INVESTIGATING WHETHER TIME MANAGEMENT DECISIONS MADE WITHIN THE EVENT MANAGEMENT SECTOR OF PRETORIA COINCIDE WITH THE TIME MANAGEMENT ENVIRONMENT SCALE

by

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DECLARATION

I declare that this dissertation entitled “Investigating the extent of coinciding between the event management sector and Time Management Environmental (TiME) scale” is my own work and that all the sources I have used or quoted have been indicated and acknowledged by means of complete references. I further declare that I have not submitted this work, or part of it, for examination at UNISA for another qualification or at any other higher education institution.

SIGNATURE DATE

Ms Elsabe Scholtz

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ABSTRACT

Inefficient use of time is acknowledged to be a costly problem. Likewise, time management is of greater importance in business sectors that are time-demanding. Time management has proven to be crucial in the successful staging of events, further strengthened by the fact that the event management sector is high in time demand. The primary objective of the study was to determine whether time management within the event management sector of Pretoria, Gauteng Province, South Africa, coincides with the dimensions identified within the TiME scale. The TiME scale was selected as time management measurement following an extensive review of time management models. A questionnaire was distributed to 27 event management organisations within Pretoria to collect quantitative data related to time management. The data collection process generated 151 completed questionnaires. The data was analysed using frequency tables as a descriptive method. Factor analyses were performed to create a more manageable number of variables. Five binary logistical analyses were conducted to determine whether a relationship does exist between the TiME scale dimensions, where after hierarchical multiple linear regressions analyses were used to test the TiME scale dimension applicable to the event management sector of Pretoria. The results showed that not all TiME scale dimensions are significant influencers of event management organisations' time management abilities, but that by focussing on those that are, organisation ensure increase the efficiency with which time is management.

Keywords:

Time management, event management, TiME scale, time management behaviours, event management sector, event management organisations

LIST OF ABBREVIATIONS & ACRONYMS

The following abbreviations or acronyms are used throughout the study:

CBD	Central Business District
EMBOK	Event Management Body of Knowledge
GDP	Gross Domestic Product
MICE	Meetings, Incentives, Conventions and Exhibitions
NTSS	National Tourism Sector Strategy
SPSS	Statistical Packages for the Social Sciences
TiME	Time Management Environmental Scale
TMBS	Time Management Behavioural Scale
TMQ	Time Management Questionnaire
TSQ	Time Structure Questionnaire
UNWTO	United Nations World Tourism Organisation

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CHAPTER 1
INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

The study aimed to determine whether a relationship does exist between the dimensions of the Time Management Environment (TiME) scale and the applicability of this scale to the event management sector of Pretoria, Gauteng Province, South Africa. This introductory chapter contains a short theoretical overview of the study to enable an understanding of the key concepts used throughout and to present the motivation for conducting the study. Thereafter, the research problem is identified and key objectives highlighted, followed by a brief discussion of the research methodology employed to obtain the data necessary to address the research objectives. The ethical considerations are discussed, and finally, the chapter is concluded with an outline for the chapters to follow.

1.2 BACKGROUND TO THE STUDY

Already in the eighteenth century, Benjamin Franklin claimed that “time is money” (Franklin, 1748:1; National Archives, 2017:1). This simple phrase proved so true that it is still quoted today. Time is a crucial resource, which cannot be stored or collected and once it has passed, cannot ever be regained. Time is required for every task and it passes at the same pace for everyone. The significance of managing one’s time pertains to the ever-growing issue that there are too many tasks to complete in too little time (Adeojo, 2012:7-8). The sections below introduce the concepts related to time and time management, as well as event management, as pertinent to the study.

1.2.1 Time management and time management models

Time management is seen as “behaviours that aim at achieving an effective use of time while performing certain goal-directed activities” (Claessens, van Eerde, Rutte & Roe, 2007:258). Time management enables the effective use of time, controls stress (Ferreira & Groenewald, 2016:348) and ensures all the necessary tasks and objectives are completed or reached by the set deadline (Eder, Panagos, Pozewaunig & Rabinovich, 1999:2; Nieuwenhuizen, 2011:125).

Due to time management seeming to play such an important role in maintaining the success of an organisation, scholars began researching the probability of generalising the dimensions of time management. This research lead to the development of time management statements, associations and guidelines to assist employees in the timely completion of their tasks. Burt, Weststrate, Brown and Champion (2010:649-668) noted the absence of an existing model integrating the behaviours of time management with the organisational circumstances to assist in implementing these behaviours. Burt *et al.* (2010:649-668) embarked on a research project to combine previous time management research in the development of an integrative model. This research included:

- Literature linking time management and personality traits (Bond & Feather, 1988:321-329; Landy, Rastegary, Thayer & Colvin, 1991:644-657; Kaufman-Scarborough & Lindquist, 1998:288-312);
- The process model of time management identifying time management behaviours and outcomes (Macan, 1994:381-391);
- Research regarding the temporal demands of a job and the influence of time management training (Francis-Smythe & Robertson, 2003:298-321); and
- Time management literature on how the organisational environment influences time management (Claessens *et al.*, 2007:255-276).

The TiME scale developed by Burt *et al.* (2010:649-668) aimed to measure all the determinants of effective time management. For ease of reference, Figure 1.1 contains a condensed illustration of the TiME scale (see Section 2.2.4 for detailed explanation).

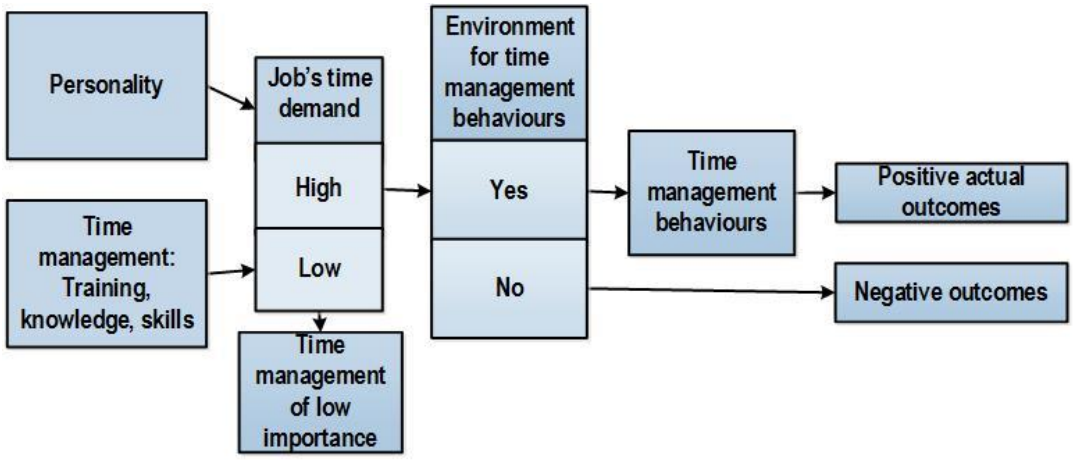

Figure 1.1: Condensed illustration of TiME scale

Source: Burt *et al.*, 2010:649-668

Since the development of the TiME scale, no further theoretical framework has been developed in this field, and this has added to the validity of the TiME scale and the credibility of the current study, which aims to test the TiME scale. There are five main dimensions forming part of this scale (see Figure 1.1). In the section below, each dimension is briefly discussed to provide a better understanding of the TiME scale (Burt *et al.*, 2010:649-668).

- ***The employee's personality and time management knowledge and -skills***

  The first aspect of the model determines how likely a person is to manage time and how well they manage it. Aspects of a person's personality that will be measured include time-urgency (how much they dislike wasting time), whether they use their time polychronically (able to do more than one task at a time) and whether they are prone to procrastinate (that is, waste time). The time management skills that these employees possess will also influence their time management abilities. Training further influences an employee's ability to manage their time more effectively.

- ***Time demands of the job***

  Time demand pertains to the extent with which a task is dependent on time. In other words, tasks that are subject to specific completion dates have a high time demand. According to the TiME scale (see Figure 1.1), persons in jobs with a high time demand would regard time management as highly important.

- ***Environment created for time management behaviours***

  The environment created for employees to be able to practise sound time management techniques and behaviours lies mainly with the owners/managers of the organisation. Managers determine the role that time management will play within the organisation, and allocate resources, time and energy based on this determination. Without managers creating a supportive and facilitating environment for employees to practise time management, employees will not be able to manage time as effectively (Burt *et al.*, 2010:652).

- ***Time management behaviours***

  Time management behaviours used by employees is the last determinant of employees' ability to manage their time. The time management behaviours that can

be used, include setting goals, prioritising, scheduling and the allocation of time necessary to complete tasks.

- ***Outcomes***

  The final dimension relates to the outcomes that will be achieved, considering the results of the previous aspects. Outcomes can be either positive, if time is managed effectively (including punctuality, awareness of time, prioritising, accurate allocation of time and meeting deadlines) or outcomes can be negative, if time is not managed effectively (including stress, unsatisfactory performance and it may lead to higher staff turnover rates).

The above topics will be discussed in more detail in chapter 2. The TiME scale has been developed to function as a more complete time management measurement tool within an organisational position (Burt *et al.*, 2010:649-668). Although the relationships between the dimensions of the TiME scale were tested, this study also included an analysis of the TiME scale dimensions in an untested organisational time-dependent sector. For this purpose, the researcher utilised the event management sector of Pretoria, a sector in which time and time management are regarded as vital aspects (Allen, 2005:1-2).

1.2.2 Event management

Events can be seen as special, once-off and unique experiences fundamental within societal culture (Bowdin, Getz & Lashley, 2007:5). Event management is regarded as a multidisciplinary profession in an exhilarating business sector, which is increasing in size. Entrants drawn to this sector usually possess creativity and organisational ability (Silvers, Bowdin, O'Toole & Nelson, 2006:185).

The United Nations World Tourism Organisation (UNWTO) calculates the global event sector's annual worth to be $329 billion (UNWTO 2017). In South Africa, events and the management thereof is regarded as a key sector and a main contributor to the South African gross domestic product (GDP). As in 2016, the figure most prominently used as an indicator of the income generated by the South African events sector is R3.1 billion per annum (Fin24, 2016:1). It is therefore evident that the event sector is of great importance to South Africa due to the substantial contribution made to the economy. This sector is so significant that it is included in the implementation of growth

strategies and has led to the establishment of institutes to assist with and ensure the growth of this sector.

1.3 PROBLEM STATEMENT

Time management is crucial as time cannot be saved and cannot be regained once it has passed (Adeojo, 2012:7). It has also become a fundamental aspect in everyday life (Chase *et al.*, 2013:164), lending to the importance of broadening the knowledge base related to time management. The conceptual framework developed by Burt *et al.* (2010:649-668) encompasses a variety of researched time management dimensions that contribute to an individual's time management abilities. The applicability of the TiME scale has however not been sufficiently tested on a high time-dependant sector (Burt *et al.*, 2010:649-668) and therefore its generalisability still requires further research. In order to test the applicability of the scale to a high time-dependant sector, the researcher elected to use the event management sector due to its time dependency and the general importance of time management in the sector (Allen, 2005:1-2).

Nelson (in Silvers *et al.*, 2006:189) identified various event management skills that are required in the sector, and found that the ability to management time attained a very high importance ranking. Goldblatt (in Morgan, 2009:82) further developed a matrix consisting of four pillars describing the basis of managing a successful event. Time management was included as one of these crucial pillars (Morgan, 2009:82). Hence, the research problem pertains to the fact that even though the event management sector has been proven to be time-dependant and time-demanding, it is unclear whether this sector is considerate of the time management guidelines provided in the TiME scale dimensions when making time management decisions.

1.3.1 Research questions

The **primary research** question (PRQ) was therefore formulated as follows:

PRQ: Do time management decisions made within the event management sector of Pretoria coincide with the dimensions identified within the TiME scale?

In order to answer the primary research question, **secondary research questions** (SRQ) were formulated. These were formulated as:

SRQ 1: Does an individual's personality and time management knowledge and skills influence their time management abilities?

SRQ 2: Does an organisation's time demand, time management environment and time management behaviours influence their time management abilities?

SRQ 3: What relationship exists between the dimensions of the TiME scale?

SRQ 4: Does time management in the event management sector reflect the dimensions in the TiME scale when making time management decisions?

SRQ 5: Which TiME scale dimensions are applicable to the event management sector of Pretoria?

1.3.2 Research objectives

The research objectives to be achieved by the study were then identified from the research questions as outlined above. The **primary research objective** (PRO) the study aimed to achieve is:

PRO: To determine whether time management within the event management sector of Pretoria coincides with the dimensions identified within the TiME scale.

The **secondary research objectives** (SRO) are:

SRO 1: To determine whether an individual's personality and time management knowledge and skills influence their time management abilities.

SRO 2: To determine whether an organisation's time demand, time management environment, and time management behaviours influence their time management abilities.

SRO 3: To determine whether a relationship does exist between the dimensions of the TiME scale.

SRO 4: To determine whether the time management in the event management sector reflect the dimensions in the TiME scale when making time management decisions.

SRO 5: To adapt the TiME scale to better serve the event management sector of Pretoria.

With the research objectives identified, the most suitable research methodology to address the aims of the study was determined. The next section discusses the research methodology used within the study.

1.4 RESEARCH METHODOLOGY

Before collecting empirical data, the researcher identified the research approach, design and methodology to be followed (Marx, 2013:89).

1.4.1 Research philosophy and approach

The study subscribed to the positivism philosophy (Saunders, Lewis & Thornhill, 2012:134) as the study tested the existing TiME scale, and also determined whether a relationship does exist between the time management dimensions and the event management sector's time management decisions. Furthermore, a deductive research approach (Zikmund, Babin, Carr & Griffin, 2013:43-44) was used to reach conclusions regarding a known premise, namely, the TiME scale, based on a specific context, namely, the event management sector of Pretoria. The city of Pretoria was chosen as it is one of the capital cities of South Africa located in the Gauteng province.

1.4.2 Research design

The research design followed an experimental quantitative method, which allowed the researcher to achieve the objectives using empirical information involving numerical analysis (Zikmund *et al*., 2013:133-135). The research is explanatory in nature, meaning that it aimed to establish relationships between variables. A specific situation, namely the event management sector, was used to illuminate relationships with time management variables (Saunders *et al.,* 2012:172). Lastly, the time horizon of the study followed a cross-sectional survey as the study only measured the current time management abilities within the event management sector and did not aim to study change and development over a period of time (Zikmund *et al.,* 2013:195-196).

1.4.2.1 Sampling

Sampling entails determining who will need to complete the data collection instrument of the study to provide feedback with specific regard to the research questions and

objectives (Quinlan, Babin, Carr, Griffin & Zikmund, 2015:168). The population for the study (Quinlan *et al.,* 2015:168) consisted of all event management organisations within the Pretoria region. As these organisations do not have an official professional body or council to which they belong, it is challenging to identify these organisations. The researcher therefore decided to use a sampling frame to serve as the population for the study (Babbie, 2013:201).

Research revealed that the OLX classified advertisements was the most appropriate sampling frame to be used. The database search was focused on keywords such as "event management" and "Pretoria". Based on the search results, the population included 62 organisations registered in the above-mentioned category. With a random probability sampling method, the researcher ensured that each element of the population, event management organisations, had an equal chance of being selected to participate. A systematic (random) sample selection method was used for the final selection of the sample (Quinlan *et al.*, 2015:178-181). The researcher aimed to receive 150 completed questionnaires, and the average number of employees per organisation was estimated to be between four and six, with every third organisation within the sample frame forming part of the sample, therefore a total of 20 organisations. Although all 20 organisations that were invited, participated in the study, only 122 completed questionnaires were received. Consequently, the researcher decided to increase the sample to allow for sufficient completed questionnaires. Therefore, an additional seven organisations were included in the sample, providing the number of completed questionnaires needed to draw meaningful conclusions.

1.4.3 Research methodology

Primary and secondary sources of data were used throughout the study. Secondary data was mainly derived from the literature review. Chapter 2 contains a literature study regarding time management, with the focus on the TiME scale and the event management sector, while Chapter 3 includes a study of the relevant literature to determine the most suitable data collection method for the current study. The literature served as background information related to the concepts and constructs used within the study. The literature also clarified the purpose for the study by highlighting the various gaps in knowledge that currently exist in the literature. All the literature sources used within the literature review were substantiated by referencing the authors, as this

ensured rigorous quality throughout the study. Primary data was collected in order to achieve the primary research objective.

As this study followed a deductive research approach and a quantitative research method, a survey research strategy was considered suitable (Quinlan *et al.*, 2015:225-281). Quinlan *et al.* (2015:269) state that questionnaires are an appropriate data collection instrument when survey research is conducted. The use of a questionnaire enabled the researcher to collect consistent data of a quantitative nature. The researcher made use of face-to-face questionnaire distribution because it generally has a high response rate and also has the ability to gather data quickly (Oakshott, 2012:37). Fieldworkers distributed the questionnaires to participants who completed the questionnaires on site while the fieldworkers were waiting.

1.4.4 Instrument development and pilot testing

Two questionnaires that included the TiME management dimensions, as identified by the literature review, were developed by the researcher. In addition, the first questionnaire focused on the owners of the organisations and also contained questions regarding the organisation. Only the owners of the organisations would have a sufficient, holistic view of the organisation and its operations to answer these questions (see Appendix A). The second questionnaire was distributed to the employees of the organisation and included questions regarding the organisation and/or its operations (see Appendix B).

The questionnaires consisted of structured questions with structured responses (Bryman, Bell, du Toit & Hirschsohn, 2015:195-197; Struwig & Stead, 2015:89) and included dichotomous, multiple-choice, rating scales as well as Likert-scale question formats (Bryman *et al.*, 2015:195-197; Struwig & Stead, 2015:95-99). After development of the questionnaires, pilot testing was done to ensure the quality and validity of the questions (Tustin, Ligthelm, & van Wyk, 2005:413-415). Five participants were selected from the sample frame as for the empirical data collection to participate in the pilot test. The completed questionnaires and feedback from the pilot test participants were used to adapt the questionnaires.

Once the data was received, the questionnaires were coded for the purpose of statistical analysis. The primary data collected was captured in Microsoft Excel® to develop a spreadsheet containing the participants' coded answers. The data received

were of nominal, ordinal and interval measurement scales (Cooper & Schindler, 2012:273-274). The spreadsheet was then exported to a statistical package, namely, SPSS v.23 (Statistical Packages for the Social Sciences) which was used for the analysis of the results. The analyses included descriptive and inferential statistics, such as factor analysis, binary logistical regressions and hierarchical multiple linear regressions.

Descriptive statistics were used to provide preliminary insights into the data (Quinlan 2015:359-360) on all the sections and questions included in the questionnaires, displaying results as frequency tables. Descriptive statistical analyses were also conducted on the demographic profile of participants to ensure a better understanding of the sample that participated in the study. Inferential statistical analyses were used to draw conclusions extending beyond the data (Cooper & Schindler, 2014:652). Firstly, an explorative factor analysis was conducted to allow for a more manageable number of variables. Thereafter, a binary logistic regression was used to determine whether relationships exist between the different dimensions of the TiME scale (Williams, Sweeny & Anderson, 2006:561). Finally, hierarchical multiple linear regression analyses were used to test the TiME scale, as used by the event management sector of Pretoria. The hierarchical regression analysis was conducted to identify both positive and negative outcomes experienced (as final dimensions of the TiME scale) (Burt *et al.*, 2010:649-668; Quinlan *et al.*, 2015:363).

1.5 ETHICAL CONSIDERATIONS

In order to ensure the study was conducted in an ethical manner, ethical clearance was obtained from the ethics committee of the College of Economic and Management Sciences at UNISA (2013_CEMS_BM_014) (See Appendix G). The main consideration for ethical clearance was that the study required participants to answer questions of a personal nature. Although these questions did not test personality in depth or extensively, participants were still provided with an informed consent form (see Appendix C) to sign before completing the questionnaire. The informed consent form also explained the purpose of the research and information regarding anonymity of the participants.

To ensure the ethical use of secondary research sources, complete references were included to not only acknowledge the researchers' work but also to prevent plagiarism.

1.6 CHAPTER PRESENTATION

This dissertation consists of five chapters. A brief description follows of the content covered in each chapter.

Chapter 1: Introduction to the study	This first chapter serves as an outline to the study and provides background information on the research topic and key terms used. This chapter further highlights the problem to be investigated and provides a brief description of the research methodology followed to conduct the primary research.
Chapter 2: Managing time within the event management sector	Chapter 2 provides a literature review on the concepts of time management (definition of time, time management, time management models and the TiME scale) and event management (definition of events, event management, event management sector). Lastly, the literature available on time management used within the event management sector is discussed.
Chapter 3: Research methodology	Chapter three encompasses the research methodology used to collect data. It discusses the research design and sampling, data collection techniques, instrument used and the statistical analyses conducted.
Chapter 4: Analyses and research findings	Chapter four addresses the data analyses and interpretation. Analyses were conducted in two phases, Phase one included descriptive statistical analyses providing insights into the nature of the data collected and the basic characteristics of the data. Phase two built on the first phase by conducting inferential statistical analyses, allowing the researcher to draw conclusions and make recommendations in Chapter 5, pertaining to the research objectives identified.

Chapter 5: Conclusion and recommendations	The final chapter discusses the conclusion and recommendations based on statistical analyses discussed and interpreted in Chapter 4. The conclusions and recommendations serves to summarise discussions throughout the study.

1.7 CONCLUSION

This chapter provided background information on the research topic and key terms used. This chapter further highlighted the problem to be investigated and presented a brief description of the research methodology that was followed to conduct the primary research. Ethical considerations were discussed, and finally, the chapter concluded with an outline of the chapters to follow.

Chapter 2 will provide an in-depth literature review, focused on the key terms ‘time management’ and ‘event management’. The chapter will also highlight the importance of time management within the event management sector.

CHAPTER 2
MANAGING TIME WITHIN THE EVENT MANAGEMENT SECTOR

2.1 INTRODUCTION

Chapter 1 introduced the study and discussed the key concepts used throughout. It further introduced the research problem and identified the research questions and research objectives. Chapter two provides an in-depth discussion of the two key concepts in the study, namely, time management (definition of time, time management, time management models and the TiME scale) and event management (definition of events, event management, the event management sector) The chapter further discusses the relevance and importance of time management within the event management sector. Figure 2.1 provides a graphical illustration of the content of this chapter.

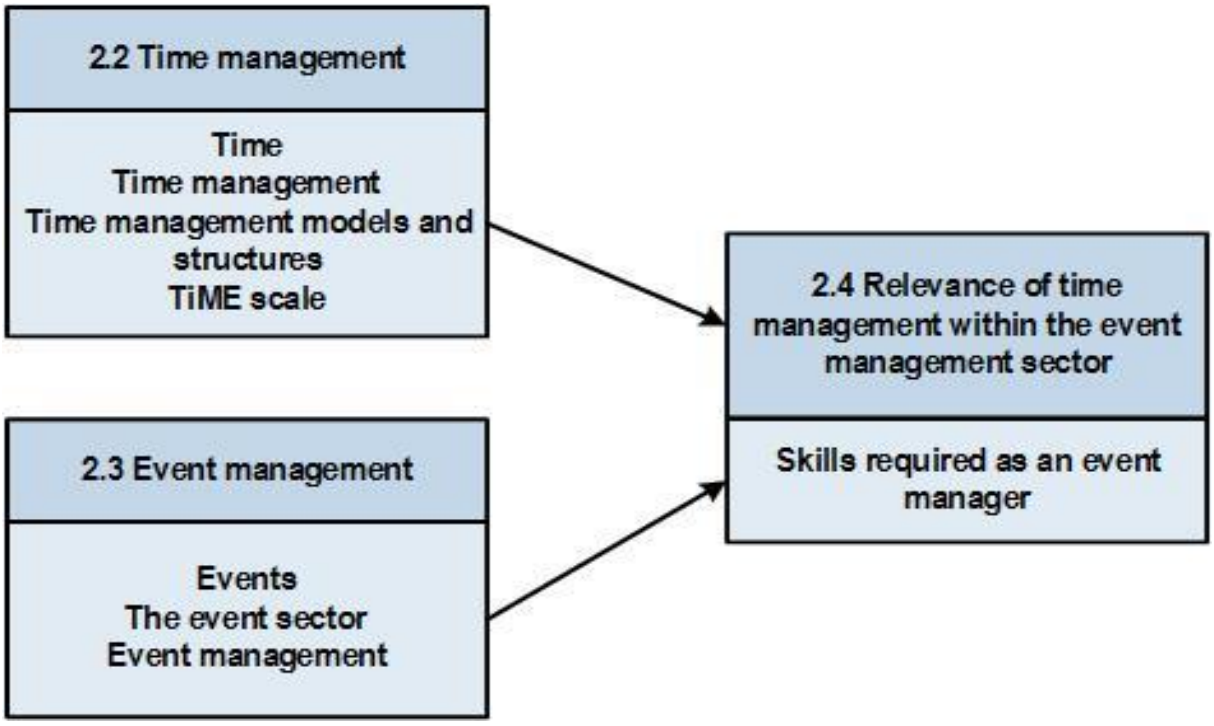

Figure 2.1: Key concepts

Source: Researcher's own composition

2.2 TIME MANAGEMENT

Time as a resource is essential to achieve goals within an organisation. This necessary resource cannot be stored or collected and once passed, cannot be regained. The significance of managing one's time pertains to the ever-growing issue that there are too many tasks to complete in too little time (Adeojo 2012:7-8). The concepts and factors related to time management will be discussed in the section below.

