company documents and relevant literature to support the research framework. Before data analysis, the questionnaire items were tested for validity and reliability to ensure data accuracy and consistency.

Analysis Techniques. The collected data were analyzed using statistical software. Prior to hypothesis testing, validity and reliability tests were conducted to ensure that the questionnaire items accurately measured the research variables and produced consistent results. Classical assumption tests, including normality and heteroscedasticity tests, were also performed to confirm that the data met the requirements for regression analysis. Simple linear regression analysis was applied to examine the effect of time management on employee performance. Furthermore, a t-test was used to determine the significance of the independent variable on the dependent variable. The coefficient of determination (R^2) was calculated to identify the proportion of variance in employee performance explained by time management.

RESULTS AND DISCUSSION

This research positions Time Management as the independent variable (X) and Employee Performance as the dependent variable (Y).

Validity Test Results. The validity test was conducted to determine whether each questionnaire item accurately measured the intended variables. This test was performed by comparing the calculated correlation coefficient ($R_{\text{calculated}}$) with the critical value (R_{table}). With a total of 60 respondents and a significance level of 0.05, the R_{table} value obtained was 0.254. An instrument is considered valid if $R_{\text{calculated}} > R_{\text{table}}$. The results of the validity test for all research instruments are presented in Table 2.

Table 2. Validity Test Results

Instrument	$R_{\text{calculated}}$	R_{table}	Description
TM1	0.621	0.254	Valid
TM2	0.648	0.254	Valid
TM3	0.597	0.254	Valid
TM4	0.672	0.254	Valid
EP1	0.654	0.254	Valid
EP2	0.689	0.254	Valid
EP3	0.633	0.254	Valid
EP4	0.701	0.254	Valid

Based on Table 2, all questionnaire items show Rcalculated values greater than Rtable 0.254. Therefore, all instruments used in this study are valid and suitable for further analysis. These results indicate that each statement item is able to measure the variables of time management and employee performance appropriately.

Reliability Test. The reliability test was conducted to determine the consistency of the research instruments in measuring each variable. Reliability was evaluated using Cronbach's Alpha coefficient. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.70. The results of the reliability test are presented in Table 3.

Table 3. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Description
Time Management	4	0.821	Reliable
Employee Performance	4	0.847	Reliable

Based on Table 3, the Cronbach's Alpha values for both variables exceed the minimum threshold of 0.70. The Time Management variable obtained a Cronbach's Alpha value of 0.821, while Employee Performance recorded 0.847. These results indicate that all questionnaire items are reliable and demonstrate strong internal consistency. Therefore, the instruments used in this study are suitable for further statistical analysis.

Classical Assumption Test; Normality Test. The normality test was conducted to determine whether the residual data in this study were normally distributed. A normal distribution is required to ensure the validity of regression analysis results. The Kolmogorov-Smirnov test was applied to assess data normality. The data are considered normally distributed if the significance value (Asymp. Sig.) is greater than 0.05. The results of the normality test are presented in Table 4.

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3.8421764
	Absolute	,083
Differences	Positive	,067
	Negative	-,083
Kolmogorov-Smirnov Z		,083
Asymp. Sig.(2-tailed)		,200 ^{c,d}

a. Test distribution is Normal

The normality test was conducted using the One-Sample Kolmogorov-Smirnov method on the unstandardized residuals. Based on Table 4, the Asymp. Sig. (2-tailed) The value is 0.200, which exceeds the 0.05 significance level. Therefore, it can be concluded that the residual data are normally distributed. It indicates that the regression model examining the effect of time management on employee performance meets the normality assumption and is appropriate for further analysis (Heykal et al., 2024).

Simple Regression Test. The simple linear regression analysis was conducted to examine the effect of time management on employee performance. Based on Table 5, the regression equation obtained is: $Y = 12.473 + 0.654X$.

Table 5. Simple Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.473	3.215		3.879	.000
Time Management	,654	,098	.659	6.673	.000

a. Dependent Variable: Employee Performance

T-test. The t-test was conducted to determine the partial effect of time management on employee performance. Based on Table 6, the calculated t-value is 6.673, while the t-table value at a significance level of 0.05 and degrees of freedom ($df = 58$) is 2.001. Since $t_{\text{calculated}} > t_{\text{table}}$ ($6.673 > 2.001$) and the significance value is 0.000, which is less than 0.05, it can be concluded that time management has a significant effect on employee performance. Therefore, the alternative hypothesis (H_1) is accepted, and the null hypothesis (H_0) is rejected.

Table 6. T-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.473	3.215		3.879	.000
Time Management	,654	,098	.659	6.673	.000

a. Dependent Variable: Employee Performance

Determination Test. The coefficient of determination test was conducted to measure how much the independent variable contributes to the dependent variable. Based on Table 7, the R-squared value obtained is 0.434, indicating that time management explains 43.4% of the variance in employee performance. Meanwhile, the remaining 56.6% is influenced by other factors not examined in this study. These results indicate that time management plays an important role in improving employee performance, although other variables such as work environment, leadership, compensation, and organizational culture may also contribute to employee performance outcomes.

Table 7. Determination Test

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.659 ^a	.434	.424	3.842

a. Predictors: (Constant), Time Management
b. Dependent Variable: Employee Performance

CONCLUSION

This study aimed to examine the effect of time management on employee performance. Based on the results of the data analysis, time management has a positive and statistically significant influence on employee performance. It is supported by the t-test results, where the calculated t-value of 6.673 exceeds the t-table value of 2.001 at a significance level of 0.05, with a significance value of 0.000. These findings indicate that the alternative hypothesis is accepted, while the null hypothesis is rejected.

The simple linear regression analysis further confirms this relationship, as shown by the regression equation $Y = 12.473 + 0.654X$. This equation demonstrates that every one-unit increase in time management leads to an increase of 0.654 units in employee performance. This result suggests that effective time management practices significantly contribute to improving employees' ability to complete tasks efficiently, meet deadlines, and achieve organizational goals.

Moreover, the coefficient of determination (R Square) value of 0.434 indicates that time management explains 43.4% of the variance in employee performance. Meanwhile, the remaining 56.6% is influenced by other factors not examined in this study, such as work motivation, leadership style, organizational culture, and work environment. These results imply that although time management plays an important role, employee performance is also shaped by multiple organizational and individual factors.

Overall, the findings of this study emphasize the importance of implementing structured time management strategies within organizations. By improving employees' ability to prioritize tasks, allocate time effectively, and minimize work delays, organizations can enhance overall performance and productivity. Therefore, management is encouraged to provide training programs and organizational support related to time management skills to maximize employee potential.

For future research, it is recommended to include additional independent variables and expand the sample size to obtain more comprehensive results. Further studies may also apply different analytical methods or explore other sectors to strengthen the generalizability of the findings.

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