2.2.1 Time

Numerous definitions exist to aid in understanding the elusive concept of time. Kaufman-Scarborough and Lindquist (1998:289) stated that people commonly view time in the same way they would money, as a "uniform commodity". This offers the opinion that there is 'too little time' just as there is 'too little money'. Ojo and Olaniyan (2008:401) substantiate this when stating time is limited, but the demand for it is limitless. One of the most important attributes of time is summarised as scarce (Adeojo, 2012:14), it is therefore crucial to manage how this resource is spent. Time can be described as a period during which something is done or something happens, a period over which one has control and with which something can be accomplished (Ojo & Olaniyan, 2008:401). Time cannot be stored, rent, bought replaced or accumulated. Time is required for everything and passes equally for everyone.

2.2.2 Time management

Time and the management of time is such a universal and fundamental aspect of our everyday lives that many authors have written about it (Chase *et al.*, 2013:164). The concept of time management first appeared in McCay's 1959 book, aptly titled *The Management of Time* (McCay, 1959:1-178). Although time and the importance of managing it have intrigued scholars through the ages, it has gained more importance since McCay's seminal 1959 work (Drucker, 1967:1-178; Lakein, 1973:1-204; King, Winett & Lovett, 1986:1; Lay & Schouwenburg, 1993:1; Covey, Merril & Merril, 1994: 1-306; MacKenzie, 1997:1).

The significance of time management rests on the fact that too many tasks need to be completed, sometimes leaving too little time for people to do essential tasks. Efficient time management can assist an individual to identify and rank the importance of tasks

and match them to the available time and other resources (Adeojo, 2012:8). Abduljabr, Mahdi and Almsafir (2012:428) maintain that time management is becoming more important due to escalating organisational rivalry on an international scale. Another factor attributing to the importance of time management is the ever-growing demand for the immediate availability of products and services (Abduljabr *et al.*, 2012:428). Orlikowsky and Yates (in Hafner & Stock, 2010:429) substantiate time management's importance when stating that temporal issues are becoming more critical within an organisational context due to an increase in global competition, an increase in telecommunications speed and the pressure of demand for products and services (Hafner & Stock, 2010:429). Globalisation adds to the importance of time management as business transactions are taking place globally and businesses often opt for just-in-time delivery, rather than having to pay more storage fees to house stock (Mamani & Moinzadeh, 2013:95). Eder *et al.* (1999:2) and Nieuwenhuizen (2011:125) state that time management can be seen as a vital component in all organisations and industries to ensure all the necessary tasks and objectives are completed or reached by the set deadline.

Many scholars have attempted to define time management. One of the foremost influences within the field of time management, Hobbs (1987:1-209) defines time as "occurrence of events one after another" and management as "the act of controlling", and is therefore of the opinion that time management represents the act of controlling events. Through the years, the definitions have become more substantial and more focused.

Lakein (1973:68) refers to time management as using particular techniques to deliberately plan activities and tasks. Schuler (1979:852) also believes time management is a process by which tasks and goals are accomplished to specifically enable an individual to be effective in their career. Abduljabr *et al.* (2012:428) describe time management as the organisation of tasks by estimating how much time a task will require, when it must be completed, and then regulating situations that would interfere with its completion to ensure that the task is completed in the appropriate amount of time.

Time management aims to achieve the most efficient use of time and should be linked to certain purposeful tasks (Abduljabr *et al.*, 2012:428). According to Adeojo (2012:14), time management is centred on the principle that the significance does not lie in the

number of tasks completed, but rather the importance of getting the right tasks done. Being able to choose between important tasks and unimportant tasks is crucial to effective time management.

Although the majority of definitions for time management can be regarded as quite similar, differences arise in the specific emphases the author(s) placed on various factors within their study. The researcher therefore chose to consider Crutsinger's (in Stoilov, 2012:5) definition of time management as the most appropriate for this study, and also considers it as the definition that encompasses all the relevant facts of what time management might entail. A summary of this definition is:

"Determining what needs to be done through goals setting, prioritising these tasks according to importance and estimating how much time will be required for each task to be completed. One should also take into account unexpected events that may occur and reconsider setting goals and priorities according to this."

The concept of time management relies on two basic steps: goal setting and striving to attain these goals. It is important that goals are set and prioritised in the order of importance relating to the specific individual or organisation. It should also be determined how much time an individual is currently spending on accomplishing these goals. Francis-Smythe and Robertson (1999:6) further state that it is the individual's ability to plan and to keep to the planned schedule that are important in the practice of good time management.

Kelly (2003:1121) indicates that stress and other unpleasant psychological experiences can be alleviated by the proper structuring of time. Further advantages have also been identified by Adeojo (2012:14), including increased productivity, organisation skills and effective use of time.

From a business perspective time management is of critical importance to enable organisations to reduce turnaround times and to improve completing time estimates, thereby increasing competitiveness (Eder *et al.*, 1999:1). Abduljabr *et al.* (2012:427) claim that engaging in time management behaviours at work can positively influence group performance, which in turn would contribute to an organisation's profitability. Employees who excel in time management practices strive to complete a greater number of tasks than would generally be possible under less structured circumstances. These employees would also adopt work strategies that allow for a

higher level of efficiency (Nonis, Fenner & Sager, 2011:157). In contrast, poor planning and lack of time management is often accompanied by high levels of stress, emotional exhaustion and health complications (Abduljabr *et al.*, 2012:427). Lucier (2012:1) identifies the disadvantages of poor time management as an increase in expenditure, squandered opportunities or a retraction of opportunities, and increased pressure and stress.

Research in time management further brought about the development of different contexts to enable a better understanding of this construct. Covey *et al*. (in McNamara, 2010:2) identified four generations of time management through a breakdown of the available research:

- The first generation was identified to have used mostly notes and checklists to record their time use.
- The second generation was characterised by their use of calendars and appointment books. This generation had need to plan ahead.
- The third generation concentrated on planning, organising and controlling. They focused on setting medium- and long-term goals.
- The fourth generation took it upon themselves to research and explore the term time management and took a new look at managing time.

Amongst other things this resulted in the identification of time management decision levels (Larco, Wiers & Fransoo, 2013:14-15). Table 2.1 below presents a summary of these decision levels as well as a brief description of the characteristics of the decisions at each level.

Table 2.1: Decision levels and characteristics

Decision level	Characteristics of decisions
Tactical decision	Are designed and reconsidered Usually made on a monthly or quarterly basis Mainly to monitor and schedule tasks
Operational decision	Taken on a case-by-case level
Behavioural decision	Not made consciously Self-interruptions commonly occur

Source: Larco *et al.*, 2013:14-15

Chase *et al.* (2013:156) also identified three broad categories that exist for time management strategies and accompanying behaviours. These behaviours, as summarised in Table 2.2, assist with effective time management in both the organisational and personal capacity (Claessens *et al.*, 2007:4).

Table 2.2: Behaviours and characteristics

Behaviours	Characteristics of behaviours
Time assessment behaviours	Awareness of one's time (past, present and future)
Planning behaviours	Using time effectively and setting goals and priorities Planning tasks
Monitoring behaviours	One observes time use whilst performing tasks Creates feedback loop of time use Limits interruptions and influences

Source: Claessens *et al.*, 2007:4

The necessity of time management also led to the development of time management structures to allow the generalisation and standardisation of this concept. It is therefore necessary to discuss the applicable time management structures that have been developed since this construct first appeared.

2.2.3 Time management models and structures

One of the first structures to be developed was a Time Structure Questionnaire (TSQ) which was created by Bond and Feather (1988:321-329) as a way of measuring the extent to which an individual perceived structure and purposiveness in their use of time. The questionnaire comprised of 26 time-structure-related items which were answered using a seven-point scale. The conclusion of the study was that a positive relationship does exist between the perceived use of time and self-esteem, the sense of purpose in life, and health and personal improvements. A negative relationship also exists between the perceived use of time and depression, anxiety, neuroticism and psychological distress (Bond & Feather, 1988:321-329).

Following on the development of the TSQ, the Time Management Questionnaire (TMQ) was designed by Britton and Tesser in 1991 (1991:405-410). The questionnaire included 35 items to be answered using a five-point scale. It was originally developed

to test the influence of time management practices on college grade-point averages, but was later also applied to other areas of study.

The Process Model was proposed and tested by Macan (1994:381-391) in an effort to address the lack of available frameworks able to measure time management behaviours and predict psychological outcomes experienced due to time management. The framework was designed using 353 completed questionnaires measuring respondents' time management training, the use of time management behaviours and their job satisfaction and job tension. The study found that time management behaviours did have a positive relationship with job satisfaction and job tension, but did not have a relationship with time management training.

During the early 1990s the Time Management Behavioural Scale (TMBS) emerged. The model was developed to measure the different time management behaviours of individuals (McNamara, 2010:3). These behaviours, in turn, provided employees with a perceived control of time. Since its development it has been revised numerous times to allow the inclusion of new factors (Macan, 1996:229-236). This has led to the model gaining wide support and being regarded as a reasonably sound model when measuring time management behaviours (Claessens *et al.*, 2007:263). The most recently revised version of the TMBS (Macan 1996:229-236) is based on categorising time management behaviours utilising the following concepts (McNamara, 2010:3):

- Setting goals and prioritising tasks;
- Mechanics of time management – planning and scheduling; and
- Preference for being organised.

All the structures, questionnaires, models and scales were developed with the purpose of determining the use of time as well as to measure certain aspect of time management. However, no integrative time management model exists which combines all these factors and elements of time management to examine an individual's time management abilities and the organisation's time management environment as a whole. This led to the development of the TiME scale as discussed in the section below.

2.2.4 Time management environment (TiME) scale

According to Burt *et al.* (2010:648-668), a conceptual framework and measurement tool was necessary to enable organisations to measure the effects that time management had on their specific organisation. This was due to the fact that previous models lacked vital components for the measurement of this variable. According to Burt *et al.* (2010:648-668), the process model (Macan, 1994:381-391) of time management predicts time management outcomes but does not take into account the organisational context in which it occurs. The optimisation of the results for the specific organisations therefore gets lost, which in turn decreases the quality of the measurement outcomes. Another factor constituting the development of a new conceptual framework was the failure to research how the time management variable was influenced by the organisation's surrounding environment.

Burt *et al.* (2010:649-668) therefore developed and tested a model fulfilling this need for a conceptual framework, known as the Time Management Environmental (TiME scale). The scale encompasses elements of all the previously developed time management structures, as well as including elements of the influence the environment will have on the time management ability. Figure 2.2 below illustrates the TiME scale as developed by Burt *et al.* (2010:649-668). Since the development of this scale, no further theoretical frameworks have been developed, adding to the validity of the TiME scale and the credibility of the study. The model is divided into the different dimensions being measured.

Each dimension on the scale is individually defined and explained in depth in the section that follows.

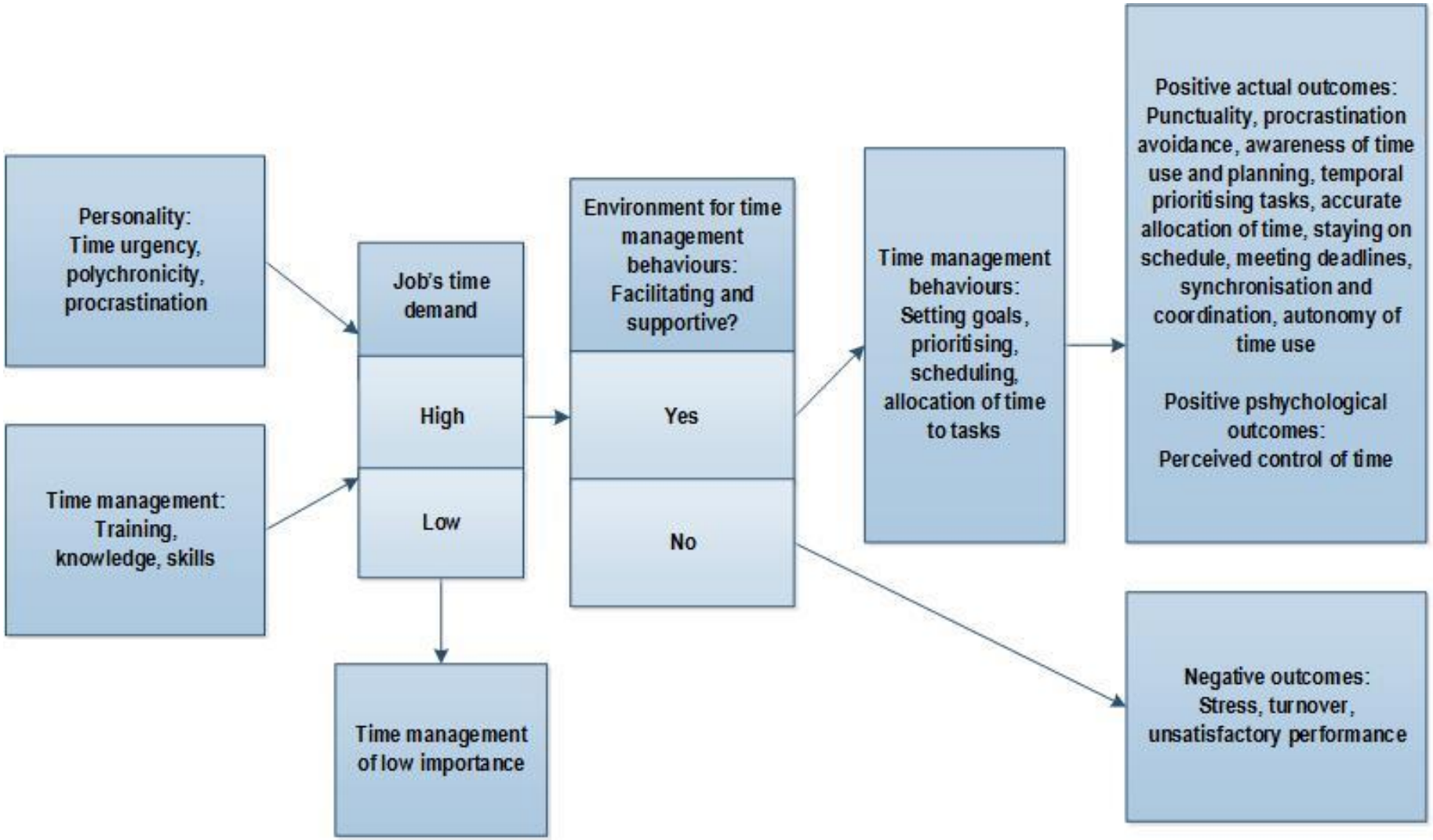

Figure 2.2: Time Management Environmental Scale (TiME scale)

Source: Burt *et al*., 2010:651

2.2.4.1 Personality factors influencing time management

In 1961, Allport (1961:1-593), founder of the field of personality psychology, defined personality as a "dynamic organisation within the individual's psychophysical systems that determine characteristic behaviour and thought". Allport (1961:1-593) clarifies this by describing personality as (Carducci, 2009:260):

- A dynamic organisation in the sense that is in a constant state of change with each experience modifying one's personality even in the slightest of ways;
- Psychophysical in nature as it involves the mind and the body;
- A cause of an individual's behaviour; and
- An expression of uniqueness.

Other authors have also speculated on the definition of personality, such as Feist and Feist (2009:1-592), who refer to personality as a pattern of rather permanent traits and characteristics that provides both consistency as well as uniqueness to an individual's behaviour. Cherry (2015:1) outlines that personality remains constant throughout life and can be seen as the characteristic behaviours, feelings and thought patterns that make one unique. Although the wording may differ somewhat, personality is perceived as a system of organised parts which develops and influences one's actions.

The TiME scale identifies three personality traits that influence one's ability to manage available time. These traits of **time-urgency, polychronicity** and **procrastination** (Burt *et al.,* 2010:649-668) are discussed below.

- ***Time-urgency***

  Time-urgency has been identified as one of the characteristics of a Type A personality (Fretwell, Lewis & Hannay, 2013:60; Shi *et al*., 2013:3). However, long preceding these researchers, Landy *et al*. (1991:644) and Dishon-Berkovits and Koslowsky (2002:726) also distinguished between personality types and the perceptions of time accompanying each type. These authors substantiated that a Type A personality is somewhat defined by a heightened sense of time-urgency, while a Type B personality expresses a more non-competitive approach to life.

  It was found that time-urgency is an important factor in terms of punctuality and lateness (tardiness) displayed by employees in an organisation (Dishon-Berkovits

& Koslosky, 2002:733). In terms of the TiME scale, it is therefore beneficial for organisations to appoint employees with a Type A personality who will have a greater sense of time-urgency.

- ***Polychronicity***

  According to Bluedorn, Kaufman and Lane (1992:17-18), time can be utilised in two different continuums. The first is the monochronic continuum, which entails the user engaging in only one activity at a specific point in time. This means that the user is deliberately focusing all their attention on doing this specific task. The second continuum in which time can be used is polychronically. Although not explicitly defined, polychronicity was first discussed by Edward Hall in his book *The Silent Language* (Hall, 1983:1-224; Konig & Waller, 2010:4). It was indicated that this time continuum involves engaging in more than one activity during a given time period. Persing (in Conte & Jacobs 2003:110) further states that polychronicity is not only the behaviour of working on numerous activities at once, but also indicates that the individual has a psychological preference for this. Scholars such as Arndt, Arnold and Landry (2006:320) and Kantrowitz, Grelle, Beaty and Wolf (2013:114-115) state that polychronic individuals can utilise their time in two distinct forms, namely, simultaneous-tasking (multitasking) and task-switching.

  Conte and Jacobs (2003:111-112) reviewed previous studies regarding polychronicity and found that individuals favouring this continuum tend to be less punctual and are more likely to be absent from work. Activities with a monochronic focus have also been known to cause a decrease in performance when completed by polychronic individuals (Conte & Jacobs, 2003:112), therefore job performance will only be possible for polychronic individuals if the activities require multitasking (Kantrowitz *et al*., 2012:117). The individual will also experience decreased job satisfaction if the required time use of the activities and the favoured time continuum of the individual differ (Arndt *et al*., 2006:321).

  Concerning individual and organisational time management, these time continuums could influence the employees' ability to manage their time. In order to decrease the likelihood of organisational conflict (Kaufman-Scarborough & Lindquist, 1998:289), it will be constructive for organisations to place employees with similar time management continuums in the same work group. According to

Hecht and Allen (in Konig & Waller, 2010:16), the environment can also influence an individual's polychronic behaviour after a significant amount of time. They determined that if the work environment often requires polychronic time use to complete numerous activities, the individual's time continuum might shift from one to the other (in Konig & Waller, 2010:16).

As polychronic employees are able to work on numerous activities at once, this may prove advantageous in the event management sector. Employees with polychronic abilities will be able to focus on the different aspects of an event at the same time.

- ***Procrastination***

  Procrastination can be seen as part of a process that progressively increases pressure at work. Even when under pressure employees still procrastinate (Van Eerde, 2003:421). Stead, Shanahan and Neufeld (2010:1) define procrastination as "putting off one's intentions". Another explanation of procrastination is irrationally delaying a certain action even though one expects to be worse off because of this delay (Steel, 2010:3). Michinov, Brunot, Le Bohec, Juhel and Delaval (2011:244) describe procrastination as the predisposition to delay commencement or completion of important tasks. Lastly, Brunnermeier, Papakonstantinou and Parker (2013:4) provide a more methodical approach when explaining that procrastination exists because the value function places superior importance on the present when seen in relation to the future.

  The act of procrastination leads to an intrapersonal conflict between the tasks that need to be done and what one wants to do, and then ultimately the decision to lose rather than execute the task (Van Eerde, 2003:421). Ferrari (1992:97-110) first proposed that procrastination exists in a trichotomy as summarised in Table 2.3 below.

Table 2.3: Procrastination trichotomy

Type	Characteristics of procrastination type	Source
Arousal	Putting off tasks to seek thrills	Steel, 2010:4
Avoidant	Tasks are put off due to fear of failure Mechanism to protect one's self-esteem Distraction to reduce emotional stress	Steel, 2010:4 Van Eerde, 2003:422
Decisional	Does not delay completion of tasks Delay of making decisions	Steel, 2010:4

Source: Van Eerde, 2003:422; Steel, 2010:4

According to Lay (2009:13), the protection of one's self-esteem by means of putting off things cannot be regarded as procrastination. Anderson (2003:140) further states that decision avoidance is not similar to procrastination. Steel (2010:6) substantiates this by stating procrastination is a deliberative phase where people consider what behaviour to follow after the different tasks have been decided on (Steel, 2010:6). Although the definition of procrastination and what is included in this concept is still muddled, it can be interpreted as irrationally putting off tasks required to be completed even though the individual is expected to be worse off because of this delay.

Procrastinators put off a task with long-term rewards due to the distraction of short-term temptations. Therefore, the core of procrastination is that immediate positive outcomes become more dominant than the problem that needs to be solved or tasks to be completed. Procrastination may serve as a manner to temporarily feel better, but in hindsight will cause a feeling of self-defeat (Steel, 2010:3).

Van Eerde (2003:422) analysed the results of 212 studies regarding procrastination and found that there are factors that influence the likelihood of procrastination occurring. These factors are specific personality characteristics such as orderliness, positive self-image, discipline and an achievement orientation, which will decrease the likelihood of procrastination occurring and emotional stability (sufferers of depression and anxiety) which will increase the likelihood of procrastination

Procrastination can, however, sometimes offer an advantage. For example, in the case of boring, easy or routine tasks, procrastination can cause time pressure and

in turn create a challenge (Van Eerde, 2003:422). Therefore, two types of procrastination were identified: Firstly, the passive procrastinators are indecisive, and due to this, fail to complete tasks on time. Secondly, active procrastinators prefer completing tasks under pressure and therefore deliberately decide to procrastinate (Gafni & Geri, 2010:116). Although procrastination may hold advantages, it remains an undesirable habit within today's society with its strict time demands. It has also been linked to many negative mental health conditions, such as stress (Kelly, 2003:1120), depression and anxiety (Stead *et al.*, 2010:1).

As stated, specific personality characteristics and emotional stability are factors that can predispose a person to participate in procrastinatory behaviour. Therefore, it can be advantageous for organisations and specifically event management organisations to consider this during the employee recruitment phase, as procrastination within a time-dependent sector can be detrimental.

It is not only an individual's personality factors that influence time management abilities, but also the time management training and skills acquired by the individual as discussed below.

2.2.4.2 Time management training, knowledge and skills' effect on time management

Within organisations, inefficient time use has been acknowledged as a costly problem (Green & Skinner, 2005:137). Time management training allows employees to learn the planning and management capabilities that will permit more control over time and lead to increased efficiency at work (Adeojo, 2012:14). Time famine is an expression that indicates the feeling of having too little time available for the tasks that need to be done. Pressure at work and the under-utilisation of time are seen as the main causes of time famine (Van Eerde, 2003:421).

Time management training aims to develop cognitive skills and thought processes instead of teaching job-specific skills. Training in time management leads to a better comprehension of the key principles, which allows for improvement in relevant skill areas (Green & Skinner, 2005:135).

Hafner, Stock, Pinnekar and Ströhle (2014:440) found that participants in time management training attempted to enhance their time management behaviours and

experienced an increase in well-being at work. Trained participants experienced a greater perception of being in control of their time (Hafner *et al.*, 2014:411).

For the purposes of the current study, time management training is seen as the employment of any actions to develop cognitive skills and thought processes (Green & Skinner, 2005:135) leading to enhanced use of time management behaviours, as well as an improvement in the awareness of time use. This includes informal training such as seminars, workshops, short learning programmes, online courses, or a formal qualification, such as a diploma or degree. Time management and organisation skills have been proven to be required within the event management sector (Hard 2015:1), ranking time management as the tenth most important event management skill. This reinforces the fact that time management training will be beneficial within the event management sector.

2.2.4.3 Time demand and environment

Kaufman, Lane and Lindquist (1991:80) explain the notion of time congruity as individuals and organisations having identifiable styles of time use. These styles combine to form overall time personalities which govern responses to different time-related situations, and include: individuals who have time personalities, organisations that have time personalities, and the relationship between the two, which is important for productivity and individual well-being. Francis-Smythe and Robertson (2003:302) build on the theory of time personalities by stating that time congruity exists when the organisation's time personality and the employees' personal time personality match. As the event management sector is time bound (Allen, 2005:1-2), it can be seen as a high time-demand sector. It is therefore crucial that employers consider the organisation's time personality when recruiting employees. This will assist in choosing employees most compatible with the organisation.

Since the 1980s, scholars have been researching the extent to which work motivation is influenced by an employee's "fit" into the work environment referred to as the person-job fit (Francis-Smythe & Robertson, 2003:299). The authors' further state that the correct "fit" or "match" between the employee and work environment will produce positive outcomes, such as increased job satisfaction, commitment, trust, job involvement and well-being. Kaufman *et al.* (1991:79) substantiate this "fit" when stating researchers have argued that positive work outcomes are an indication of how

well an employees' abilities, needs and personalities are matched by factors within their work environment. In the same manner, a "mismatch" will produce negative outcomes, which have been shown to include absenteeism, resentment and turnover. Research has also shown that the influence of the "match" or "mismatch" of one's job will only exist if the organisation allows it. Therefore, the extent to which the work environment is time-related or time-demanding will in turn affect the extent to which the "match" or "mismatch" matters (Francis-Smythe & Robertson, 2003:302-303). As the event management sector is time-related and time-demanding (Allen, 2005:1-2), it emphasises the importance of recruiting employees with personalities that "fit" that of the event management organisation.

Burt *et al.* (2010:652-653) were of the opinion that even if employees are predisposed to good time management behaviour or have received training in time management, they might still be inefficient if the work environment does not facilitate and support these time management behaviours. They further identified the following time management dimensions that the work environment might comprise of (Burt *et al.*, 2010:656):

- Supervisors should facilitate a supportive time management environment. This can be done by prioritising tasks, providing clear tasks guidelines and providing feedback on employees' time management techniques;
- Distribution of workload according to available time;
- Colleagues assisting one another by discussing time taken to complete a task;
- Training in time management should be available to individuals who have not received training or would like to extend their knowledge on time management;
- Facilitating the use of time management techniques; and
- Emphasising the keeping to deadlines.

It is therefore not only important that the employee is competent in managing time, but also that:

- A tight fit exists between the employee's time personality and the organisation's time personality; and
- The organisation ensures it supports and facilitates good time management behaviour to enable effective time management.

Ensuring these factors co-exist will allow organisations to identify, shape and benefit from the way in which their employees manage their time. This is described as time management behaviour (Geyser, 2012:7).

2.2.4.4 Time management behaviour

By developing suitable strategies, time management behaviours can create goal clarity and decrease goal conflicts (Geyser, 2012:10). The Time Management Behavioural Scale (TMBS) measures the extent to which these behaviours are present.

The following four factors were identified and subsequently named (Macan 1996:229-236):

1. Setting goals and priorities;
2. Mechanics – planning and scheduling;
3. Preference for disorganisation; and
4. Perceived control of time.

Burt *et al.* (2010:651) simplified these factors by stating time management behaviours as setting goals, prioritising, scheduling and allocation of time to tasks. Each of these factors are summarised in Table 2.4 below.

Table 2.4: Procrastination trichotomy

Factor	Description	Source
Setting goals	• First step of the planning process. • Provide guidance, inspiration and motivation. • Goals provide the basis for evaluation. • Goals should be attainable and realistic. • Link goals to specific processes. • Identify goals achievable within a set time limit. • Develop long-term goals and accompanying intermediate and immediate goals.	Chase *et al.*, 2013:157
Prioritising	• Rating of importance of tasks. • Decisions made regarding how time is spent. • Arranging goals in order of priority. • Work on highest ranking priority until the goal is met or until resources are exhausted. • Turn down tasks that do not fall within the scope of your goals.	Moisiadis, 2002:1; Carroll, 2012:38; Chase *et al.*, 2013:157
Scheduling	• Art of planning and prioritising tasks. • Ensures all tasks are completed in time available. • Schedule tasks well in advance of deadlines. • Use of scheduling tools, such as an electronic calendar, is advantageous.	Mind Tool, 2015:1 Chase *et al.*, 2013:157
Allocation of time to tasks	• Permits for specific lengths of time to be allocated to completion of tasks.	Claessen *et a*l., 2004:938

Source: Moisiadis, 2002:1; Claessen *et al.*, 2004:938; Carroll, 2012:38; Chase *et al.*, 2013:157; Mind Tool, 2015

Setting goals and prioritising can be seen as planning behaviours. Macan (1994:381-391) found that a weak relationship exists between time management training and planning behaviour. This author also found that planning behaviour has a substantial relationship with the perception of control of time. This relationship is not affected by

time management training received. Planning behaviour was also found to have a negative relationship with strain and tension (Claessen *et al.*, 2004:938).

The job's time demand, environment created and the use of time management behaviours will have an influence on the effective time management within an organisation. More specifically, if environmental features are supportive and facilitating in a time-demanding sector, individuals are more likely to manage time successfully and experience positive outcomes (Burt *et al.*, 2010:652).

2.2.4.5 Outcomes due to time management

The TiME scale developed by Burt *et al.* (2010:649-668) reveals the positive outcomes of time management in the last column. These positive outcomes were identified by Schriber and Gutek (1987:648-649) and can be regarded as indicators of the employees' competence in terms of time management.

- ***Positive outcomes***

  Studies have shown that successful time management can have positive psychological outcomes because employees perceive that they have control over their time (Burt *et al.*, 2010:650-651; Claessens *et al*., 2004:946-947; Hafner *et al.*, 2014:430). Claessens *et al.* (2004:939) are of the opinion that the perceived control of time is dependent on, or affected by numerous factors present in the working environment. Their studies found that while planning behaviour and job autonomy had a positive effect on the perceived control of time, workload had a negative effect on the perceived control of time. Perceived control of time also had a positive relationship with job satisfaction and job performance, and a negative relationship with work strain. The following positive outcomes may extend from successful time management implementation (Burt *et al.*, 2010:651; Chase *et al.*, 2013:156):

  - Punctuality;
  - Procrastination avoidance;
  - Awareness of time use and planning;
  - Temporal prioritising of tasks;
  - Accurate allocation of time;
  - Staying on schedule;

- Meeting deadlines;
- Synchronisation and coordination; and
- Autonomy of time use.

Therefore, effective time management, combined with an organisation's facilitation of time management behaviour, enables employees to experience a decrease in job-related stress and an increase in job satisfaction and job performance (Zampetakis, Bouranta & Moustakis, 2010:24; Claessens *et al.*, 2004:939).

- ***Negative outcomes***

  On the opposite side of the spectrum, inadequate time management can contribute to the experiencing of negative outcomes. These outcomes include higher stress levels, an increase in employee turnover rates, and an increase in unsatisfactory performance (Hawkins & Klas, 1997:4; Nonis *et al.*, 2011:157).

To summarise, the literature study regarding time management provided a better understanding of the concept of time management by defining it as determining tasks to be completed through goal setting, prioritising of these tasks, and estimating how much time would be required for each task to be completed (Crutsinger in Stoilov, 2012:5). The TiME scale has been developed to allow a more complete measurement of time management within an organisational position (Burt *et al.*, 2010:649-668).

This study, however aimed not only to understand the TiME scale, but also to determine its applicability to an untested organisational sector, namely the event management sector. The researcher specifically adopted this sector that has a high time demand, as sufficient testing has not been done in such a sector.

2.3 EVENT MANAGEMENT

Events are a fundamental occurrence within societal culture. Events enrich our lives, occupy our time, and are ever present on television and newspapers (Bowdin, O'Toole, Allen, Harris & McDonnell, 2012:3). On a daily basis, events take place worldwide (Nordvall, Petterson, Svensson & Brown, 2014:127). The management of an event can be seen as organising activities in such a manner that the objectives of the event are achieved (Duncan & Kim, 2013:714).

2.3.1 Events

Although numerous authors have discussed the concept of events, little agreement exists on a standard definition. The most general definition of events is provided by Bowdin *et al.* (2012:15) describing events as any memorable experience or the possibility of occurrence, an item in a programme or an organised activity at a particular venue. From this broad statement, specific definitions have been developed, depending on the direction and purpose of the study. Bowdin *et al.* (2007:5) found that uniformity regarding the definition of events is surprisingly limited. They prescribed the difference in opinions to the fact that events take place throughout all levels of society. Therefore, different individuals will regard different events as unique or special (Bowdin *et al.*, 2007:5).

An event is a tangible experience bound by space and time. When an event has taken place, it is forever over and cannot be absolutely replicated (Patterson & Getz, 2013:229). Jones (2012:108) further states that events are temporary, subject to travel, and arranged according to a fixed time frame. An event involves a location, capital and a gathering of some sort. It is seen as a temporary congregation of people consisting of a definitive beginning and end (Rojek, 2012:33). Events offer unique experiences outside of an individual or organisation's normal schedule (Hixson, McCabe & Brown, 2011:234). Goldblatt (2013:9) further identified specific terms, which assist academics in defining events. Events are described as special, once-off and unique experiences taking place beyond their everyday encounters (Goldblatt, 2013:9; Bowdin *et al.*, 2007:5).

Planned events are seen as the building blocks of society, as they hold symbolic meanings. Along with providing entertaining and unique experiences, events also have the ability to reflect or mould societies (Silvers *et al.*, 2006:185). An event's appeal arises from the specific purpose and offer of the event (Pivac, Blesic, Stamenkovic & Besermenji, 2011:13240; Duncan & Kim, 2013:714), uniqueness and time frames. Bowdin *et al.* (2012:3) further state that an increase in leisure time and discretionary spending caused an increased in the attendance of events. The immense growth of the event sector contributed considerably to the development of tourism, marketing of a destination, and the social atmosphere surrounding the destination (Reid & Ritchie, 2011:329). As numerous events take place on a daily basis, a classification of events became necessary to allow for distinction between events.

2.3.1.1 Categories of events

Events are often categorised or grouped to allow for distinction between events. However, many authors (Getz 1997:4; Bowdin *et al.*, 2012:16; Rojek, 2012:33; Duncan & Kim, 2013:715; Nordvall *et al.*, 2014:50) differ regarding the manner in which events should be categorised, while focusing on different distinguishing factors. Table 2.5 summarises the most commonly used categories of events.

Table 2.5: Categories of events

Category	Description	Source
Special events	• Signify special occasions. • Consciously planned. • Marks specific celebration, ritual, performance. • Infrequent event outside normal events.	Getz 1997:4 Bowdin *et al*., 2012:16
Size	• Categorised according to size or scale of event. • Size of event dictates decisions. • Large-scale events can contribute to economic growth and job creation. • Includes major events, mega-events, and minor events.	Bowdin *et al*., 2012:15-16 Duncan & Kim, 2013:715 Nordvall *et al*., 2014:50 Rojek, 2012:33
Hallmark	• Developed to enhance the appeal of a destination.	Bowdin *et al*., 2007:42
Local/community	• Primarily staged for social or entertainment value.	Bowdin *et al*., 2007:42
Educational	• Aim of event is to enrich community through education.	Nordvall *et al*., 2014:127
Staging parties	• Categorised by who stages the event. • Includes public, for profit organisations, and not for profit organisations.	Nordvall *et al*., 2014:127

Source: Getz 1997:4; Bowdin *et al.*, 2012:16; Rojek, 2012:33; Duncan and Kim, 2013:715; Nordvall *et al.*, 2014:50

2.3.1.2 Perspectives of events

Numerous researchers have debated the different perspectives of events (Silvers, 2004:1; Getz, 2008:404; O'Toole, 2011:50-52; Nordvall *et al.*, 2014:127). Although there is not a unanimous decision among researchers, the perspectives most commonly referred to are identified in Table 2.6.

Table 2.6: Perspective of events

Perspective	Classification	Source
Business	• Business events (also known as Meetings, Incentives, Conventions and Exhibitions (MICE)). • Fairs and festivals. • Expositions and entertainment events. • Fund-raising and cause-related events. • Community and commercial events. • Sports and leisure events. • Social and life cycle events. • Corporate incentives and marketing events.	Silvers, 2004:1 Getz, 2008:404 Nordvall *et al.*, 2014:127
Marketing	• Local customs, culture or religious events. • Political events. • Art and entertainment events. • Private events. • Professional sporting events. • Business and trade events. • Academic and scientific events.	Getz, 2008:404
Tourism	• Community events. • Official events (or civic events). • Major events. • Business events. • Special or touring events.	O'Toole, 2011:50-52

Source: Silvers, 2004:1; Getz, 2008:404; Getz, 2008:404; O'Toole, 2011:50-52; Nordvall *et al*., 2014:127

Although the concept of an event has been discussed as well as the different classifications of events have been identified, it is still important to understand the importance of the environment in which events exist. To that end, the following section provides a more in-depth discussion of the event sector.

2.3.2 The event sector

Although the event management sector comprises of numerous activities, such as accommodation, catering and hospitality services (Minikin, 2014:35), the research study only focused on event management organisations. This means that only organisations including all these activities in their services, not only one or two, were included in this research study.

The United Nations World Tourism Organisation (UNWTO) calculates the global event sector's annual worth to be $500 billion (Frost and Sullivan, 2013:1) with a growth rate of 3.7% per annum (The Event, 2013:1). On an international scale, more than 5 million events are held annually, with more or less 512 million attendees. Planning Pod (2014:1) substantiates this through the results of a recent study. It was concluded that 59% of event professionals experienced an increase in revenue since 2013, while 32% of respondents indicated their revenue remained more or less consistent. According to 55% of event professionals, there has also been an increase in the attendance of events since 2013 (Planning Pod, 2014:1).

The event sector is a major economic contributor on an international level, with events contributing $78 billion per annum in the United States, and accounting for 35% of the United Nation's visitor economy, valued at $39.1 billion per annum. In the Australian economy, events are also regarded as a key contributor (Events are Great Britain, 2014:1).

Within South Africa, the event sector is still growing in terms of the number of events staged, as well as the calibre of these events (Sutherland, 2014:1). South Africa regards events as a key sector and a main contributor to the South African GDP. The figure most prominently used as an indicator of the income generated by the South African events sector is R21 billion per annum (The Event, 2013:1).

Within the National Tourism Sector Strategy (NTSS) the government also outlined 15 recommendations which fall into three categories, namely, resilience, stimulus and the green economy. Capitalising on major events was one of the recommendations under the area of stimulus (South African Government, 2011:4). South African Tourism has also developed an integrated marketing strategy, which focuses on the three areas of leisure, business and events (Stats SA, 2014:1).

The South African Government (2011:38-39) is of the opinion that events can be utilised to draw visitors to destinations and to assist the country in improving the seasonality and geographic spread of the tourism industry. South Africa is focused on events' potential as a growth point, not only within the tourism industry, but also the overall growth of the country (South African Government, 2012:1). It can therefore be said that the event sector is of great importance to South Africa, due to the substantial contribution made to the country's economy. This sector is so significant that it is included in governmental growth strategies implementation.

In order to allow the study to be completed in a timely and cost-effective manner, the researcher decided to centre the study on the city of Pretoria only. The city of Pretoria is one of the capital cities of South Africa located in the Gauteng province (Siyabona Africa, 2017:1). The suburbs of the city were classified as the east, north, west, moot and central business district (CBD) areas.

From the above discussion, it can be deduced that events form a fundamental part of our everyday lives which consist of numerous activities. To enable the activities that make up any event to be successfully staged, event management, as discussed in the next section, becomes essential.

2.3.3 Event management

Event management is seen as a multidisciplinary profession in an ever-growing and complex business sector (Silvers *et al.*, 2006:185; Jiang & Schmader, 2014:25). In the most basic sense, event management refers to the practice of managing events (Quinn, 2013). Event management is the organisation of activities in such a way that it will achieve the goals or objectives of the event (Duncan & Kim, 2013:714). Event management should not be seen as simply about party planning, but a profession focused on the goal of having an event for a specific reason (Hard, 2015:1).

For the purposes of this study, the researcher will use the definition provided by the Event Management Body of Knowledge (EMBOK) to describe event management. This is due to the definition being the most extensive and inclusive of the areas of event management (Silvers, 2004:1):

"Event management is the process by which an event is planned, prepared and produced. As with any other form of management, it encompasses the assessment, definition, acquisition, allocation, direction, control and analysis of time, finances,

people, products, services and other resources to achieve objectives. An event manager's job is to oversee and arrange every aspect of an event, including researching, planning, organizing, implementing, controlling and evaluating an event's design, activities and production."

Event management organisations are groups or individuals organising events on behalf of their clients. These organisations are professional in nature and work on a contractual basis (Bowdin *et al.*, 2012:23).

2.4 RELEVANCE OF TIME MANAGEMENT WITHIN THE EVENT MANAGEMENT SECTOR

In order for this study to efficiently test the validity of the TiME scale, a time dependant research base was required. Within the event management sector, time management is regarded as a vital aspect, as the work accompanying this sector is always time related (Allen, 2005:1-2). An event is a tangible experience bound by space and time. As with time, when an event has taken place, it is forever over and cannot be absolutely replicated (Patterson & Getz, 2013:229). Jones (2012:108) further states that events are temporary and arranged according to a fixed time frame. Because the event management sector is both time-dependant and ever-growing, it proved to be the ideal sector to serve as the research base for this study.

2.4.1 Skills required as an event manager

Different types of experiences can be provided by events. Event managers are required to understand that events are created for different purposes or experiences. The various goals of the events, the goals of event managers and the motivational dichotomy all have an influence on the experience of an event (Patterson & Getz, 2013:229). Event managers also need to focus on conducting an event in a suitable manner, attracting attendees and including as many stakeholders as possible in the event (Getz 2008:408; Kim, Kim, Ruetzler & Taylor, 2010:86). Event managers not only plan events, but also coordinate and execute all components of these events.

Successful event managers frequently arise from other professions or administrative roles (Hard, 2015:1). Entrants drawn to this sector usually possess creativity and organisational abilities (Silvers *et al*., 2006:185). The responsibilities of event managers can extend to hiring third-party service providers, formulating budgets,

logistics, management and recruiting and training the necessary human resources (Boykin, 2015:1). Bowdin *et al.* (2012:26) further identify communication skills, adaptability, flexibility, and an understanding of the business environment and knowledge of organisational goals to be essential skills for an event manager to possess. Tesone, Ross and Upchurch (2010:83) add to this by stating that an event manager should be highly skilled in the formulation of scheduled events, and their skills should specifically pertain to the procedures, practices and systems being used. They also emphasise that event managers should be highly adept at problem solving (Tesone *et al*., 2010:83).

Event management is a stressful and strict business sector, focused on satisfying the demands of a range of different people (RSVP Agency, 2013:1). It is also stated that due to its high stress environment, time management is an important factor to alleviate some of the stress. Ahmad, Yusuf, Shobri and Wahab (2012:937) stated that time management is key to ensure a successful event. Nelson (in Silvers *et al*., 2006:189) built on this and identified various event management skills that were required in the sector, and asked a sample of 514 event management professionals to rank these skills in order of importance (1 being not important and 5 being very important). The ability to manage time was also included in the required skills and attained an importance ranking of 4.45. Therefore, it is regarded as an important skill to possess within the event management sector. Goldblatt (2002:19-24) substantiated this by developing a matrix consisting of four pillars, which describes the basis of managing a successful event. These four pillars are managing finances, technological management, resource management and time management (Goldblatt 2002:19-24; Morgan, 2008:82).

According to event management professionals, the skills most important when participating in event management are people skills, flexibility, passion, organisation and excellent time management (Solaris, 2008:1). Hard (2015:1) identified the set of skills developed by a successful event manager, and once again, time management is included as part of an event management skill set. This concludes that, as an event manager, practising time management is not only important, but essential, in staging a successful event.

Lucier (2012) identified certain disadvantages that poor planning and time management can have on an event. These include increased logistical problems,

forfeiting opportunities and an increase in the execution cost of the project. Sanford (2010:1) also stated that some negative effects of poor time management include falling behind in your work, loss of organisation, loss of focus, feeling overwhelmed and the loss of potential income. This further substantiates the importance of managing time within the event management sector.

2.5 CONCLUSION

Throughout this chapter the important theory and principles related to time management and event management were provided to enable a better understanding of the key concepts used in the study. The theoretical framework provided is based on sound academic sources available on each concept.

Firstly, the literature discussion focused on time and the management thereof. It was concluded that time is ever fleeting and cannot be regained once passed. A review followed pertaining to the different models and scales developed to assist in managing time more effectively. The TiME scale suggests that by appointing suitable employees, providing time management training, and establishing a working environment where time management is facilitated, organisations can increase their time efficiency.

In order to test the suggestions made in the TiME scale, the researcher identified a time-demanding sector as a database from which to collect data. The event management sector is regarded as highly time-demanding and this therefore attests to its suitability to serve as the database for this study. An in-depth discussion followed explaining the concepts related to events, the event management sector and management of events. Lastly, the relevance between time management and the event management sector was discussed to further substantiate the applicability of the event management sector as the database for this study.

The key concepts discussed in this chapter explained the need for and direction of the study from a theoretical point of view. In order to achieve the research objectives, however, empirical research needs to be conducted. Chapter 3 discusses the methodology used, sample participants approached and data collection method used during the empirical research process.

CHAPTER 3
RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

Chapter 2 provided an in-depth discussion of the key concepts of the study and concluded that time management is a multifaceted concept that can be influenced by numerous dimensions. It also determined that time management is a crucial skill within the event management sector, as this sector is time-dependent and time-demanding.

This chapter discusses the research methodology used to collect primary (empirical) data, the participants approached, and the instrument used to collect the data. It further explains the research analysis used to analyse the data collected in order to allow for the interpretation of results and for conclusions to be drawn. In order to obtain the data for empirical research a research 'plan' or methodology was developed.

3.2 RESEARCH PROBLEM AND OBJECTIVES

From the literature, it is clear that organisational time management is crucial as time cannot be saved and cannot be regained once passed (Adeojo, 2012:7). Throughout the years, it has also become a universal and fundamental aspect in everyday life (Chase *et al.*, 2013:164). The new conceptual framework developed by Burt *et al.*, (2010:649-668) encompasses a variety of time management dimensions contributing to time management abilities within an organisation such as employees' personality and training, and the time management environment. The applicability of the TiME scale has however not been sufficiently tested on a high time-dependant sector (Burt *et al.*, 2010:649-668) and therefore its generalisability still requires further research. In order to test the applicability of the scale on a high time-dependant sector, the researcher elected to use the event management sector due to its time dependency (Allen, 2005:1-2).

3.2.1 Research problem

The research problem therefore pertains to the fact that although the event management sector has been proven to be time-dependant and time-demanding, it is unclear whether this sector is considerate of the time management guidelines provided

in the TiME scale theory when making time management decisions. Therefore, the **primary research question** was formulated as follows:

PRQ: Does time management decisions made within the event management sector of Pretoria coincide with the dimensions identified within the TiME scale?

In order to answer the primary research question, **secondary research questions** (SRQ) were formulated. These were posed as:

SRQ 1: Does an individual's personality and time management knowledge and skills influence their time management abilities?

SRQ 2: Does an organisation's time demand, time management environment and time management behaviours influence their time management abilities?

SRQ 3: What relationship exists between the dimensions of the TiME scale?

SRQ 4: Does time management in the event management sector reflect the dimensions in the TiME scale when making time management decisions?

SRO 5: Which TiME scale dimensions are applicable to the event management sector of Pretoria?

3.2.2 Research objectives

The research objectives to be achieved by the study were identified from the research questions outlined above. The **primary research objective** (PRO) the study aimed to achieve is:

PRO: To determine whether time management within the event management sector of Pretoria coincides with the dimensions identified within the TiME scale.

The **secondary research objectives** (SRO) are:

SRO 1: To determine whether an individual's personality and time management knowledge and skills influence their time management abilities.

SRO 2: To determine whether an organisation's time demand, time management environment and time management behaviours influence their time management abilities.

SRO 3: To determine whether a relationship does exist between the dimensions of the TiME scale.

SRO 4: To determine whether the time management in the event management sector reflect the dimensions in the TiME scale when making time management decisions.

SRO 5: To adapt the TiME scale to better serve the event management sector of Pretoria.

Once the research problem and research objectives had been identified and formulated, the most suitable research methodology for the study needed to be selected. In order to understand the relevance of these research aspects and characteristics applicable to the study, each is discussed below.

3.3 RESEARCH PHILOSOPHY AND APPROACH

Aspects regarding the research philosophy and research approach applicable to the study are summarised in Table 3.1 below.

Table 3.1: Research philosophy and approach

Research aspect	Characteristic relevant to the study
Research philosophies	Positivism philosophy
Research approach	Deductive approach

Source: Saunders *et al.*, 2012:128

The first step in the study was to determine the research philosophy for the study. A research philosophy relates to the nature of knowledge developed from a research study. With each study, new knowledge is gathered in its specific research field. The philosophy, of which four have been identified, assists in determining the nature of knowledge gathered (Saunders *et al.*, 2012:127-130).

The philosophy of realism is in essence the theory that a reality exists which is independent of the human mind. This philosophy opposes idealism, theorising that only the mind and its context exists (Saunders *et al.*, 2012:136-137). When

researchers need to be aware of the differences between humans as 'social actors' it is referred to as an interpretivist philosophy. This philosophy encourages researchers to rather focus on humans and not objects. Researchers are required to adopt an empathetic stance when using this philosophy (Saunders *et al.*, 2012:137). The pragmatism philosophy refers to concepts, which support action. When using this philosophy the study's position will be determined by the researcher's research question. Therefore, based on the research question, there may be a philosophy which is more appropriate than another to answer the question (Saunders *et al*., 2012:130). A research study reflecting a positivism philosophy will aim to identify regularities or causal relationships from the primary data collected. In some instances this will include testing existing theory, and in doing so, confirm or refute the theory. In turn, the research study also contributes to the further development of the field of knowledge (Saunders *et al*., 2012:134). The positivism philosophy was selected for use in this study because the primary data to be collected was not only used to test the existing theory of the TiME scale, but it further aimed to test whether a relationship exists between suggestions made in the TiME scale and decisions made in the event management sector regarding time management.

The choice of the appropriate research approach allows the researcher to make informed decisions regarding the most appropriate research methodology which will be able to answer their unique research objectives. Research can be classified into three approaches, namely, the inductive approach, the abduction approach and the deduction approach (Saunders *et al.*, 2012:148).

- **Inductive research** develops a hypothesis based on a specific observation. In order to determine the cause of this observation, empirical data is collected and general inferences are drawn. With inductive research, it is likely that data will be collected from only a small sample. This is due to the importance of the context in which the observation occurs and not the observation itself (Saunders *et al.*, 2012:143-147).
- **Abduction** is seen as a combination of the inductive and deductive research approaches. An observation of a certain situation is made and testable propositions are gathered from the observation. These propositions will then be tested using existing data as well as empirical data (Saunders *et al.*, 2012:143-148).

- Quinlan *et al.* (2015:79-80) defines the **deductive approach** as using a known premise or something that is true, and forming a conclusion regarding a specific instance based on this. If the propositions can be corroborated, the research's ideas or hypotheses are also verified. Deductive research aims to determine the causal relationship between variables (Saunders *et al.*, 2012:143-146).

For this study, existing theory and the time management scale were used to determine testable research propositions in the form of objectives. Results from primary data enabled these propositions to be either verified or disproved.

3.3.1 Research design

Aspects regarding the research design applicable to the study are summarised in Table 3.2 below.

Table 3.2: Research design aspects

Research aspect	Characteristic relevant to the study
Research method	Quantitative method
Nature of research	Explanatory research
Research strategies	Survey strategy
Time horizon	Cross-sectional

Source: Saunders *et al.*, 2012:128

Three empirical research methods are identified, namely, the quantitative research method, the qualitative research method, or a mixed research method that incorporates both qualitative and quantitative elements (Saunders *et al.*, 2012:161; Quinlan *et al.*, 2015:100-121).

A quantitative method uses data collection techniques and data analysis techniques that provide numerical data (Quinlan *et al.* 2015:100-121). Conclusions are drawn based on the analysis of numerical data and the interpretation of these results. The current study used an analytical survey to collect primary data. Statistical analysis of the data was conducted in order to establish the extent to which an event management organisation's time management decisions coincide with the suggestions of the TiME scale. Qualitative data, by contrast, is collected using data-collection techniques which generate non-numerical data. The data is then used to draw general inferences

regarding a situation (Quinlan *et al.*, 2015:123-139). In some research instances, studies may be required to use a combination of the two data methods in order to collect sufficient data of adequate depth. A mixed-method approach therefore incorporates the two approaches, allowing numerical and non-numerical data to be collected (Saunders *et al.*, 2012:161).

3.3.1.1 Nature of research

The nature of research classifies the purpose of the research, and according to Saunders *et al.* (2012:170-172), there are three main classifications in relation to the purposes of the research, namely exploratory, descriptive and explanatory research.

- An **exploratory** study aims to gain insight into a topic of interest by means of open-ended questions. The advantage of using research of an exploratory nature is the flexibility and adaptability of the study's direction. New data or insights might necessitate these changes in direction.
- In order to gain an accurate profile of events or situations, a **descriptive** research design is used (Saunders *et al.*, 2012:170-171).
- Studies of an **explanatory** nature aim to establish relationships between variables. Specific situations or problems are studied in order to illuminate relationships and to establish the reasons for these relationships (Saunders *et al.*, 2012:172).

Within this study the event management sector serves as the specific situation in which the time management decisions were measured, and the study was therefore explanatory in nature.

3.3.1.2 Research strategies

The research strategy can be seen as the plan of action to achieve the research objectives. The most prominent research strategies are survey strategy, case studies or experimentation (Saunders *et al.*, 2012:173).

- **Survey strategies** are frequently used to determine 'what', 'where' or how much. Furthermore, surveys in questionnaire format are used due to the standardisation of data from a large sample. Surveys enable the collection of quantitative data which can be analysed and interpreted (Saunders *et al.*, 2012:176-177). It is for these reasons that a survey strategy was applicable to this study as it enabled the

researcher to collect sufficient quantitative data necessary to attain the research objectives.

- **Case studies** are used to explore a research topic within a specific real-life context. The case study research strategy is used to gain a comprehensive understanding of limited variables (Saunders *et al.*, 2012:179). As the TiME scale aims to measure numerous variables and focuses on many organisations, the case study research strategy was not applicable.
- The purpose of conducting an **experimental** research strategy is to study the probability of an independent variable influencing another dependant variable. Experiments predict the outcomes as hypotheses, and attempt to prove or disprove these hypotheses (Saunders *et al.*, 2012:174).

3.3.1.3 Time horizons

A research study can measure a particular situation at a particular moment or over a period of time. **Longitudinal** data is commonly collected to study change and development. A **cross-sectional** time horizon measures a particular situation at a particular time. This study used a cross-sectional time horizon as it measured the current extent to which event management organisations' time management decisions coincide with the TiME scale dimensions and did not aim to study change and development over a period of time.

3.3.2 Sampling design

To ensure that the data collected was relevant to the study, it was important to determine who should be approached to complete the data collection instrument. Sampling design serves as the steps to follow when establishing from whom to collect data. Aspects regarding the sampling design applicable to the study are summarised in Table 3.3 below.

Table 3.3: Sampling design aspects

Research aspect	Characteristic relevant to the study
Population	Event management organisations in the Pretoria region
Sampling frame	OLX classifieds
Sampling method	Probability
Sampling technique	Systematic (random) sampling
Sampling size	27 organisations 151 completed questionnaires

Source: Saunders *et al.*, 2012:128

3.3.2.1 Population

The population of a study can be seen as a complete group of elements sharing a common set of characteristics. A census describes research studies focusing on the entire population and collecting data from each element in this group (Quinlan *et al.*, 2015:168). The population for the study consisted of all event management organisations within Pretoria, Gauteng Province, South Africa. Organisations of this nature are, however, difficult to recognise due to the ambiguous use of the term 'event management organisation' and the unavailability of a representative body or council to which such organisations belong. Therefore, the researcher decided to use a sampling frame to serve as the population for the study.

3.3.2.2 Sampling frame

A sampling frame can be seen as the list of elements from which the sample is drawn (Babbie, 2013:201). Research into this aspect identified numerous sampling frames which could be used. Research included a Google search as well as the consideration of databases such as The Yellow Pages, Brabys, Show Me Pretoria, Ask.com and OLX classifieds. The researcher decided to utilise the OLX free advertisement classifieds website, as the most relevant and complete results were found in this database. Within the OLX classifieds database, the search was focused using the key words "Event Management" and "Pretoria". The population included 62 organisations that are registered in the above-mentioned category. For any research project of such a large scale, collecting data from the entire population is not a manageable task. In

these circumstances, researchers select a smaller number of population elements, which is then described as a 'sample' (Quinlan *et al.*, 2015:169). There are three reasons for collecting data from a sample instead of the population, namely, budget constraints, time constraints, and the impracticality of surveying the entire population (Saunders *et al.*, 2012:260). For this study, both time constraints and budget constraints prevented the researcher from conducting a census. The researcher therefore selected a sample of participants from which data was collected. In order to draw a sample from the population a method and technique for doing so had to be determined as described in the next section.

3.3.2.3 Sampling method

Quinlan *et al.* (2015:178-181) identified two sampling methods, non-probability sampling and probability sampling. Non-probability sampling entails the selection of elements to represent the population, however, it cannot be seen as representative of the population. The sampling capacity of a small number of cases comprehensively demonstrates the researched phenomenon. With probability sampling each element of the population has an equal probability of being included in the sample. The sample is representative of the population and can be generalised to the entire population (Quinlan *et al.*, 2015:178-181). The study utilised the probability sampling technique to allow for a more representative sample.

3.3.2.4 Sampling technique

Saunders *et al.* (2012:261-280) identified five main probability techniques as depicted in Figure 3.1.

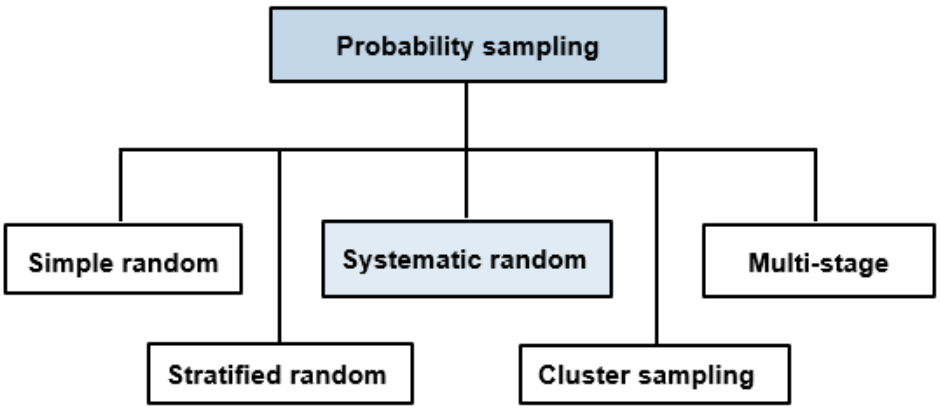

Figure 3.1: Types of probability sampling

Adapted from: Saunders *et al.*, 2012:261

- With **simple random sampling** participants are drawn at random from a sampling frame. The first participant is chosen using a random method, where after participants are selected using a systematic approach.
- **Stratified random sampling** stems from random sampling, however, the population is first divided into strata relevant to the study. Within each stratum a random sample is drawn.
- **Cluster sampling** resembles stratified sampling, as with this technique the population is also divided. These divisions are seen as clusters and replace individual cases in the sampling frame. Clusters to be researched are selected using random sampling.
- With **systematic (random) sampling** the sample is drawn from the sampling frame using intervals. Hence, participants are selected using a proportion of the population that needs to be selected – or a sampling fraction (Saunders *et al*., 2012:275).

From the five main techniques forming part of probability sampling (Saunders *et al.,* 2012:261-280), the researcher utilised a systematic (random) sample selection. The order of organisations in the data base was not changed, alphabetically structured or stratified before selecting the sample from every third organisation within the database.

3.3.2.5 Sample size

Every third organisation within the database (sample frame) formed part of the sample. The sample therefore consisted of twenty (20) participating organisations. Preliminary research conducted determined that the majority of the event management organisations have between four and six employees. The researcher therefore anticipated receiving up to 150 completed questionnaires after the data collection process. Through conversations held with the statistician, the estimated completed questionnaires were deemed sufficient to allow meaningful conclusions to be drawn.

The inclusion of organisations depended only on the organisation forming part of the database (sampling frame) and the willingness of the organisations' members to participate in the study. Organisations were not selected for participation (or non-participation) based on other criteria. Organisations were contacted using the details included in the OLX database. Permission to conduct research was requested using

a permission letter sent via email. Owners or senior personnel with the required authority were requested to complete and return the permission form before the data collection process commenced.

The researcher utilised a fieldworker to collect the data. The fieldworker completed a confidentiality agreement stating that all information gathered would be treated as confidential. The researcher prepared the fieldworker by discussing the questionnaire with him, answering any questions the fieldworker had and informing him of questions participants may encounter. As stated in the data collection section, the fieldworker waited while the participants completed the questionnaire and afterwards returned the completed questionnaire to the fieldworker.

Although all twenty (20) organisations included in the sample did participate in the study, only 122 completed questionnaires were returned. The lower than expected return was subscribed to inaccurate preliminary findings and the unavailability of employees. Therefore, the researcher decided to increase the sample to allow a higher number of responses. Using the same sampling technique, the researcher selected another eight organisations from the sampling frame, one of whom declined the opportunity to participate. The remaining seven organisations provided the researcher with the remainder of the questionnaires needed for meaningful conclusions to be drawn. The final sample thus included 27 event management organisations.

3.4 RESEARCH METHODOLOGY

Aspects regarding the research methodology applicable to the study are summarised in Table 3.4 below.

Table 3.4: Research methodology aspects

Research layer	Aspect relevant to the study
Source of data collected	Primary and secondary
Data collection method	Questionnaire
Data collection instrument	Self-completed (face-to-face) questionnaire
Data analyses	Descriptive and Inferential

Source: Saunders *et al.*, 2012:128

3.4.1 Source of data

Before the data collection method was chosen, the type and source of the data to be collected was determined. The two main sources of data are identified as secondary and primary data sources (Tustin *et al.*, 2005:88; Bui, 2017:137-139).

- **Secondary data** involves the use of data analysed and interpreted by another party. Secondary sources are normally used only when relevant to the specific study or field of study (Hofstee, 2010:51). In the first stage of the study, secondary academic sources were used to conduct a literature study. These sources included articles, textbooks and online sources pertaining to time management and the event management sector. A literature chapter regarding the research methodology was also completed. The literature served as background information for the concepts and constructs used within the study. It also clarified the purpose of conducting the study by highlighting the gaps that exist in the literature. All secondary research used was substantiated by referencing the authors.
- **Primary data** is information that has not yet been analysed or interpreted by another party. The use of primary data is more desirable and is usually seen as a more sound approach (Hofstee, 2010:51). The study utilised primary data in order to achieve the primary research objective of determining whether the event management sector's time management decisions consider the suggestions made in the TiME scale.

3.4.2 Data collection method

As primary data was collected using a quantitative research method, it was important to select an appropriate data collection method. A data collection method determines how the data is collected (Kothari, 2004:95). Quinlan *et al.* (2015:225-281) identified three methods of data collection namely observation, interviews or focus groups and questionnaires.

- **Observation** can be seen as recording of behavioural patterns as they happen. This method does not involve any communication with subjects of the study, but consists of watching or observing events take place. As the researcher aimed to measure complex concepts as well as their relationship with one another, merely observing would not provide sufficient depth of information.

- **Interviews or focus groups** are mostly used to gather qualitative data. Interviews are used when participants related to the research phenomenon can be identified. A focus group is focused on a group dynamic and gathers data from a range of participants at the same time.
- Research using a **questionnaire** is deductive and mostly used to gather quantitative data. As this study followed a deductive research approach and quantitative research method, a questionnaire was deemed a suitable data collection method. To further substantiate the applicability of the use of a questionnaire, a literature search was conducted to determine which research method was most commonly used when researching time management. Researchers were more inclined to utilise quantitative research methods in the form of a questionnaire (Macan, 1994:383; Kaufman-Scarborough & Lindquist, 1998:297; Claessens, *et al.*, 2007:4; Burt *et al.*, 2009:654), as this method gathers sufficient depth and quality of data required for studies in this particular field. Quinlan *et al.* (2015:269) state that questionnaires are an appropriate data-collection instrument when survey research is conducted. Questionnaires are precise, structured data-collection instruments generating quantitative data (Quinlan *et al.*, 2015:272) indicating that it was appropriate for use in the study. The use of a questionnaire enabled the researcher to collect consistent data of a quantitative nature.

3.4.2.1 Questionnaires

Babbie (2014:262-278) identified the following four approaches to the use of a questionnaire as a data-collection method:

- An **interview questionnaire** entails an interviewer completing the questionnaire on behalf of the participant, rather than the participant entering their own answers. It was found, however that this method raises ethical issues. The presence of the interviewer might cause a participant's perceptions of questions to differ or cause the participant to provide responses in general agreement with the interviewer (Babbie, 2014:267-268).
- **Telephone questionnaires** are also interview-related, however, it is administered over the telephone. Participants are, however, able to hang up or end the telephone call, resulting in a low response rate (Babbie, 2014:271-272).

- Due to technological advances, **online questionnaires** are becoming an increasingly popular collection method. Data is gathered using website questionnaires and online data-collection instruments, however, representativeness is a concern, as data gathered from online participants is not necessarily representative of the population.
- **Self-administered questionnaires** are read and completed by the participants. This data collection method enables the researcher to collect quantitative data directly from participants, not through the interviewer or fieldworker, which eliminates the possibility of bias from the participant.

Once the appropriate data-collection method for the study is identified, decisions need to be made about the collection instrument most relevant to the research study.

There are various popular ways of administering questionnaires, for example, they are sent to participants via post, or completed during face-to-face interaction with the participants, or completed during an online session (Oakshott, 2012:37). Before deciding on the administration method to use in the current study, various factors influencing the efficiency of each method were evaluated. Factors considered were the cost involved in distributing the questionnaires, the response rate of participants, the speed with which the researcher could gather the required data, and the quantity and quality of the data that could be collected with the specific method. Table 3.5 depicts the different methods of questionnaire administration and shows the influence these factors have on efficiency.

Table 3.5: Factors of questionnaire data collection methods

	Telephone questionnaire	Face-to-face questionnaire	Online questionnaire
Cost	High	High	Low
Response rate	Moderate	High	Moderate
Speed	Fast	Moderate	Fast
Quantity of information gathered	Limited	High	Limited
Quality of information gathered	Depends on questionnaire design	Depends on questionnaire design	Depends on questionnaire design

Source: Oakshott, 2012:37

A decision was taken to use a self-administered, face-to-face questionnaire for the current study. The motivation for this decision included:

- **A high response rate:** because the sample for this study is not very large it was important to get as many responses from participants as possible.
- **The ability to gather data quickly:** a face-to-face questionnaire enabled the researcher to gather data more quickly as this eliminated the possibility of delays in the participants completing the questionnaire and returning it to the researcher.

Although face-to-face questionnaires are normally delivered by hand to each participant and then collected on a different occasion, the researcher decided that a higher response rate and better quality of data would be achieved if the fieldworker remained at the organisation and collected the questionnaires immediately after completion. This also allowed participants to raise any concerns or questions they had regarding the questions (thereby decreasing the number of incomplete questionnaires received). The data collection was therefore a self-administered, face-to-face questionnaire collecting quantitative data.

3.4.3 Instrument development and pilot testing

As previously stated, the quality of the data is determined by the design of the questionnaire (Oakshott, 2012:37). Two questionnaires were developed by the researcher. The first questionnaire focused on the owners of the organisations and contained questions, not only regarding time management, but also aspects of the organisation. Only the owners of the organisations would have a sufficient holistic view of the organisation to be able to answer these questions (see Appendix A for the questionnaire completed by the owners). The second questionnaire was administered to the employees of the organisation. This questionnaire contained similar time management questions but did not contain questions regarding the aspects of the organisation (see Appendix B for the questionnaire completed by the employees). All the owners and employees within a participating organisation were requested to complete the questionnaire, however, it was stated that they have the option to decline without any negative consequences.

In order to clarify the question content, format and the physical characteristics included in the questionnaires, the section below with discuss the development procedures

3.4.3.1 Questionnaire format

The various question formats are identified as unstructured, semi-structured and structured questions as listed below.

- **Unstructured questions** form part of interviews or focus groups without pre-formulated questions. Participants can express an opinion in their own words. An initial question will encourage the sharing of information, and follow-up probing questions are then based on the participant's response (Bryman *et al.*, 2015:195-197; Struwig & Stead, 2015:89).
- **Semi-structured questions** are mainly used when there is a need for a wide array of responses or when responses cannot be anticipated. These questions are also used when conducting interviews or focus groups.
- **Structured questions** are pre-formulated. Responses for these questions can further be structured (closed-ended questions) or unstructured (open-ended questions) as discussed by Bryman *et al.* (2015:195-197) and Struwig and Stead (2015:90).

This study used structured questions with structured (closed-ended) responses. The different types of structured responses are explained as dichotomous responses, multiple-choice responses and scaled-responses:

- **Dichotomous** responses are the simplest form of closed-ended questions and allows the participant only two possibilities (Bryman *et al.*, 2015:195-197; Struwig & Stead, 2015:95-99).
- **Multiple-choice questions** (MCQ) are a fixed alternative response but offer more than two responses. Multiple-choice questions either require a single response (only one alternative selected) or multiple responses (all applicable alternatives are selected) as discussed by Bryman *et al.* (2015:195-197) and Struwig and Stead (2015:95-99).
- **Scaled-responses** (rating scale) represent a scale of use and allow for the measurement of the intensity of the participant's answer.

The rating scales used in the questionnaire are itemised rating scales and Likert scales. Itemised rating scales are completed by selecting from a limited number of categories. Likert scales include a number of statements with response categories

(ranging from strongly disagree, disagree, neutral, agree to strongly disagree) to be selected to indicate the participant's extent of agreeing or disagreeing with the statement (Bryman *et al.*, 2015:195-197; Struwig & Stead, 2015:95-99). Table 3.6 lists the different formats of structured questions used in the questionnaire and the sections of the questionnaire in which each type of question is presented.

Table 3.6: Format of structured questions

Type of question	Sections in the questionnaire (Employees) Appendix A	Sections in the questionnaire (Owners) Appendix B
Dichotomous question	Question 2.1; 2.1.2; 3.1; 3.4; 7.4; 7.5	Question 2.1; 2.1.2; 3.1; 3.4; 7.4; 8.2
Multiple-choice, single response question	Question 2.1.3; 2.2; 7.1; 7.2; 7.6; 7.7	Question 2.1.3; 2.2; 7.1; 7.2; 7.3; 7.4; 7.7; 7.8; 8.1; 8.3; 8.4
Multiple-choice, multiple response question	Question 2.1.1; 5	Question 2.1.1; 5
Itemised rating scale	Question 3.2; 3.3; 6; 7.3	Question 3.2; 3.3; 6; 7.5; 7.6
Likert scale	Question 1; 4	Question 1; 4

Source: Researcher's own composition

3.4.3.2 Development of questionnaire

Although the question formats have been identified and discussed, it is also important to discuss the content of the questionnaire. The development of the questionnaire was based on the areas identified by the TiME scale. These areas include personality factors influencing time management abilities, time management training and skills, the participant's perception of their job's time demand, the time management environment created, time management behaviours practised, and the outcomes achieved.

Data regarding the personality factors' dimension was collected using the three main personality traits identified (namely, time-urgency, polychronicity and procrastination), by Burt *et al.* (2012:649-668). Each personality trait was measured using published and proven personality trait tests. Permission to use scale items was obtained from the authors (included as Appendix D). Table 3.7 indicates the personality trait measured, the author responsible for the development of the scale items, the title of

the article and the year it was published, and details of the sections in the questionnaire where the items were used.

Table 3.7: Personality traits influencing time management

Personality trait	Author(s), title and year published	Section in questionnaire
Time-urgency	Dr. F. Landy, H. Rastegarv, J. Thayer and C. Colvin "Time-urgency: the construct and its measurement" 1991	Q1.1 – Q1.8
Polychronicity	Dr. L. Boyd (Poposki), F.L. Oswald and R.J. Brou "Development of a new measure of polychronicity" 2009	Q1.9 – Q1.22
Procrastination	Prof P Steel "Arousal, avoidant and decisional procrastinators: do they exist?" 2010	Q1.23 – Q1.33

Sources: Landy *et al*., 1991:644-657; Poposki, Oswald and Brou, 2009:1-37; Steel, 2010:926-934

For the purposes of the study, time management training is seen as the employment of any actions to develop cognitive skills and thought processes that may lead to the enhanced use of time management behaviours, as well as an improvement in the awareness of time use (Green & Skinner, 2005:135). Time management training includes informal training such as seminars, workshops, short learning programmes, online courses or a formal qualification such as a diploma or degree.

The participant's time management training was established using a skip pattern technique (Tustin *et al.*, 2005:413). If the participant received training they were requested to indicate which type of training was received. They were also required to indicate whether time management training was required by their work and they had to give an indication of the level of knowledge received as a result of time management training. If the participant did not receive any time management training they were not required to include this information. Time management skills were measured using the participant's perception of their existing time management knowledge. These questions were designed by the researcher in order to better address the objectives set for the study. Aspects in the questionnaire related to time management training and skills are indicated in Table 3.8.

Table 3.8: Time management training and skills

Aspects of time management training and skills	Section in questionnaire
Time management training was received	Q2.1
Type of time management training received	Q2.1.1
Time management training required by work	Q2.1.2
Level of time management knowledge received through training	Q2.1.3
Percentage of time management skills	Q2.2

Source: Researcher's own composition

The participant's perception of their job's time demand was also determined. The questionnaire tested the participant's opinion about whether their job was time dependant or not. They were also required to rate the importance of deadlines and the importance of keeping to these deadlines in their line of work. Participants were also requested to indicate whether time was seen as an important resource in their organisation. The aspects in the questionnaire related to the job's time demands are indicated in Table 3.9.

Table 3.9: Time demands of job

Aspect of job's time dependency	Section in questionnaire
Time dependency of job	Q3.1
The importance of deadlines in the organisation	Q3.2
The importance of keeping to deadlines in the organisation	Q3.3
Importance of time as a resource	Q3.4

Source: Researcher's own composition

The facilitation of a time management supporting environment is a key area identified by Burt *et al.* (2012:649-668). As a proven and tested measurement for testing this construct was developed by the developers of the TiME scale (Burt *et al.*, 2012:649-668), the researcher thought it best to include these scale items in the questionnaire. Once again permission to use the scale items was obtained from the authors. The scale tested the behaviour of supervisors, fellow employees and the presence of

general time management procedures. Table 3.10 indicates the different aspects of the time management environment that are included in the questionnaire.

Table 3.10: Facilitating and supporting environment

Aspect of time management environment	Section in questionnaire
Behaviour of supervisors	Q4.1 – Q4.6
Behaviour of fellow employees	Q4.9 – Q4.11
Presence of general time management procedures	Q4.7 – Q4.8 Q4.12 – Q4.18

Source: Burt *et al.*, 2012:649-668

Participants also had to indicate the time management behaviours practised in the organisation in Question 5 of the questionnaire. The next section in the questionnaire dealt with the positive and negative outcomes experienced due to time management practices in the organisation, as indicated in Table 3.11 below

Table 3.11: Positive and negative outcomes experienced

Aspects of outcomes experienced	Section in questionnaire
Positive outcomes	Q6.1 – Q6.11
Negative outcomes	Q6.12 – Q6.15

Source: Burt *et al.*, 2012:649-668

Finally, the questionnaire included demographical information that would allow the researcher to determine the composition of the event management sector in the Pretoria region. Table 3.12 includes the demographic data collected and the sections in the questionnaire that were used to obtain this data.

Table 3.12: Demographic information

Demographical aspect	Section in questionnaire Appendix A: Employees	Section in questionnaire Appendix B: Owners
Location of organisation	Q7.1	
Number of years organisation existed	Q7.2	
Number of employees	Q7.3	
Number of employees hired in the last year	Q7.4	
Years worked in the event management industry	Q7.2	Q8.1
Years worked at the particular organisation	Q7.1	
Employment status	Q7.4	
Gender	Q7.5	Q8.2
Age group	Q7.6	Q8.3
Ethnicity	Q7.7	Q8.4
Owners perception of organisation's success		Q7.5
Owners satisfaction with organisation's holistic functioning		Q7.6
Organisational profit increase		Q7.7
Growth of organisational customer base		Q7.8
Employee satisfaction		Q7.3

Source: Researcher's own composition

Although the development of the questionnaire was broken down and discussed, it does not necessarily guarantee that the questionnaire is reliable and of high quality. Therefore, a pilot test was conducted.

3.4.3.3 Pilot testing

Tustin *et al.* (2005:413-415) provide numerous reasons for conducting a pilot test. It ensures the researcher is satisfied that the questionnaire will provide relevant and accurate data, that there will not be misinterpretations, that the correct participants are targeted, and that the data collection process will proceed smoothly. Participants for the pilot test were selected from the same sample frame as that of the primary data

collection process. Five participants (owner and employees of one organisation) were requested to complete the questionnaire, as well as to provide feedback on anything in the questionnaire that was difficult to answer or understand. The questionnaires were adapted according to the participants' feedback. The pilot test also assisted in ensuring the correct coding of the questions before the primary collection process commenced.

3.5 DATA MEASUREMENT AND ANALYSIS

An analysis of the data that was collected allows the researcher to interpret the data and draw conclusions. It is therefore an indispensable part of the research process. The questionnaire allowed the researcher to collect two different aspects of data. One aspect measured the personal information, as the participants were required to provide their perception of their personality traits, skills and training. The other aspect measured was related to the business aspects, as the study required participants to provide information on the environment they work in. Demographic details were also required from the participants to allow the researcher to understand the characteristics of the sample. Once primary data was collected, the researcher used Microsoft Excel® to develop a spreadsheet containing the participants' coded answers. This spreadsheet was then exported to a statistical package, SPSS v.23, where statistical analyses were conducted.

3.5.1 Data measurement scales

Cooper and Schindler (2014:250) identified measurement scales that were suitable for each concept or construct.

- **Nominal scales** are used when collecting information which can be grouped into categories, and which is mutually exclusive and collectively exhaustive. The scale is mainly used to calculate the frequency distribution of values, as in the case of demographic data patterns (Quinlan *et al.*, 2015:106). Nominal data was collected in the questionnaires using dichotomous and multiple-choice questions.
- **Ordinal scales** allow for the arranging of concepts in order, therefore ranking the concepts in order of preference or choice (Quinlan *et al.*, 2015:107). Ordinal data was obtained using multiple-choice, itemised rating and a 5-point Likert scale (1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree) questions.

- **Interval scales** have the ability to capture information about the differences in quantities (Quinlan *et al.*, 2015:108). Interval data was collected by the questionnaire using itemised rating and Likert-scale questions.
- **Ratio scales** include the highest form of measurement as it possesses the same properties as interval scales with the additional properties of absolute quantities (Quinlan *et al.*, 2015:109). Ratio data will not be collected by the study's questionnaire.

Table 3.13 identifies the different measurement scales and the type of questions associated with each scale.

Table 3.13: Measurement scales vs. type of questions

Characteristic	Dichotomous	MCQ, single response	MCQ, multiple response	Itemised rating	Likert scale
Type of scale	Nominal	Nominal, ordinal	Nominal, ordinal	Ordinal, interval	Ordinal, interval
Average number of alternatives	2	5	5	5	5
Used to provide	Classification	Classification	Classification	Intensity	Extent

Adapted from: Cooper and Schindler 2012:273-274

Although the data measurement scales enable a better understanding of how data is measured, the important analyses of this data in order to draw conclusions, will be discussed in the next section.

3.5.2 Statistical analyses

Data analysis is a process to facilitate understanding. It involves the reduction of the collected data into a manageable size in order to develop summaries, identify patterns and apply statistical techniques (Cooper & Schindler, 2014:655). Different types of statistical analysis were performed on the collected data to enable conclusions to be drawn (Van Zyl, 2014:162). For the study the statistical analyses were conducted in two phases (Phase 1 being descriptive statistics and Phase 2 being inferential statistics). Descriptive statistics are seen as the most basic type of statistical analysis

(Williams *et al.*, 2006:12-13; Zikmund *et al.*, 2013:484). Inferential statistical analysis requires more in-depth analyses to allow conclusions and generalisations to be made on the population based on the sample results obtained (Van Zyl, 2014:177).

3.5.2.1 Descriptive statistics

Descriptive statistics provide preliminary insights into the nature of the responses. Furthermore, it assists in identifying errors in the coding and data capturing (Quinlan 2015:359-360). Descriptive statistical analyses were performed on all sections and questions in the questionnaire. The results were conveyed through frequency tables and percentages. Descriptive statistical analyses were also conducted on the demographic profile of participants to obtain a better understanding of the sample that participated in the study. Phase 1 of Chapter 4 contains data converted into figures and tables to enable readers to obtain a better understanding and interpretation of the descriptive statistical results. Although descriptive statistics provide general characteristics of the data, it is still necessary to conduct inferential analysis to allow conclusions and generalisations to be drawn.

3.5.2.2 Inferential statistics

Phase 2, inferential analyses are used to draw conclusions extending beyond the data. The purpose is to allow the researcher to infer assumptions of the population based on data collected from a sample. Throughout inferential statistical analyses, the p-value is considered. A "*p-value* is the probability of observing a sample value as extreme as, or more extreme than, the value actually observed" (Cooper & Schindler, 2012:462). Together with the level of significance, the odds of observing the sample value is determined. Significance levels are indicated at a 1% (0.01), 5% (0.05) or 10% (0.1) level. In the study, a number of inferential statistics tests were used (Cooper & Schindler, 2014:652). Inferential statistical analyses included explorative factor analysis, binary logistical regression and multiple linear regression analysis.

- ***Explorative factor analysis***

  Firstly, explorative factor analysis was conducted. Explorative factor analysis is a technique used to examine patterns or relationships between selected variables and to establish whether an underlying combination of these variables can summarise the set of variables. It is performed to create a more manageable

number of variables from a larger set (Cooper & Schindler, 2014:657). Although explorative factor analysis is normally better suited for interval and ratio scaled data it can be conducted on ordinal data if adapted. The explorative factor analysis accommodated the ordinal nature of much of the data. Through the conducting of explorative factor analyses the following factors were considered:

- Two measures were used to determine whether a factor analysis could be conducted on the selected scale items, namely the Kaiser-Meyer-Olkin measure of sampling adequacy and the Bartlett's test of sphericity. If the Kaiser-Meyer-Olkin value was higher or equal to 0.5 ($p \geq 0.05$), and the Bartlett's test of sphericity was significant (p=0.000), a factor analysis was deemed appropriate.
- The number of factors identified by the factor analysis was identified through the Eigenvalue criterion of Eigenvalues greater than one.
- Only items that loaded with a factor loading equal or higher than 0.3 were included.
- Once a factor(s) had been identified, the internal consistency of the factor(s) was considered by examining the Cronbach Alpha value of each factor(s). The Cronbach Alpha value measured how closely related the different questions (items) within a group were to each other. A value above the exploratory threshold of 0.6 was deemed satisfactory (Hair, Black, Babin & Anderson, 2010:125).

With a more manageable number of factors, further analyses were done, focusing on testing relationships between the dimensions of the TiME scale. This was done using binary logistical regression analysis.

- ***Binary logistical regression analysis***

Binary logistical regression is a statistical method used to determine whether one or more independent variables can be used to predict the outcome of a dichotomous dependent variable (Williams *et al.*, 2006:561). With a binary logistical regression model, the independent variables can only predict the probability of a binominal outcome for the dependent variable. In this study, binary logistical regressions were the used to determine whether relationships exist between the

dimensions of the TiME scale. While conducting a binary logistical regression the following aspects were considered:

- The Hosmer and Lemeshow test, indicating the goodness of fit of the binary logistic regression model, should be greater than 0.05 (p-value > 0.05). The higher the p-value of the Hosmer and Lemeshow test, the better the fit of the logistic regression model (Allison, 2014:1).
- The overall percentage correct prediction, as specified in the classification tables, of the binary logistic regression model should improve.
- An odds ratio larger than 1 indicates that the independent variable has a positive influence on the dependent variable, while an odds ratio smaller than 1 indicates a negative influence on the dependent variable. Together with the significance value, the influence is deemed significant or not.
- To calculate the percentage of influence of the independent variable on the dependent variable, the following calculation should be conducted:

  odds ratio – 1 x 100 = % positive influence on the dependent variable

  $\frac{1}{\text{odds ratio}}$ = *% negative influence on the dependent variable*

After exploring the relationships between the dimensions of the TiME scale, the relationship between the time management decisions made within the event management sector, and the suggestions of the TiME scale dimensions were analysed. This relationship was tested using a hierarchical multiple linear regression analysis.

- ***Hierarchical multiple linear regression analysis***

  Hierarchical multiple linear regression analysis measures how well multiple independent variables predict the value of a dependent variable (Quinlan *et al.*, 2015:363). Hierarchical multiple linear regression analyses were used to test the TiME scale, as used by the event management sector of Pretoria. The hierarchical regression analysis was conducted for both positive and negative outcomes (final dimensions of the TiME scale). Hierarchical multiple linear regression analysis measures how well multiple independent variables predict the value of a dependent

variable (Quinlan *et al.*, 2015:363). While conducting of the hierarchical multiple linear regression, the following factors were considered:

- Coefficient models are often used to describe the degree of relationship between two variables. The correlation models were interpreted on a significance level of 1% (0.01), 5% (0.05) or 10% (0.1); and
- The beta coefficient indicates whether a positive or negative influence exists between the independent and dependent variables, holding all other independent variables fixed.

3.5.3 Reliability and validity

Cooper and Schindler (2012:257) stated that good measurement tools should have two vital characteristics: The data collection tool used should be an accurate indicator of the researched constructs and should be easy and efficient to use. The criteria that can be used to evaluate the measurement techniques and scales are reliability and validity.

The reliability of the data collection techniques and statistical analysis refers to the consistency of findings. Reliable data collection techniques and statistics would enable a researcher, on replication the study, to yield similar findings (Saunders *et al.*, 2012:192). The reliability of the questionnaire scale items were increased by using developed and tested scale items. The Cronbach's Alpha coefficient is the most frequently used reliability measurement (Saunders *et al.*, 2012:430). In order to acquire an unbiased estimator, a sample of no less than 300 is required (Kimberlin & Winterstein, 2008:2277).

The validity of a measurement technique is described as the extent to which a measure reflects the actual meaning of the construct. Numerous criteria exist for measuring the validity of constructs and scale items (Babbie, 2013:148-150) as shown in the list below:

- Face validity ensures a measurement can be seen as reasonable when measuring a specific construct. Although face validity forms part of the measurement of validity, it is not an adequate measure.
- Criterion-related validity is based on external variables, and measures the degree to which a measure relates to the external variable.

- Construct validity is based on the relationship between variables within the scale items.
- Content validity further measures the extent to which the range of meanings of a specific construct are covered in the scale items (Babbie, 2013:149-150). Due to the small size of the sample, this method would not provide a valid coefficient value.

The reliability and validity of all scale items will, however, be tested using the test-retest estimate, obtained by correlating the results collected to results collected by the same scale items in similar conditions (Saunders *et al.*, 2012:430). As the study used existing scale items, the test-retest estimate could be established.

3.6 ETHICAL CONSIDERATIONS

Ethics can be seen as “norms or standard of behaviour that guide moral choices about our behaviour and our relationship with others” (Cooper & Schindler, 2014:28). In terms of research ethics, the aim is that no respondent is harmed or suffers negative consequences from participating in the research study. To allow the researcher to continue with the research study, ethical clearance was obtained from the Ethics Committee of the UNISA College of Economic and Management Sciences (2013_CEMS_BM_014) (See Ethical Clearance Certificate, Appendix G). The requirements for ethical clearance included confirmation from the authors of scale items used within the questionnaire (see Appendix D). Permission was also obtained from organisations forming part of the selected sample (see Appendix E). Participants remained anonymous, as the study required personal information to some extent. Both the researcher and fieldworker completed a confidentiality form, stating that they would not divulge any information to any external party. Furthermore, to ensure ethical use of secondary research or data, all the secondary sources included were acknowledged by complete citations and references.

3.6.1 Informed consent

The researcher will provide participants with an informed consent form. This form will briefly describe the objective of the study and provide terms and conditions for participating in the study. The participants will be required to sign the informed consent form as proof that they have read these conditions and understand what participation in the study signifies. The informed consent form is included in Appendix C.

3.6.2 Data storage and disposal

The researcher will keep the documents in a locked cabinet situated in the work office and only the researcher will have access to these documents (hard copies as well as digital files that are password protected). Supervisors will also be able to access the records but will need to coordinate with the researcher as they will not possess a key for the cabinet. The data acquired in the study will be anonymous and no identifiable characteristics will be provided by participants. After five years of the final publication of work, documents will be destroyed by shredding each document.

3.7 CONCLUSION

This chapter provided an extensive discussion of the research process used within the current study. The data methodology was discussed and conveyed that empirical data or primary data was utilised for the study. Furthermore, primary data was collected using a self-administered questionnaire. The population of the study included all the event management industries of Pretoria, but due to difficulty identifying the applicable organisations, the OLX classifieds were used as a sampling frame. A systematic random sample of 27 organisations was drawn and the collection of data commenced.

The development of the data collection instrument and the results of the preliminary research were discussed, and the data analysis techniques used in the study were introduced. Lastly, the study's ethical considerations were discussed.

This chapter concluded the theoretical discussion of how empirical research was done to achieve the primary research objective of determining whether the event management sector of Pretoria considers the suggestion made in the TiME scale when making time management related decisions.

The next chapter, Chapter 4, will present an interpretation of the descriptive statistical analyses and inferential statistical analyses.

CHAPTER 4
DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

As stated in Chapter 3, the research objective aims to determine whether time management decisions made within the event management sector in Pretoria consider the suggestions contained within the TiME scale. In order to achieve this objective, data was collected using a quantitative research approach in the form of self-administered face-to-face questionnaires. The sample of the study was selected using a systematic probability sampling technique allowing 151 completed questionnaires to be collected from 27 participating organisations.

This chapter presents the descriptive statistical analyses and inferential statistical analyses used in the study. Analyses were conducted in two phases with the aid of statistical software (SPSS v.23) the first phase, descriptive analysis is seen as the first step in data analysis aiming to describe the data collected (Salkind, 2014:162) and to typify the basic characteristics thereof (Quinlan, 2015:359). The core approach used to present these characteristics is Tukey's exploratory data analysis approach that allows the researcher to emphasise the results through diagrams, tables and figures to assist in the understanding of the data (Saunders *et al.*, 2012:487-489). The tool used to present descriptive analysis is frequency tables (included as Appendix F), that is utilised to array research data. Bar charts and pie charts were used to display the content graphically (Cooper & Schindler, 2014:409).

In the second phase, inferential analyses are used to draw conclusions extending beyond the data. The purpose of this type of analysis is to allow the researcher to infer assumptions of the population based on the data collected from a sample. The inferential analyses conducted included an explorative factor analysis to identify the underlying structure of the data and to determine construct validity, and regression analyses to establish the size, direction and statistical significance of the relationships between the dimensions of the TiME scale, as well as its relationship with the outcomes experienced (see Figure 4.15).

Before discussing the results pertaining to the TiME scale dimensions' descriptive analyses, it is important to determine the profile of the research participants (research sample). This was done by analysing demographical information gathered from the questionnaire.

4.2 DESCRIPTIVE ANALYSIS OF THE DEMOGRAPHIC PROFILE

The results presented are for the total sample (n=151) as well as from the viewpoint of the two key respondent categories, namely, employers and employees who completed the respective questionnaires.

4.2.1 Demographical profile of total sample

Demographical information gathered (n=151) included the participants' gender, ethnicity and age. The three charts making up Figure 4.1 illustrate the frequency distribution of each of these demographic characteristics.

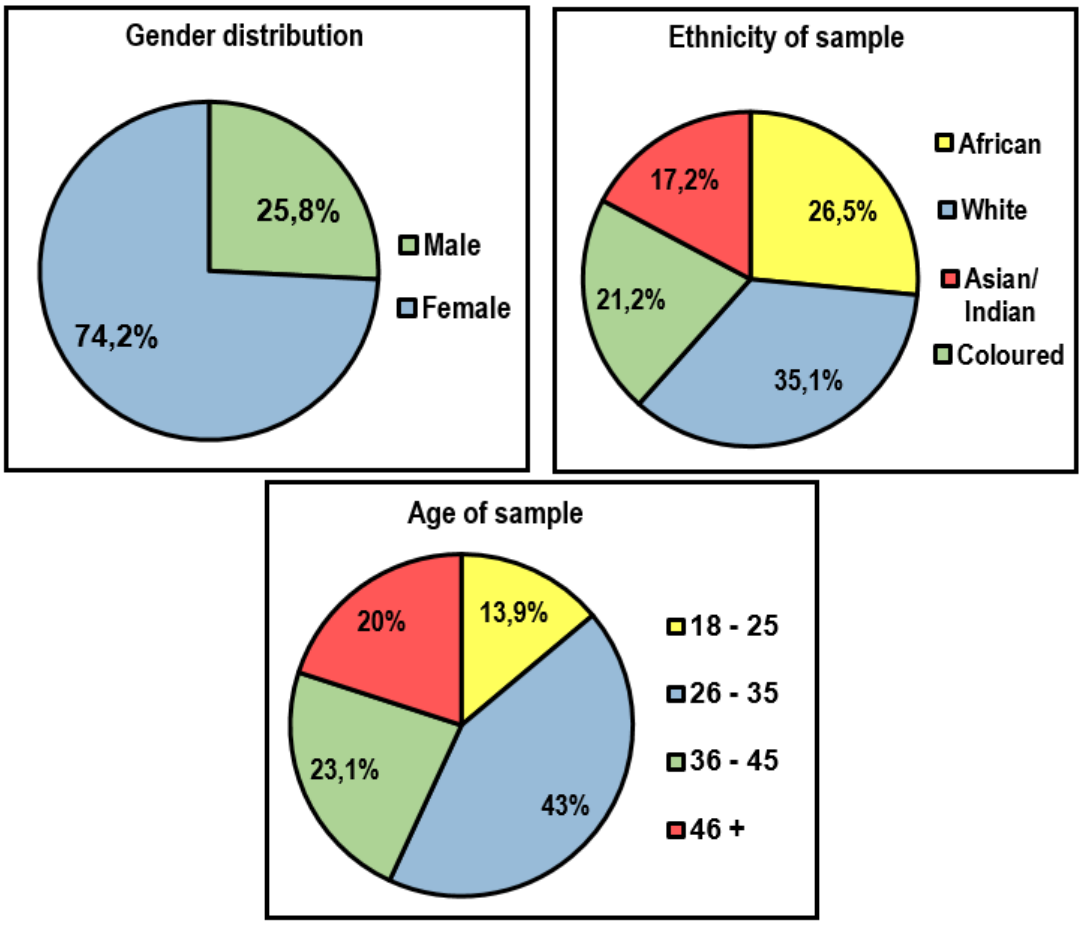

Figure 4.1: Gender, ethnicity and age distribution of participants

Source: Researcher's own composition

In terms of gender, the majority of the respondents (74.2%) was female. Research conducted by the International Academy (2015:1) indicates that event management, especially in the Pretoria area, is a female-dominant sector, corroborating the results achieved in terms of gender.

Analyses were also conducted on the distribution of participants' ethnicity. Participants selected between African, White, Coloured and Asian/Indian. Within the Pretoria event management sector, White (35.1%) and African (26.5%) ethnicities are the most dominant representing a cumulative 61.6%.

The majority of the sample fell within the age category 26 – 35 (43%) representing a fairly young work force.

4.2.2 Employer and employee ratio

As previously discussed, two questionnaires were distributed, one completed by employers and the other completed by the employees. Participants were grouped accordingly, with 27 employers and 124 employees in each group, respectively (illustrated in Figure 4.2).

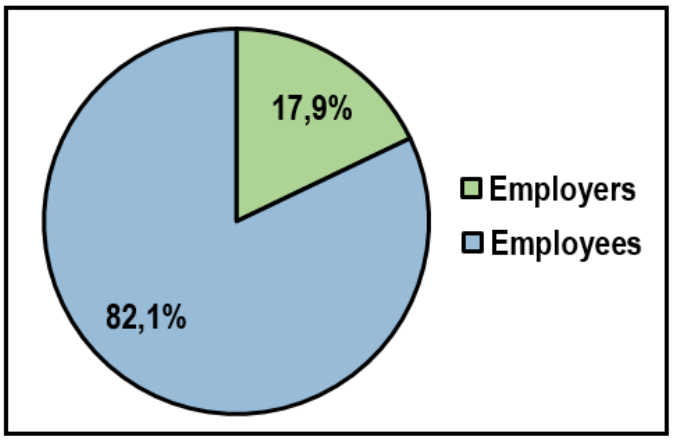

Figure 4.2: Employers and employees makeup

Source: Researcher's own composition

According to the management level hierarchy (Reference for Business, 2016:1), it can be expected that event management organisations will consist of fewer managers (employers) than employees, explaining the significant variance between the groups.

4.2.3 Demographic analysis of organisational data

The discussion on organisational data will include the location of the organisation and the number of years the organisation has been in existence as illustrated in Figure 4.3.

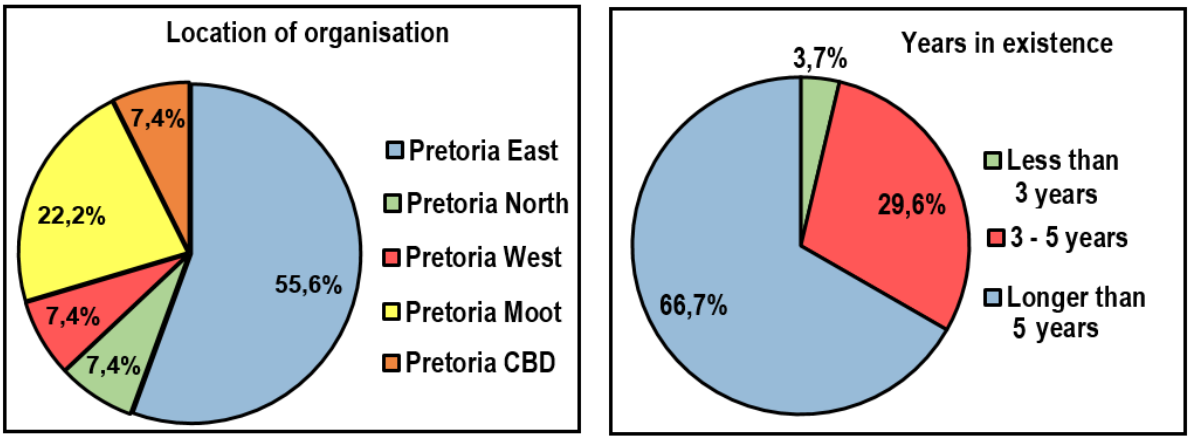

Figure 4.3: Location of organisations and years in existence

Source: Researcher's own composition

The responses indicate that more than half of the participating organisations (55.6%) are situated in the Pretoria East region (55.6%). The majority of event management organisations have also been in existence longer than five years (66.7%).

4.2.4 Demographic analysis of employment tenure

In terms of employment, the questionnaire collected data (n=151) for overall years employed in the event management sector and more specifically the length of time at their current organisation (illustrated in Figure 4.4).

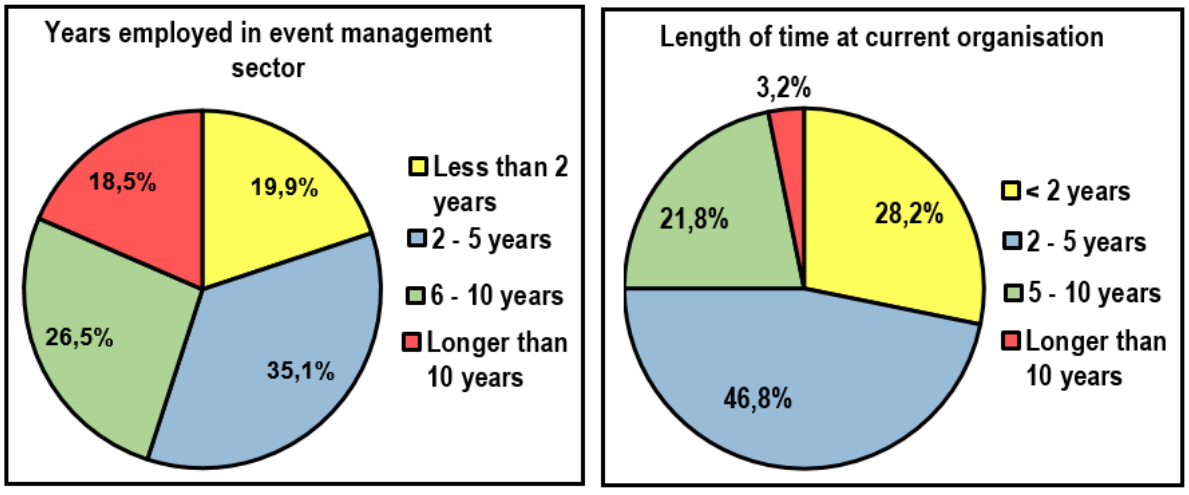

Figure 4.4: Years employed in the event management sector and duration employed at specific organisation

Source: Researcher's own composition

In terms of the number of years of employment, most participants have only worked in the event management sector for 2 – 5 years (35.1%). The second largest group has

been employed in the sector for 6 – 10 years (26.5%). When employees were asked how long they had been employed at the particular organisation, the majority of employees indicated between 2 – 5 years (46.8%).

The demographic profile of the sample (n=151) discussed serves to provide context to the profile of the participants in the study. The remainder of the chapter will be applied to the descriptive and inferential statistical analyses of the TiME scale.

4.3 PHASE 1: DESCRIPTIVE ANALYSIS OF THE TIME MANAGEMENT ENVIRONMENTAL SCALE

As with the demographic data, applicable bar charts and pie charts are used to provide a visual illustration of the results obtained from the measuring instruments as previously outlined.

The discussion focuses on the TiME scale and the specific constructs included in the structure. For ease of reference, Figure 4.5 provides a condensed illustration of the TiME scale (see Section 2.2.4 for a detailed explanation). This illustration will also serve as the structure for the discussion of the descriptive results.

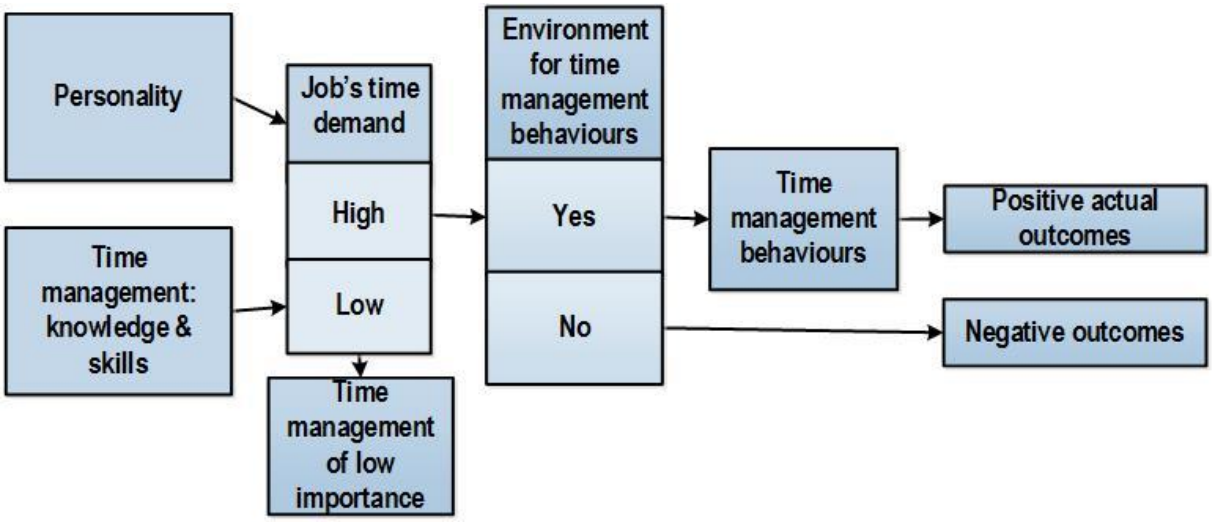

Figure 4.5: Condensed illustration of TiME scale

Source: Burt *et al.,* 2010:649-668

Each TiME scale dimension was individually measured and will therefore be individually discussed and interpreted.

4.3.1 Personality factors influencing time management

Results for the three factors influencing time management (Burt *et al.*, 2010:649-668), namely, time-urgency, polychronicity and procrastination are discussed below.

4.3.1.1 Time-urgency

Time-urgency is regarded as an important factor in terms of punctuality and tardiness (lateness). As a result it could influence an employee's time management abilities. It is therefore also important to analyse the level of time-urgency maintained by each participant. Within the questionnaire, time-urgency was measured by questions 1.1 to 1.8 through the use of a 5-point Likert-type response format (1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree). Statements used to measure the construct time-urgency are included in Table 4.1 which also includes the level of agreement selected most. The selection of the level of agreement has also been graphically depicted in Figure 4.6 on the next page.

Table 4.1: Statements used to measure time-urgency

Question	Time-urgency measurement statement	Agreement level selected by majority of respondents
1.1	I normally talk rapidly	Agree
1.2	I am restless and fidgety	Agree
1.3	I always feel pressed for time	Agree
1.4	I am hard driving and competitive	Agree
1.5	I am easy going	Disagree
1.6	I work quickly and energetically	Agree
1.7	I am ambitious	Agree
1.8	I believe I am responsible	Agree

Source: Researcher's own composition

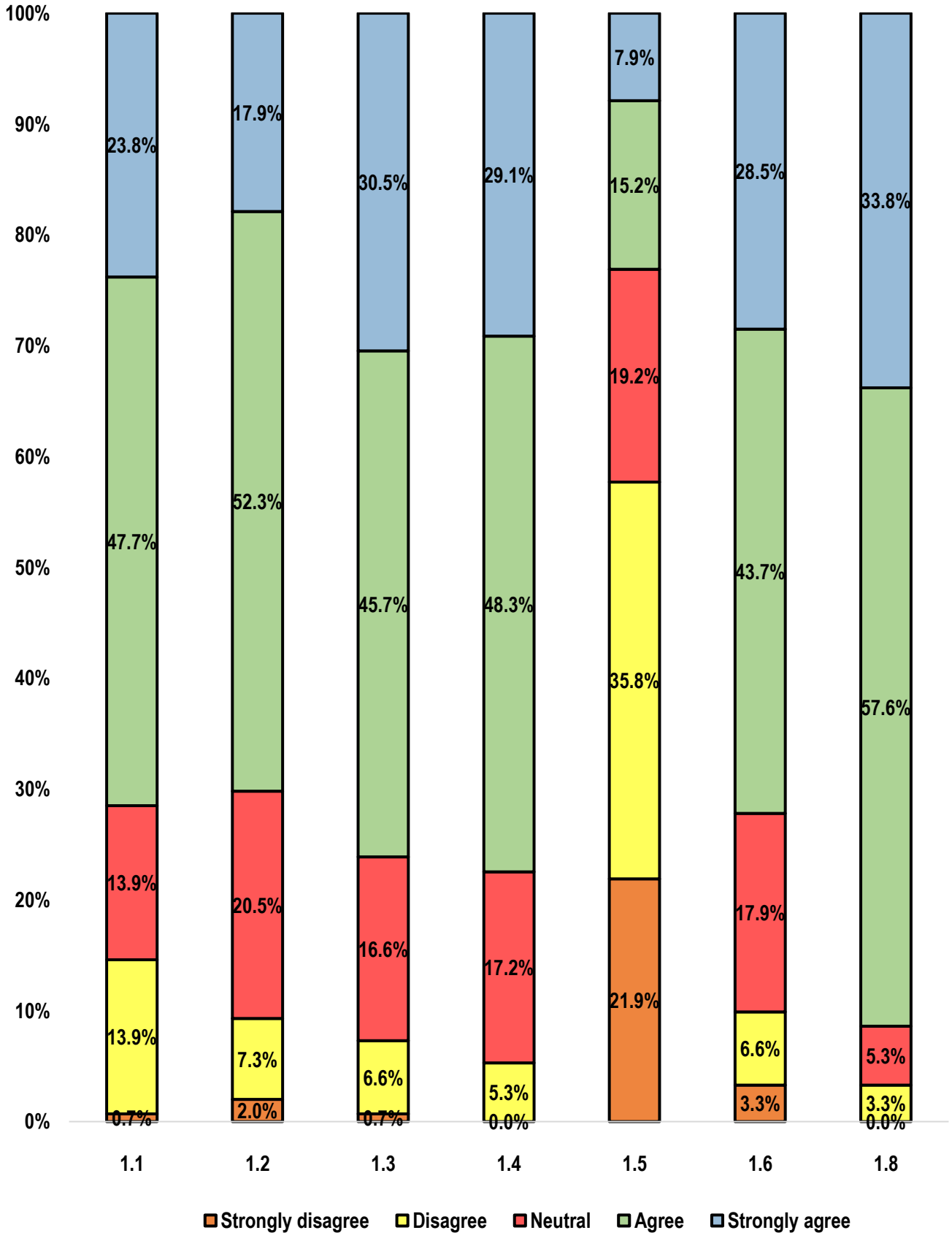

Figure 4.6: Level of time-urgency

Source: Researcher's own composition

The majority of participants agreed or strongly agreed with the statements made, indicating that they experience a high level of time-urgency (Dishon-Berkovits & Koslosky, 2002:733). Dishon-Berkovits and Koslosky (2002:733) further state that a high level of time-urgency will positively affect the time management abilities of the individual. In turn, the high number of individuals experiencing high levels of time-urgency will increase the event management organisation's ability to manage their time effectively. More than half (57.7%) of the participants did, however, disagree or strongly disagree with the statement "I am easy going". This could indicate that the question was misinterpreted or participants did not understand what the term "easy going" meant or a large number of participants truly felt they are not easy going. The results in terms of time-urgency affirms the importance that the aspect plays in the ability to manage time.

4.3.1.2 Polychronicity

Polychronicity infers that individuals prefer to engage in numerous activities during a given time period (Konig & Waller, 2010:4). As polychronic tendencies may be advantageous in the event management sector, it was considered important to include it in the discussion. Within the questionnaire, polychronicity was measured by the inclusion of question 1.9 to 1.22 using a 5-point Likert-type response format (1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree). Due to the nature of the statements, question 1.19 and 1.21 were reverse scored *(R)*. This ensured that the results reflected all the statements to appear in the same direction. (Quinlan *et al.*, 2015:112). The statements used to measure the construct of polychronicity are included in Table 4.2 (next page) which also indicates the level of agreement selected most often.

Table 4.2: Statements used to measure polychronicity

Question	Polychronicity measurement statement	Agreement level selected by majority of respondents
1.9	I prefer to work on several projects in a day, rather than completing one project and then switching to another.	Agree
1.10	I would like to work in a job where I was constantly shifting from one task to another, like a receptionist or an air traffic controller.	Agree
1.11	I lose interest in what I am doing if I have to focus on the same task for long periods of time, without thinking about or doing something else.	Agree
1.12	When doing a number of assignments, I like to switch back and forth between them rather than do one at a time.	Agree
1.13	I like to finish one task completely before focusing on anything else.	Strongly disagree
1.14	It makes me uncomfortable when I am not able to finish one task completely before focusing on another task.	Agree
1.15	I am much more engaged in what I am doing if I am able to switch between several different tasks.	Agree
1.16	I do not like having to shift my attention between multiple tasks.	Agree
1.17	I would rather switch back and forth between several projects than concentrate my efforts on just one.	Agree
1.18	I would prefer to work in an environment where I can finish one task before starting the next.	Agree
1.19 *(R)*	I don't like when I have to stop in the middle of a task to work on something else.	Disagree
1.20	When I have a task to complete, I like to break it up by switching to other tasks intermittently.	Agree
1.21 *(R)*	I have a "one-track" mind.	Strongly agree
1.22	I prefer not to be interrupted when working on a task.	Strongly agree

Source: Researcher’s own composition

From the participants' responses, it was deduced that the majority of the participants prefer to work on several activities simultaneously. This is indicative of a polychronic personality and may contribute to the individual's ability to management time effectively (Kaufman-Scarborough & Lindquist, 1998:289). As expected, participants disagreed with statements such as "I like to finish one task completely before focusing on anything else" and "I don't like when I have to stop in the middle of a task to work on something else" as these statements concerned a monochronic tendency.

On the following page, Figure 4.7 graphically depicts the level of agreement that was selected. For the purposes of questions 1.19 and 1.21, the reversed score was used in the depiction of results (Figure 4.7).

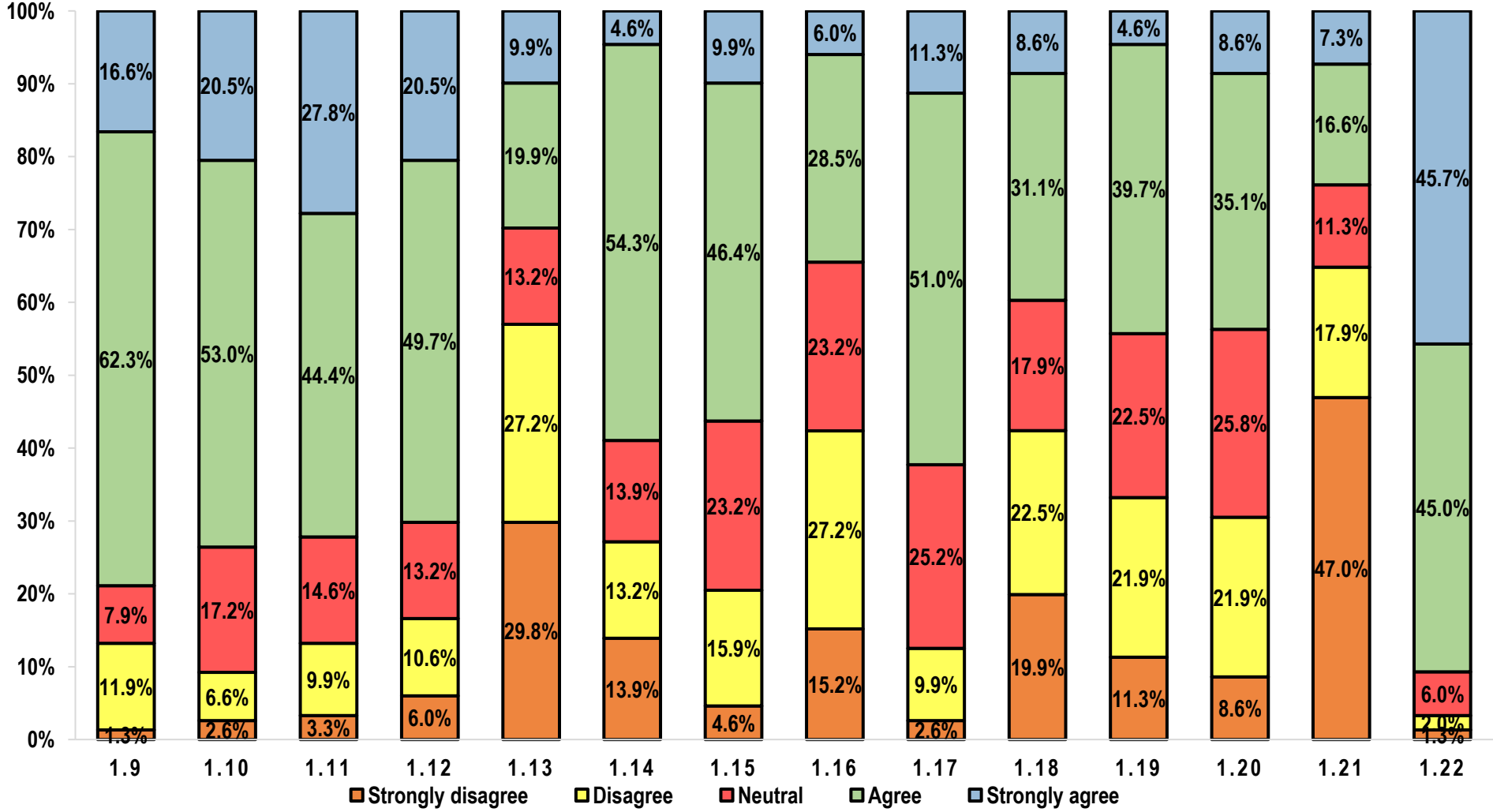

Figure 4.7: Level of polychronicity

Source: Researcher's own composition

4.3.1.3 Procrastination

Procrastination is described as putting off your intentions (Stead *et al.*, 2010:1) causing an increase in pressure at work (van Eerde, 2003:412; Kuhnel, Bledow, Feuerhahn, 2016:986). Although some employees may thrive under pressure, procrastination remains an undesirable habit (Kelly, 2003:1120). The questionnaire measured procrastination through questions 1.23 to 1.33 with the use of a Likert- type response format (1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree). Statements used to measure the construct procrastination are included in Table 4.3 which also indicates the level of agreement selected most. The level of agreement that was selected has also been graphically depicted in Figure 4.8 on the next page.

Table 4.3: Statements used to measure procrastination

Question	Procrastination measurement statement	Agreement level selected by majority of respondents
1.23	I delay making decisions until it's too late.	Agree
1.24	Even after I make a decision I delay acting upon it.	Agree
1.25	I put off making decisions.	Agree
1.26	I waste a lot of time on trivial matters before getting to the final decision.	Agree
1.27	In preparation for some deadline, I often waste time by doing other things.	Disagree
1.28	Even jobs that require little else except sitting down and doing them, I find that they seldom get done for days.	Agree
1.29	I often find myself performing tasks that I had intended to do days before.	Agree
1.30	I am continually saying "I'll do it tomorrow".	Agree
1.31	I find myself running out of time.	Agree
1.32	I don't get things done on time.	Agree
1.33	I am not very good at keeping deadlines.	Disagree

Source: Researcher's own composition

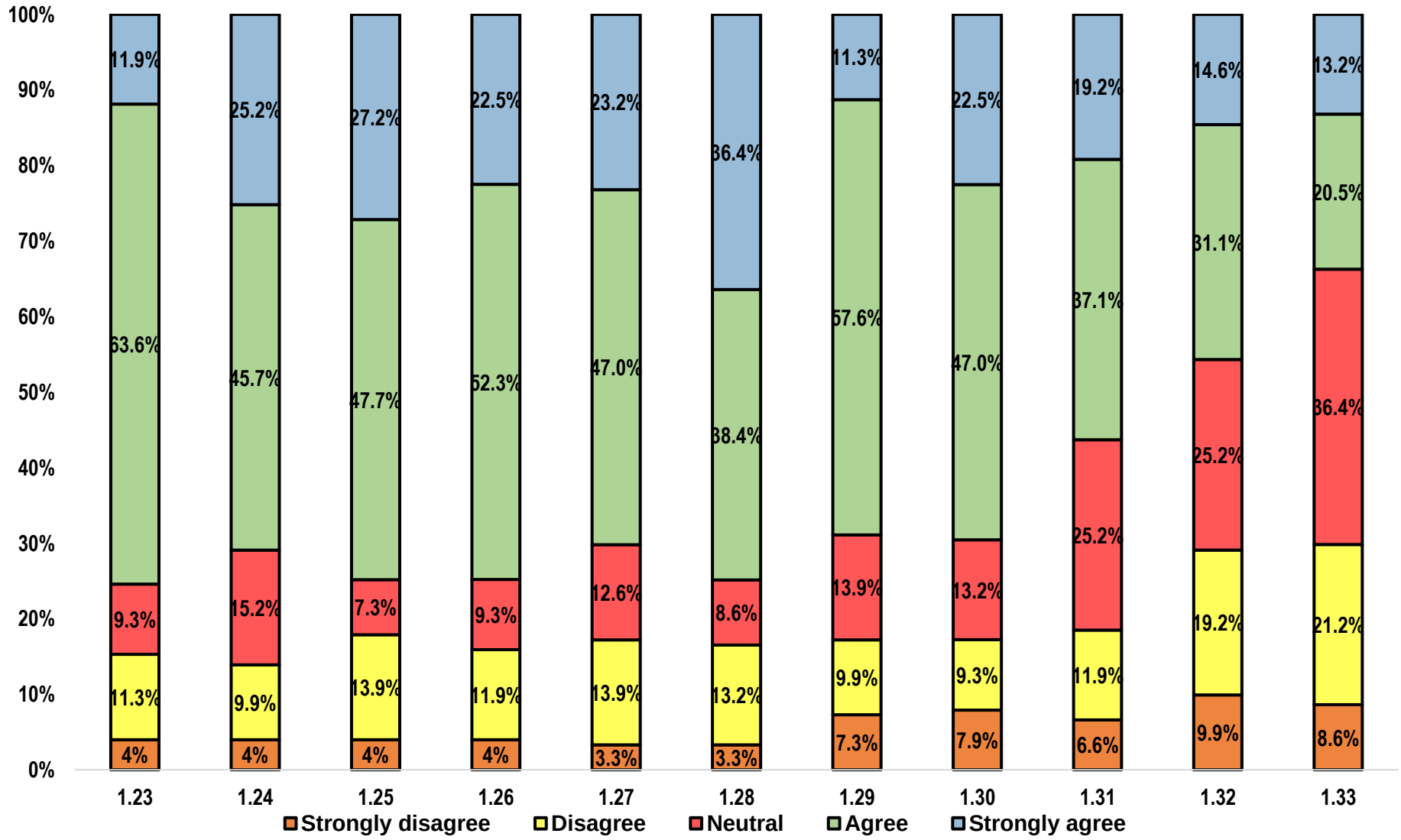

Figure 4.8: Level of procrastination

Source: Researcher's own composition

The majority of participants indicated that they do procrastinate, and due to this find themselves running out of time. As the event management sector is time related and dependant (Allen, 2005:1-2; Silvers *et al.*, 2006:194), procrastination can have a negative effect on the success of an event.

According to Burt *et al.* (2010:648-668), it is however, not only an individual's personality, but also their skill set that could influence their time management abilities.

4.3.2 Training, knowledge and skills

As inefficient use of time is seen as a costly problem, Green and Skinner (2005:137) claim that time management training could be critical to an organisation's success. In order to determine whether time management training and skills have an effect on an individual's time management ability, these measures were included in the questionnaire (question 2). As a screening question, question 2.1 enquired whether participants have had time management training in the past. Participants who select "No" will be required to skip all training-related questions (questions 2.1.1 to 2.1.3). Eighty-one (n=81) participants indicated that they have had time management training. This accounts for only 53.6% of participants, suggesting that training and skills in time management has not been one of the factors considered when appointing personnel.

The respondents (n=81) who have received training were also asked what type of training was received. Time management training was regarded as any type of training, formal or informal, which culminates in further time management knowledge or skills learnt. The results are illustrated in Figure 4.9.

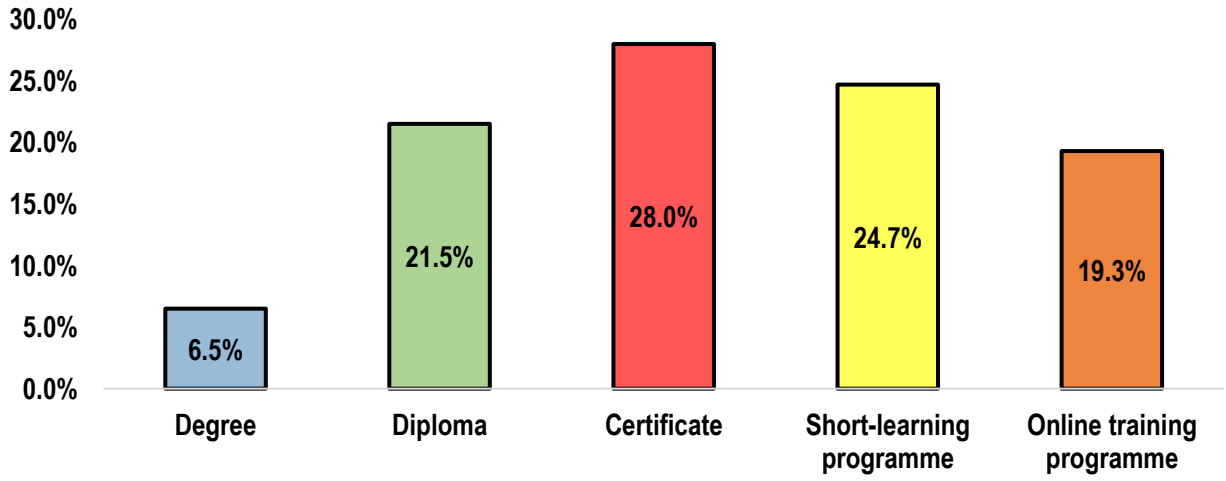

Figure 4.9: Type of training received

Source: Researcher's own composition

Of the 81 participants, the majority indicated that a certificate course was completed (28%). Numerous participants received training in the form of short learning programmes (24.7%), or online training (19.3%). When asked if their work required them to participate in time management training 54% (n=81) of the participants acknowledged that it was a work requirement. In addition, the perceived level of knowledge received from this training was measured. Figure 4.10 illustrates the results pertaining to the perceived level of knowledge received through training.

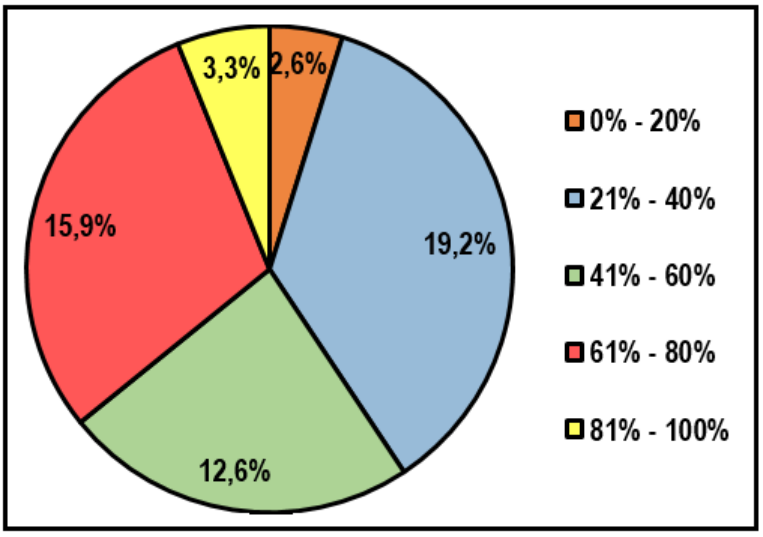

Figure 4.10: Level of knowledge received from time management training

Source: Researcher's own composition

The majority of participants rated their level of knowledge due to training between 21% - 40% (19.2% of participants).

All participants were required to complete question 2.2. Of the 151 participants, two did not complete this question and had to be eliminated. The question required participants to rate their overall level of time management expertise and skills. Figure 4.11 illustrates the perceived overall level of time management training and skills in percentages.

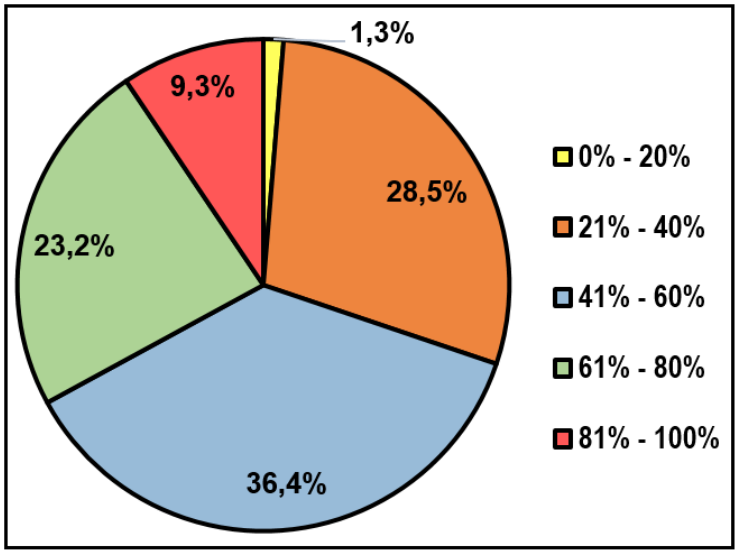

Figure 4.11: Current level of time management expertise and skills

Source: Researcher's own composition

The majority of the participants indicated that their knowledge and skills are between 41% and 60% (36.4% of participants). The high number of participants perceiving their knowledge and skills below 60% could cause concern within an organisation and sector time-dependant and time-demanding.

Burt *et al.* (2010:648-668) explain that although personality and time management skills affect an employee's time management abilities, it is not the only factors to consider. It is stated that time management is only of high importance if the job's time demand is also high.

4.3.3 Time demand of job

Question 3 in the questionnaire aimed to determine whether employees view their work environment as time-dependant and -demanding. Work environments with high time demand would require more time management skills (Francis-Smythe & Robertson, 2003:302).

Question 3.1 attempted to establish whether employees view their job as time dependant. Of 151 participants, two failed to answer the question. All 149 participants who did complete the question indicated that they feel their job is time-dependant.

Participants were then asked to rate how important deadlines were in their organisation (1 being not important and 10 being very important), on a scale provided. The average importance rating was 6.37 and the median value was 8, thereby

indicating the necessity for deadlines. Participants further indicated the importance of keeping to set deadlines. The average importance rating was 5.91 and the median value was 8, indicating that keeping to deadlines is also of great importance. Most participants (64.2%) rated it as a nine (43%), eight (15.9%) or seven (5.3%).

Burt *et al.* (2010:648-668) further believes, however, that although personality, skills and the job's time dependence influence time management abilities, the work environment also plays a role. It is therefore important to analyse and discuss the support received within the organisational environment to enable better time management abilities.

4.3.4 Facilitating and supporting environment

In order for employees to manage their time effectively Burt *et al.* (2010:652-653) suggest organisations should focus on the person-job fit. Creating a "fit" between the employee and their work environment can produce positive outcomes (Kaufman *et al.*, 1991:79; Francis-Smythe & Robertson, 2003:29). Furthermore, time-demanding or time-related work environments increase the influence of a person-job "match" or "mismatch" (Francis-Smythe & Robertson, 2003:302-303). As the event management sector has a high time demand, ensuring the correct person-job match can be critical. Although an individual holds the potential for great time management abilities based on their personality, skills and training (person "fit"), lack of a facilitating and supportive work environment (job "fit") might still render efforts futile.

Question 4 in the questionnaire measured the time management environment of the organisation using Likert-type statements (1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly agree) (included in Table 4.4). The selected level of agreement has also been graphically depicted in Figure 4.12 below.

Table 4.4: Statements used to measure work environment

Question	Work environment measurement statement	Agreement level selected by majority respondents
4.1	Supervisors provide clear task guidelines.	Neutral
4.2	Plans for task completion are developed with supervisors.	Agree
4.3	Feedback on my task priorities are given regularly.	Neutral
4.4	Task priorities are regularly discussed with supervisors.	Neutral
4.5	Jobs are designed around task sequences.	Neutral
4.6	Supervisors are interested in the processes used to complete tasks.	Disagree
4.7	Processes used to achieve goals are continuously monitored.	Disagree
4.8	Jobs are designed around the key processes needed to achieve goals.	Disagree
4.9	Co-workers discuss task priorities and goals.	Agree
4.10	Staff work together to organise each day's schedule.	Agree
4.11	Staff remind each other of appointments.	Agree
4.12	Performance is reviewed within a performance appraisal system.	Disagree
4.13	Making time to plan a day's work is encouraged.	Disagree
4.14	Documents on time management practice are provided to staff.	Strongly disagree
4.15	Use of time management techniques is facilitated by supervisors.	Disagree
4.16	Emphasis is placed on keeping to deadlines.	Agree
4.17	Time is considered to be an important resource.	Strongly agree
4.18	Productive use of time is a key value.	Strongly agree

Source: Researcher's own composition.

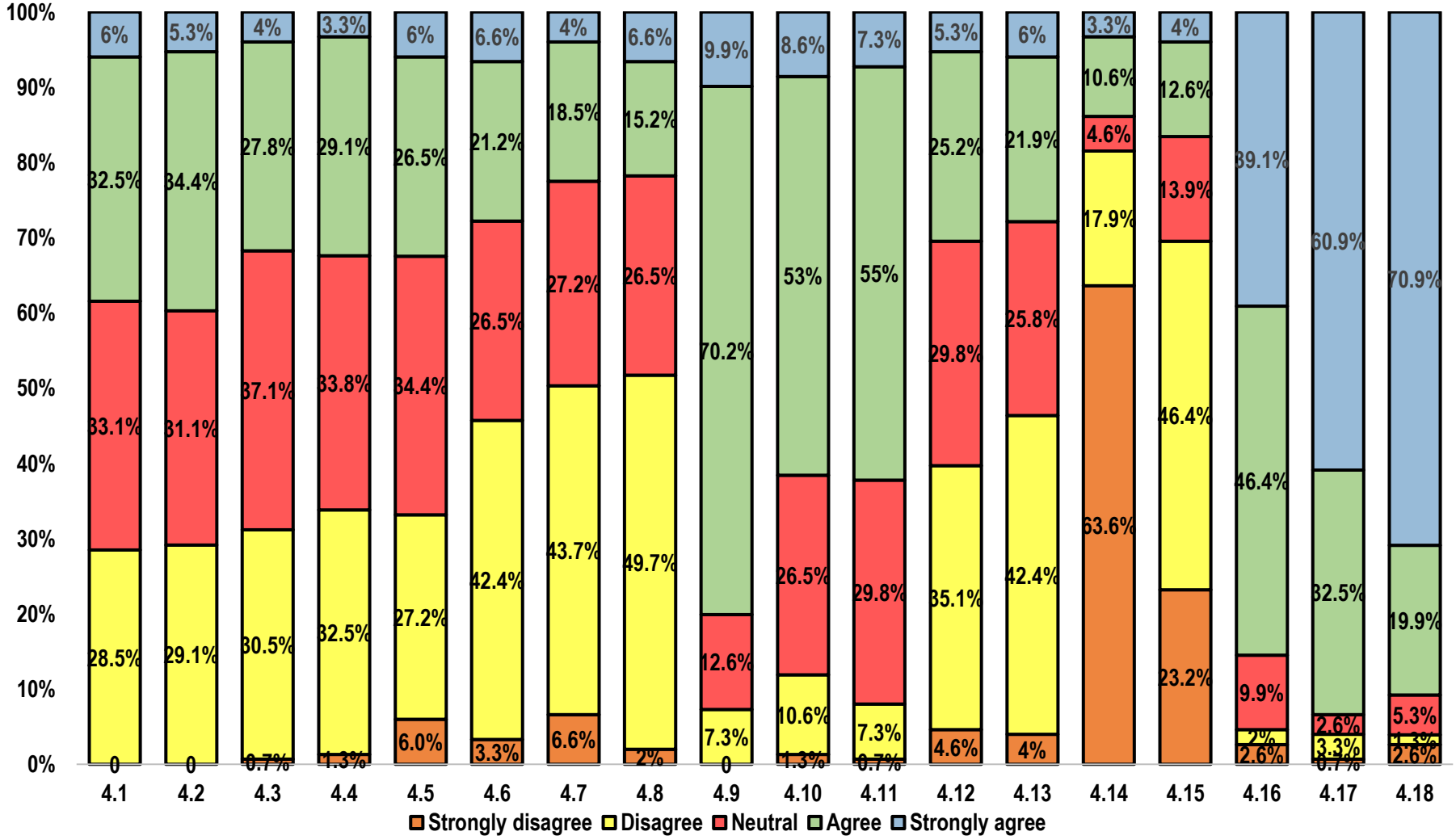

Figure 4.12: Measure of supporting and facilitating work environments

Source: Researcher's own composition

Responses to the statements were fairly distributed across the agreement levels. Overall, the responses showed a lack of supervisor support in terms of guidance, planning and prioritising of tasks, and providing regular feedback to employees. This could be due to supervisors or the organisations not attaching the same value as employees to these aspects of time management, or that supervisors are simply not attending to these aspects, even though employees and the organisation view it as important.

In terms of job design (question 4.5) almost an equal number of participants agreed or disagreed with the statement. Large numbers contradicting each other, such as in this instance, could indicate either that the question was not understood correctly or that organisations do not focus on the same criteria when designing job positions. Responses also indicated the participants' overall disagreement with statements concerning job design and key processes.

The overall responses reflected that co-workers contribute to the supportive work environment through aspects such as working together, scheduling tasks and reminding each other of appointments (formally or informally). The participants disagreed with statements regarding the 'use of appraisal systems' and 'encouragement to plan a day's work'. This could once again indicate that supervisors do not regard it as important for co-workers' performance to be appraised through the use of a system. It could also mean that using an appraisal system to measure performance is not critical for success in the event management sector. Furthermore, it indicates that although planning may be seen as important, it is not actively addressed to ensure all deadlines are met. In a time-demanding environment such as event management, this could possibly be detrimental. The participants further strongly disagreed when asked whether documents pertaining to time management practices are provided. Participants also did not agree that supervisors facilitate the use of time management techniques. This indicates that the time management techniques used in event management organisations are not as vital to supervisors as it could be to employees. As time management is regarded as vital in an event management organisation (Ahmad *et al.*, 2012:937), the lack of facilitating of time management techniques could negatively influence the achievement of goals and the success of events.

Successful events are dependent on goals being achieved at a set deadline. The majority of participants agreed when asked whether emphasis is placed on keeping to deadlines. These responses coincide with the results for question 3, as previously discussed (Section 4.3.3). As the event management sector is time-dependant (Allen, 2005:1-2), it can be assumed that time would be regarded as an important resource. In corroboration of this, a great number of participants strongly agreed with this statement. Lastly, the majority of the participants strongly agreed that the productive use of time is a key value.

Burt *et al.* (2010:651) further state that time management abilities are not only influenced by the facilitating and supportive nature of the environment created, but also the time management behaviours being practised. Therefore, the study also set out to determine which time management behaviours are used within the event management sector as discussed below.

4.3.5 Practising time management behaviours

Time management behaviours can create goal clarity and decrease goal conflicts (Geyser, 2012:10). Burt *et al.* (2010:651), identify the four time management behaviours as: setting goals, prioritising, scheduling and the allocation of time to tasks. Therefore, each of these behaviours needs to be measured to establish whether time management behaviours are practised within the event management sector. Question 5 in the questionnaire was used to gather data with a special focus on this aspect. Participants were required to select the behaviours they practise when planning an event. The results are summarised in Figure 4.13.

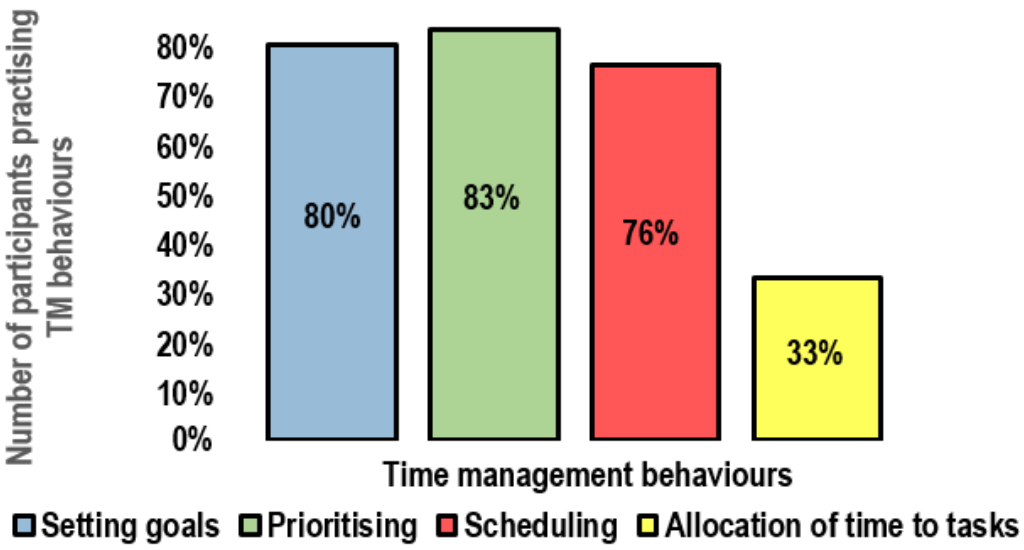

Figure 4.13: Time management behaviours practised

Source: Researcher's own composition

Setting goals can be seen as providing guidance and may provide the basis for evaluation (Chase *et al.*, 2013:157). It can therefore be seen as a vital behaviour to practise when completing time-dependant tasks. More than 80% of the participants indicated that they, in fact, carry out goal setting when arranging an event. Prioritising builds on the setting of goals, as it entails rating the importance of tasks that need to be completed (Moisiadis, 2002:1). Once again, a majority of the participants indicated that prioritising of goals is practised in their organisation.

Scheduling plays into the art of planning and prioritising, by ensuring that all tasks are completed in the available time (Mind Tool, 2015:1). The participants substantiated that scheduling is an important part of organising an event, as three quarters of the respondents indicated that scheduling is used within their organisation. Finally, time allocation pertains to the specific lengths of time allocated to complete a task (House of Commons Procedure and Practice, 2009:1). Participants did not view this behaviour as crucial when planning an event, as only a third of participants indicated the use of this behaviour. Overall, it can be deduced that time management behaviours are seen as an important practice in the event management sector. The participants perceived only time allocation as less important.

Lastly, the TiME scale shows that various outcomes are experienced due to an individuals' time management ability and work environment. Burt *et al.* (2010:649-668)

describe positive outcomes, due to successful time management implementation, as well as negative outcomes, stemming from incorrect time management methods.

4.3.6 Outcomes experienced due to time management

In order to determine whether the factors measured (i.e. personality traits, training and skills, the job's time demand, the time management environment, and time management behaviours) had an influence on time management abilities, the outcomes experienced by participants had to be measured. This was done in question 6 of the questionnaire. Participants were required to indicate the regularity of experiencing each outcome using a five-point ordinal scale (1: Not at all; 2: Not on a regular basis; 3: Moderate; 4: On a regular basis; 5: Always). The outcomes measured are included in Table 4.5 and are graphically illustrated in Figure 4.14 to follow.

Table 4.5: Outcomes experienced due to time management ability

Question	Outcome measured	Regularity level selected by majority respondents
6.1	Punctuality	Not on a regular basis
6.2	Procrastination avoidance	Moderate
6.3	Awareness of time use	Moderate
6.4	Awareness of planning	Not on a regular basis
6.5	Temporal prioritising of tasks	Not on a regular basis
6.6	Accurate allocation of time	Not on a regular basis
6.7	Staying on schedule	On a regular basis
6.8	Meeting deadlines	On a regular basis
6.9	Synchronisation and coordination of tasks	Not on a regular basis
6.10	Autonomy of time use	Moderate
6.11	Perceived control of time	Moderate
6.12	High stress levels	Always
6.13	Unsatisfactory performance	Not on a regular basis
6.14	Consider resigning your job	Not at all
6.15	Considering another speciality	Not at all

Source: Researcher's own composition

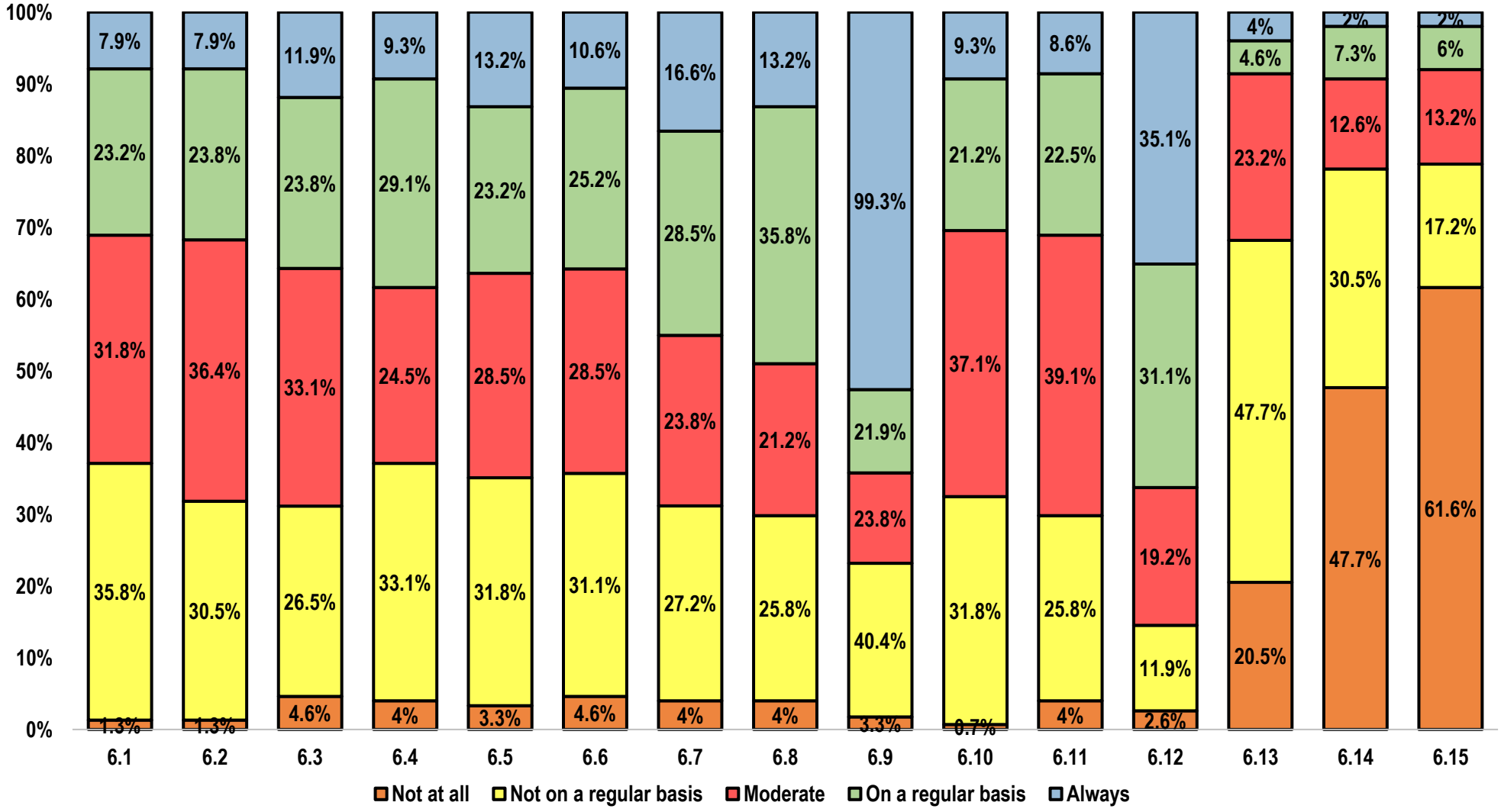

Figure 4.14: Outcomes experienced due to time management

Source: Researcher's own composition

Burt *et al.* (2010:649-668) explain that an individual can experience positive or negative outcomes, depending on the time management practices used. The responses to the statements were fairly distributed across the regularity levels. However, numerous positive outcomes were not experienced on a regular basis. These outcomes include punctuality, accurate allocation of time and synchronisation and coordination of tasks. Awareness of planning indicated contradicting responses, with a large number of participants selecting experiencing the outcome 'regularly' or 'always' and an equally large number of participants selecting 'not experiencing the outcome at all' or 'on a regular basis'. Although prioritising was seen as an important time management behaviour (Section 2.2.7), as a positive outcome, the results were somewhat contradictory. Although the majority of the participants indicated that they experience temporal prioritising of tasks 'always' or 'on a regular basis', a large number of participants still indicated that it is never or not regularly experienced.

Responses also revealed moderate procrastination avoidance, awareness of time use, autonomy of time use and perceived control of time. According to Burt *et al.* (2010:649-668), the likely causes of not experiencing positive outcomes on a regular basis are personality traits, lack of time management training and skills, or an unsupported and non-facilitating work environment.

The participants only experienced staying on schedule and meeting of deadlines on a regular basis. As the event management sector is time bound, it is crucial to remain on schedule (Patterson & Getz, 2013:229). Overall, the majority of participants only experienced positive outcomes to some extent. Although all the participants indicated that their job is time-dependant (Section 2.2.3) and viewed deadlines as crucial in their environment (Section 2.2.6), the lack of positive outcomes being experienced might indicate the incorrect or insufficient use of time management techniques.

Negative outcomes can also be experienced due to lack of time management practices or the incorrect use of time management practices (Nonis *et al.*, 2011:157). The participants regularly or always experienced high stress levels. Although this could be due to a lack of or incorrect time management practices being used, it could also stem from the event management sector being time-bound and time-dependant. Although high stress levels are being experienced, the participants did not regularly experience dissatisfactory performance. This further substantiates the previous inference that high stress level could simply be due to a time-bound and time-

dependant sector. Finally, the participants were asked whether they have ever considered resigning their job. Surprisingly, despite the participants experiencing high levels of stress, the majority indicated that they never or rarely consider resigning their jobs. Furthermore, the participants indicated that they rarely or never consider pursuing another speciality.

Although descriptive analyses are only used to describe or characterise the data, it does provide for possible deviations from results being experienced, as explained by Burt *et al.* (2010:649-668). The descriptive analyses served as the first phase of the study's analyses.

With regards to personality factors affecting time management abilities, the participants overall displayed an excellent potential for time management. This is due to a high level of time-urgency and a preference to work on more than one task at a time (polychronic behaviour). The participants did, however, indicate that they procrastinate to some extent. The training and skills of participants were also investigated. Just over half of participants indicated that they have indeed received time management training in the past; however, the participants did not perceive themselves to possess high time management expertise and skills. All the participants indicated that their job is time-dependant and time-demanding. The majority of the participants also indicated that deadlines are an important tool used within their organisation and keeping to these deadlines is seen as of high importance. It also became apparent that overall the organisations do not provide a facilitating and supportive environment. Concerning time management behaviour, the participants perceived it as an important practice in the event management sector. Finally, the majority of participants only experienced positive outcomes to some extent. Negative outcomes such as high stress levels were also being experienced regularly. Participants do, however, not consider resigning their current job or pursuing another speciality.

The first phase serves as the foundation of the second phase of analysis. In order to achieve the research objectives it was necessary to also determine whether a relationship exists between the different dimensions of the TiME scale, and to determine which dimensions have an influence on the positive and negative outcomes being experienced. Phase 2 set out to achieve these objectives through conducting of inferential analysis.

4.4 PHASE 2: INFERENTIAL ANALYSIS OF THE TIME SCALE DIMENSIONS

The following inferential analyses were conducted to achieve the research objectives:

- Explorative factor analyses to identify the underlying structure of the data and determine construct validity. Cronbach alpha coefficients were subsequently calculated to determine internal consistency (reliability).
- Regression analyses to establish the size, direction and statistical significance of the relationships between the dimensions of the time scale, as well as its relationship with the outcomes experienced (see Figure 4.15).

4.4.1 Explorative factor analysis

Explorative factor analyses were conducted to create a more manageable number of variables from a larger set. Principal axis factoring as the factor extraction method and promax as the rotation method were used to determine the underlying factor structure of the questions related to:

1. Time-urgency
2. Polychronicity
3. Procrastination
4. Facilitating and supportive time management environment
5. Outcomes experienced from time management

All items (questions) were measured on a 5-point Likert-type scale (1: strongly disagree; 2: disagree; 3: neutral; 4: agree; 5: strongly agree) or a five-point ordinal scale (1: Not at all; 2: Not on a regular basis; 3: Moderate; 4: On a regular basis; 5: Always). The results of the factor analysis are summarised in Table 4.6 and discussed in the section to follow.

Table 4.6: Summary of results for factor analysis conducted

Construct and item description		KMO & Bartlett's test	% Variance explained	Factor Loadings				Cronbach Alpha
				1	2	3	4	
Time-urgency		0.832 *p*<.000	47.6%	1				0.856
1.1	I normally talk rapidly			0.894				
1.2	I am restless and fidgety			0.780				
1.3	I always feel pressed for time			0.747				
1.4	I am hard driving and competitive			0.602				
1.6	I work quickly and energetic			0.703				
1.7	I am ambitious			0.595				
1.8	I believe I am responsible			0.396				
Polychronicity		0.795 *p*<.000	50.7%	1	2	3		
Focus on tasks								0.794
1.9	I prefer to work on several projects in a day, rather than completing one project and then switching too another			0.883				
1.10	I would like to work in a job where I was constantly shifting from one task to another, like a receptionist or an air traffic controller			0.336				
1.11	I lose interest in what I am doing if I have to focus on the same task for long periods of time, without thinking about or doing something else			0.706				
1.12	When doing a number of assignments, I like to switch back and forth			0.868				

Construct and item description		KMO & Bartlett's test	% Variance explained	Factor Loadings				Cronbach Alpha
				1	2	3	4	
	between them rather than do one at a time							
Shifting between tasks								0.724
1.13	I like to finish one task completely before focusing on anything else				0.436			
1.14	It makes me uncomfortable when I am not able to finish one task completely before focusing on another task				0.604			
1.16	I do not like having to shift my attention between multiple tasks				0.843			
1.17	I would rather switch back and forth between several projects than concentrate my efforts on just one				-0.304			
1.18	I would prefer to work in an environment where I can finish one task before starting the next				0.514			
Task orientation								0.770
1.15	I am much more engaged in what I am doing if I am able to switch between several different tasks					0.555		
1.19	I don't like when I have to stop in the middle of a task to work on something else					-0.659		
1.20	When I have a task to complete, I like to break it up by switching to other tasks intermittently					0.775		
1.21	I have a "one-track" mind					-0.510		

Construct and item description		KMO & Bartlett's test	% Variance explained	Factor Loadings				Cronbach Alpha
				1	2	3	4	
Procrastination		0.939 p<.000	62.844%	1				0.947
1.23	I delay making decisions until it's too late			0.834				
1.24	Even after I make a decision I delay acting upon it			0.808				
1.25	I put off making decisions			0.843				
1.26	I waste a lot of time on trivial matters before getting to the final decision			0.807				
1.27	In preparation for some deadline. I often waste time by doing other things			0.843				
1.28	Even jobs that require little else except sitting down and doing them, I find that they seldom get done for days			0.741				
1.29	I often find myself performing tasks that I had intended to do days later			0.871				
1.30	I am continually saying "I'll do it tomorrow"			0.843				
1.31	I find myself running out of time			0.752				
1.32	I don't get things done on time			0.675				
1.33	I am not very good at keeping deadlines			0.672				
Facilitating and supportive environment		0.876 p<.000	74.46%					
Supervisor support								0.920

Construct and item description		KMO & Bartlett's test	% Variance explained	Factor Loadings				Cronbach Alpha
				1	2	3	4	
4.1	Supervisors provide clear task guidelines			0.551				
4.2	Plans for task completion are developed with supervisors			0.820				
4.3	Feedback on my task priorities are given regularly			0.807				
4.4	Task priorities are regularly discussed with supervisors			0.872				
4.5	Jobs are designed around task sequences			0.795				
4.6	Supervisors are interested in the processes used to complete tasks			0.563				
4.7	Processes used to achieve goals are continuously monitored			0.717				
4.8	Jobs are designed around the key processes needed to achieve goals			0.622				
Co-worker support								0.633
4.9	Co-workers discuss task priorities and goals				0.325			
4.10	Staff work together to organise each day's schedule				0.466			
4.11	Staff remind each other of appointments				0.646			
Procedural support								0.864
4.12	Performance is reviewed within a performance appraisal system					0.627		

Construct and item description		KMO & Bartlett's test	% Variance explained	Factor Loadings				Cronbach Alpha
				1	2	3	4	
4.13	Making time to plan a day's work is encouraged					0.927		
4.14	Documents on time management practise are provided to staff					0.811		
4.15	Use of time management techniques is facilitated by supervisors					0.597		
Time management values								0.884
4.16	Emphasis is placed on keeping to deadlines						0.717	
4.17	Time is considered to be an important resource						0.878	
4.18	Productive use of time is a key value						0.885	
Outcomes experienced		0.915 p<.000	65.492%	1	2			
Positive outcomes								0.808
6.1	Punctuality			0.861				
6.2	Procrastination avoidance			0.770				
6.3	Awareness of time use			0.846				
6.4	Awareness of planning			0.836				
6.5	Temporal prioritisation of tasks			0.816				
6.6	Accurate allocation of time			0.851				
6.7	Staying on schedule			0.849				
6.8	Meeting deadlines			0.844				
6.9	Synchronisation and coordination of tasks			0.817				
6.10	Autonomy of time use			0.777				

Construct and item description		KMO & Bartlett's test	% Variance explained	Factor Loadings				Cronbach Alpha
				1	2	3	4	
6.11	Perceived control of time			0.753				
Negative outcomes								0.890
6.13	Unsatisfactory performance					0.688		
6.14	Consider resigning your job					0.966		
6.15	Considering another speciality					0.916		

Source: Researcher's own composition

4.4.1.1 Time-urgency

In the questionnaire, time-urgency was tested by questions 1.1 to 1.8. The analysis indicated a Kaiser-Meyer-Olkin measure result of 0.815, and the Bartlett's Test of Sphericity significance is indicated as p=0.000, establishing that the scale items are suitable to create distinct and reliable factors. The Eigenvalue criterion (>1) indicated two factors, which explains 49.2% of the variance. The pattern matrix did, however, show question 1.5 did not load onto any factor, as its factor loading was less than 0.3, and in terms of communalities, question 1.5 had a very low value of 0.058 after extraction. Hence, question 1.5 was excluded from further analysis.

After the analysis was again conducted on questions 1.1 – 1.4 and 1.6 – 1.8 the Kaiser-Meyer-Olkin measure improved to 0.832 and the Bartlett's Test of Sphericity remained with a significance of p=0.000. The Eigenvalue criterion (>1) identified only one factor. The factor explained 47.6% of the variance and the Cronbach alpha value was 0.856, which is above the acknowledged threshold of 0.7, indicating the reliability of the factor. The factor identified was labelled time-urgency and included scale items 1.1 – 1.4 and 1.6 – 1.8.

4.4.1.2 Polychronicity

In the questionnaire, polychronicity was measured by questions 1.9 – 1.22. The Kaiser-Meyer-Olkin measure was 0.795 and the Bartlett's Test of Sphericity significance is indicated as *p*=0.000, therefore indicating that the scale items are suitable to create distinct and reliable factors. The Eigenvalue criterion (>1) identified four factors, explaining 50.7% of the variance.

As the scale items were designed to measure one aspect, the analysis was conducted again, restricting the factors to one. Question 1.22 indicated very little communality with the factor (0.002) and the descriptive statistics show it has a much higher mean and smaller standard deviation than the other statements. However, the one factor solution only explained 28.5% of the variance.

By studying the initial analysis again, it was clear that the fourth factor consists of only Question 1.22 and, due to the reasons given earlier, could be eliminated from further analysis. The solution therefore resulted in three remaining factors. The Cronbach alpha values ranged between 0,724 and 0,794, which are all above the acknowledged threshold of 0.7, and thus indicated the adequate reliability of each factor. The factors identified, were labelled as outlined in Table 4.7 below. Items 17, 19 and 21 were reverse coded for the calculation of the factor scores, as they loaded negatively onto the specific factors.

Table 4.7: Factors identified regarding polychronicity

Factor label	Scale items included
Focus on tasks	1.9 – 1.12
Shifting between tasks	1.13 – 1.14 & 1.16 – 1.18
Task orientation	1.15 & 1.19 – 1.21

Source: Researcher's own composition

4.4.1.3 Procrastination

In the questionnaire, procrastination was measured by question 1.23 – 1.33. The initial analysis had a Kaiser-Meyer-Olkin measure of 0.939 and the Bartlett's Test of Sphericity significance was indicated as *p*=0.000, thereby indicating that a factor analysis was appropriate. The Eigenvalue criterion (>1) identified two factors, which explains 73.1% of the variance. By studying the items that loaded onto the factors and

the low contribution of factor 2 to the solution (only 7.6% of the 73.1%), it was decided to rerun the analysis with a restriction to one factor.

The single factor solution explained 62.8% of the variance. The Cronbach alpha reliability test measured 0.947, far above the acknowledged threshold of 0.7, substantiating the reliability of the factor. The factor identified was labelled procrastination and included scale items 1.23 – 1.33.

4.4.1.4 Facilitating and supportive environment

Creating a facilitating and supporting environment was measured by question 4.1 – 4.18 in the questionnaire. The analysis had a Kaiser-Meyer-Olkin measure of 0.876 and the Bartlett's Test of Sphericity significance was p=0.000, thereby indicating that a factor analysis was appropriate. The Eigenvalue criterion (>1) identified four factors, explaining 61.7% of the variance. The Cronbach alpha values ranged between 0.633 and 0.920 that were above the exploratory research threshold of 0.6, thereby indicating the adequate reliability of each factor (Hair *et al.*, 2010:125). The factors are introduced in Table 4.8 below.

Table 4.8: Factors identified regarding the facilitating and supporting environment

Factor label	Scale items included
Supervisor support	4.1 – 4.8
Co-worker support	4.9 – 4.11
Procedural support	4.12 – 4.15
Time management values	4.16 – 4.18

Source: Researcher's own composition

4.4.1.5 Outcomes

The outcomes experienced due to time management abilities were measured in question 6.1 – 6.15 of the questionnaire. The Kaiser-Meyer-Olkin measure was 0.915 and the Bartlett's Test of Sphericity significance is indicated as p=0.000, thereby indicating that a factor analysis was appropriate. The Eigenvalue criterion (>1) identified three factors, explaining 69.2% of variance. Question 6.12 indicated very little communality with the factor (0.028) and was eliminated from further analysis.

As the scale items were designed to measure two aspects, namely, positive outcomes and negative outcomes, the analysis was conducted again, restricting the factors to two. The Kaiser-Meyer-Olkin measure remained at the value of 0.915 and the Bartlett's Test of Sphericity significance remained at p=0.000. The factors explained 65.5% of the variance and the Cronbach alpha values, 0.808 and 0.890 respectively, indicated adequate reliability (above 0.7) of each factor. The factors are introduced in Table 4.9 below.

Table 4.9: Factors identified regarding psychological outcomes

Factor label	Scale items included
Positive outcomes	6.1 – 6.11
Negative outcomes	6.13 – 6.15

Source: Researcher's own composition

After the explorative factor analyses were conducted, descriptive statistical analyses were conducted to identify the basic characteristics of the factors.

4.4.2 Descriptive statistics for factors identified with analysis

During the explorative factor analyses, 11 factors were identified. The mean, standard deviation, skewness and kurtosis of each of the identified factors are presented in Table 4.10 on the next page.

Table 4.10: Descriptive statistics for factors identified

	Time-urgency	Focus on tasks	Shifting between tasks	Task orientation	Procrastination	Supervisor support	Co-worker support	Procedural support	Time management values	Positive outcomes	Negative outcomes
Mean	4.020	3.790	3.330	2.770	3.610	2.960	3.670	2.440	4.410	3.080	1.930
Median	4.140	4.000	3.500	3.000	3.910	2.880	3.670	2.250	4.670	2.820	1.670
Std. Deviation	0.636	0.783	0.896	0.822	0.888	0.757	0.584	0.895	0.758	0.876	0.915
Skewness	-0.506	-1.123	-0.548	-0.524	-1.154	0.574	-0.650	1.063	-2.225	0.490	1.354
Kurtosis	0.056	1.189	-0.152	-0.489	0.428	-0.370	2.251	0.498	6.448	-0.724	1.568

Source: Researcher's own composition

The mean and median of the identified factors indicate a high level of agreement regarding time-urgency and time management values (mean values of 4.02 and 4.41 respectively). The participants, however, tended to disagree with statements measuring their polychronic task orientation, as well as statements regarding the supervisor and procedural support provided (mean values below 3 (neutral)). The skewness and kurtosis values indicate that the data (all values between -2 and +2) has a normal distribution, with the exception of the 'time management values' factor.

In order to determine the relationships between the TiME scale dimensions, and to determine which dimensions are applicable to the event management sector in terms of resulting in either a positive or a negative outcome, a regression analysis had to be conducted. These factors, identified from the explorative factor analysis, together with items from questions 2, 3 and 5 in the questionnaire, served as the variables used for the regression analyses.

4.4.3 Binary logistic regression

In this study, binary logistic regression was used to determine whether one or more independent variable(s) could be used to predict the outcome of a dichotomous dependent variable. The binary logistic analysis was conducted according to the model depicted in Figure 4.15 to determine whether a relationship exists between the TiME scale dimensions.

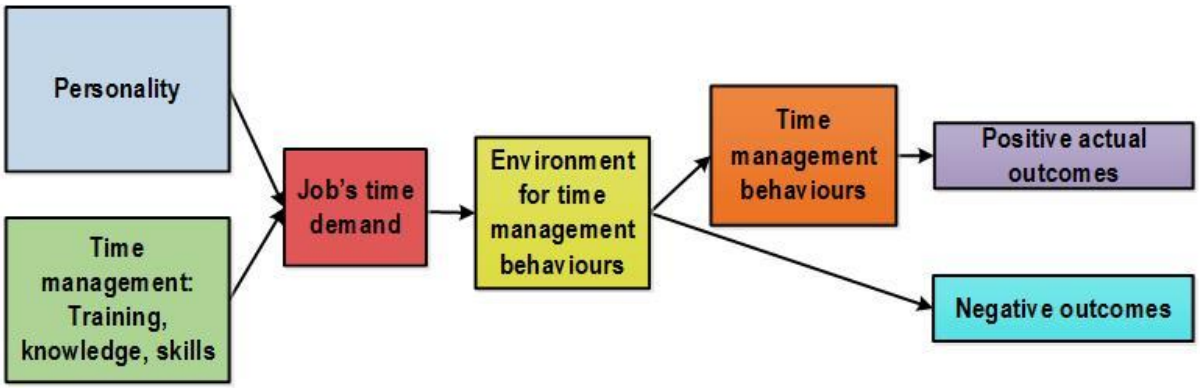

Figure 4.15: Condensed illustration of TiME scale

Source: Researcher's own composition

Firstly, the binary logistical regression aimed to determine the size, direction and statistical significance of the relationships between personality factors, time management training and skills as independent variables, and the job's time demand as dependent variable (illustrated in Figure 4.15 as blue, green and red). Secondly, it tested the size, direction and statistical significance between the factors of the time management environment and individual time management behaviours (illustrated in Figure 4.15 as yellow and orange).

Five binary logistical regressions were conducted to determine relationships. Table 4.11 summarises the binary logistic regression analyses and outlines the independent and dependent variables for each binary logistic regression and the TiME scale dimension it relates to.

Table 4.11: Binary logistic regression analyses

Binary logistic	Independent variable	Dependent variable
1	**Personality factors:** time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination	Importance of setting deadlines
	Time management training and skills: Experience and skills (21-40%) Experience and skills (41-60%) Experience and skills (61-80%) Experience and skills (81-100%)	
2	**Environment for time management behaviours:** supervisor support, co-worker support, procedural support and time management values	Setting goals
3	**Environment for time management behaviours:** supervisor support, co-worker support, procedural support and time management values	Prioritising
4	**Environment for time management behaviours:** supervisor support, co-worker support, procedural support and time management values	Scheduling
5	**Environment for time management behaviours:** supervisor support, co-worker support, procedural support and time management values	Allocation of time to tasks

Source: Researcher's own composition

4.4.3.1 Binary logistical regression (model 1)

The first binary logistical regression model aimed to predict the effect of the independent variables of time-urgency, focus on tasks, shifting between tasks, task orientation, procrastination, training received, and level of time management experience and skills, on the dependent variable of importance of deadlines (question 3.2). Level of time management experience and skills were an ordinal variable, defined through four categories, namely Experience and skills (21-40%); Experience and skills (41-60%); Experience and skills (61-80%); Experience and skills (81-100%). Three dummy variables were subsequently defined to represent this variable, with Experience and skills (81-100%) as reference category. The dependent variable was grouped into two categories with 'a low importance is placed on setting deadlines' (1 – 5 on rating scale) coded as a 1 while 'a high importance is placed on setting deadlines' (6 – 10 on rating scale) was coded as a 2.

The Hosmer and Lemeshow test indicated acceptable fit according to the goodness of fit test statistics with a *p*-value of 0.335 ($p>0.05$). The correct prediction classification improved slightly from 70.7% (block 0) to 72.8% correct (block 1).

Table 4.12 provides the results of the independent variables that were included in the binary regression model and shows the influence of personality, experience and skills on the importance of deadlines.

Table 4.12: Influence of personality, experience & skills on importance of deadlines

Independent variable	B	S.E.	Wald	df	Sig.	Odds ratio (Exp(B))
Time-urgency	-0.559	0.372	2.253	1	0.133	0.572
Focus on tasks	0.595	0.335	3.162	1	0.075	1.814
Shifting between tasks	0.280	0.298	0.886	1	0.347	1.323
Task orientation	0.620	0.305	4.124	1	0.042	1.858
Procrastination	0.502	0.232	4.669	1	0.031	1.652
Experience and skills (21-40%)	1.410	0.742	3.611	1	0.057	4.096
Experience and skills (41-60%)	0.778	0.718	1.175	1	0.278	2.178
Experience and skills (61-80%)	1.084	0.724	2.241	1	0.134	2.956
Experience and skills (81-100%)			4.062	3	.255	

Source: Researcher's own composition

The results indicated that task orientation and procrastination were statistical significant predictors, at a 5% level of significance, while focus on tasks and experience and skills (21-40%) were statistical significant predictors, at a 10% significance level. The results further indicated that:

- Each unit increase in task orientation will increase the odds of a high level of importance of deadlines by 85.8% (1.858 – 1 x 100).
- Each unit increase in procrastination will increase the odds of a high level of importance of deadlines by 65.2% (1.652 – 1 x 100).
- Each unit increase in focus on tasks will increase the odds of a high level of importance of deadlines by 81.4% (1.814 – 1 x 100).
- Those that have a low level of experience and skills (21-40%) are 4.096 times more likely than the reference group (experience and skills (81-100%) category to choose a high level of importance of deadlines.

4.4.3.2 Binary logistical regression (model 2)

The second binary logistical regression model predicted the effect of the independent variables of supervisor support, co-worker support, procedural support and time management values on the dependent variable setting goals (q5.1). The dependent variable, setting goals, had the original code of 1 if setting goals was selected, and a 0 if setting goals was not selected. The classification table indicates constant 1 as 'setting goals' and constant 0 as 'goals are not set'.

The Hosmer and Lemeshow test indicated acceptable fit according to the goodness of fit test statistics with a *p*-value of 0.825 (p>0.05) The correct prediction classification improved slightly from 80.1% (block 0) to 82.8% correct (block 1). Table 4.13 provides the results of the independent variables that were included in the binary regression model.

Table 4.13: Influence of work environment on the time management behaviour, setting goals

Independent variable	B	S.E.	Wald	df	Sig.	Odds ratio (Exp(B))
Supervisor support	0.465	0.458	1.031	1	0.310	1.591
Co-worker support	0.217	0.466	0.217	1	0.641	1.243
Procedural support	0.054	0.362	0.023	1	0.881	1.056
Time management values	1.166	0.358	10.619	1	0.001	3.209

Source: Researcher's own composition

The results indicated that only time management values is a statistical significant predictor, at a 1% level of significance. The results further indicated that each unit increase in time management values will increase the odds of setting goals by 220.9% (3.209 – 1 x 100).

4.4.3.3 Binary logistical regression (model 3)

The third binary logistical regression model predicted the effect of the independent variables of supervisor support, co-worker support, procedural support and time management values, on the dependent variable prioritising (q5.2). The dependent variable, prioritising, had the original code of 1 if prioritising was selected, and a 0 if

prioritising was not selected. The classification table indicates constant 1 as 'prioritising' and constant 0 as 'do not prioritise'.

The Hosmer and Lemeshow test indicated acceptable fit according to the goodness of fit test statistics with a *p*-value of 0.728 (p>0.05). The correct prediction classification, however decreased slightly from 83.4% (block 0) to 82.8% correct (block 1). It is noticed that the classification percentage decreased for the selected model; however, the intent of the analysis was only to determine the size, direction and statistical significance of the predictors introduced in the model. Table 4.14 provides the results of the independent variables that were included in the binary regression model.

Table 4.14: Influence of work environment on the time management behaviour, prioritising

Independent variable	B	S.E.	Wald	df	Sig.	Odds ratio (Exp(B))
Supervisor support	-0.991	0.428	5.364	1	0.021	0.371
Co-worker support	0.590	0.476	1.539	1	0.215	1.805
Procedural support	0.188	0.324	0.338	1	0.561	1.207
Time management values	0.296	0.283	1.090	1	0.297	1.344

Source: Researcher's own composition

The results indicated that supervisor support is a statistical significant predictor, at a 5% level of significance. However, the odds ratio for supervisor support is below 1, indicating that each one unit decrease in supervisor support will decrease the odds of prioritising by 169.5% ($\frac{1}{0.371}$ – 1 x 100).

4.4.3.4 Binary logistical regression (model 4)

The fourth binary logistical regression model predicted the effect of the independent variables of supervisor support, co-worker support, procedural support and time management values, on the dependent variable scheduling (q5.3). The dependent variable, scheduling, had the original code of 1 if scheduling was selected, and a 0 if scheduling was not selected. The classification table indicates constant 1 as 'scheduling is done' and constant 0 as 'scheduling is not done'.

The Hosmer and Lemeshow test indicated acceptable fit according to the goodness of fit test statistics with a *p*-value of 0.210 (p>0.05). The correct prediction classification remained the same at 75.5% (block 0 and 1). Table 4.15 provides the results of the independent variables that were included in the binary regression model.

Table 4.15: Influence of work environment on the time management behaviour, scheduling

Independent variable	B	S.E.	Wald	df	Sig.	Odds ratio (Exp(B))
Supervisor support	-0.258	0.354	0.531	1	0.466	0.773
Co-worker support	0.209	0.395	0.279	1	0.597	1.232
Procedural support	0.000	0.284	0.000	1	0.999	1.000
Time management values	-0.035	0.275	0.016	1	0.899	0.966

Source: Researcher's own composition

The results indicated that no independent variable is a statistical significant predictor for the dependent variable, scheduling.

4.4.3.5 Binary logistical regression (model 5)

The fifth binary logistical regression model predicted the influence of the independent variables of supervisor support, co-worker support, procedural support and time management values, on the dependent variable allocation of time to tasks (q5.4). The dependent variable, allocation of time to tasks, had the original code of 1 if allocation of time to tasks was selected, and a 0 if allocation of time to tasks was not selected. The classification table indicates constant 1 as 'time is allocated to tasks' and constant 0 as 'time is not allocated to tasks'.

The Hosmer and Lemeshow test did not show adequate fit of the model (*p*=0.019), however, the intent of the analysis was only to determine the size, direction and statistical significance of the predictors introduced in the model. The correct prediction classification improved slightly from 66.9% (block 0) to 72.2% correct (block 1).

Table 4.16 provides the results of the independent variables that were included in the binary regression model.

Table 4.16: Influence of work environment on the time management behaviour, allocation of time to tasks

Independent variable	B	S.E.	Wald	df	Sig.	Odds ratio (Exp(B))
Supervisor support	-0.536	0.347	2.386	1	0.122	0.585
Co-worker support	0.733	0.406	3.259	1	0.071	2.082
Procedural support	0.553	0.281	3.878	1	0.049	1.738
Time management values	0.296	0.316	0.881	1	0.348	1.345

Source: Researcher's own composition

The results indicated that procedural support is a significant predictor, at a 5% level of significance, while co-worker support is a significant predictor, at a 10% level of significance. The results further indicated that each one unit increase in:

- Procedural support ($p < 0.05$) will increase the odds of allocating time to tasks by 73.8% (1.738 – 1 x 100).
- Co-worker support ($p < 0.1$) will increase the odds of allocating time to tasks by 108.2% (2.082 – 1 x 100).

Table 4.17 summarises the statistical significant predictors of each dependent variable of the binary logistical regression, with the odds ratio and the associated significance value in brackets. The predictors and dependent variables are indicated in terms of the TiME scale dimensions (refer to Figure 4.15).

Table 4.17: Summary of results for binary logistical regression

Variables	Importance of deadlines	Setting goals	Prioritising	Scheduling	Allocating time to tasks
Focus on tasks	1.814(0.075)				
Task orientation	1.858(0.042)				
Procrastination	1.652(0.031)				
Experience and skills (21-40%)	4.096(0.057)				
Supervisor support			0.371(0.021)		
Co-worker support					2.082(0.071)
Procedural support					1.738(0.049)
Time management values		3.209(0.001)			
Classification % model 0	70.7%	80.1%	83.4%	75.5%	66.9%
Classification % model 1	72.8%	82.8%	82.8%	75.5%	72.2%
Hosmer and Lemeshow test (p-values)	0.335	0.825	0.728	0.210	0.019

Source: Researcher's own composition

The binary logistical regressions show that, although only to a certain extent, personality factors, experience and skills and the work environment have significant influence on aspects such as the importance of deadlines and time management behaviours.

Although the relationship between different dimensions of the TiME scale have been explored, it is still important to test whether these dimensions affect one another in a sequential manner. This is done by using hierarchical regression analyses.

4.4.4 Hierarchical regression analysis

In this study, hierarchical multiple linear regression analyses were used to test the TiME scale (Figure 4.15), as used by the event management sector of Pretoria, through the inclusion of the relevant variables in a sequential manner. The independent variables used for the hierarchical regression analysis were structured in accordance with the TiME scale (condensed in Figure 4.15) and two dependent variables were selected, positive outcomes and negative outcomes (illustrated in Figure 4.15 as purple and light blue). A hierarchal regression analysis was conducted for each of the two dependent variables.

4.4.4.1 Analysis with positive outcomes as dependent variable

Correlation and multiple hierarchical regression analysis were conducted to examine the relationship between the dependent variable, positive outcomes, and the independent variables of the TiME scale. The hierarchical model analyses were conducted, each model including succeeding TiME scale dimensions as depicted in Figure 4.15.

Table 4.18 summarises the independent variables included in each of the four steps. Each of the four models (steps of the hierarchical regression) is discussed individually and then summarised below.

Table 4.18: Summary of results for binary logistical regression of positive outcomes

Model	Variables included
1	1. Time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management
2	1. Time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management 2. Importance of deadlines
3	1. Time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management 2. Importance of deadlines 3. Supervisor support, co-worker support, procedural support and time management values

4	1. Time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management 2. Importance of deadlines 3. Supervisor support, co-worker support, procedural support and time management values 4. Setting goals, scheduling, prioritising, allocation of time to tasks

Source: Researcher's own composition

Hierarchical regression (model 1)

The analysis of model one showed that the effect of time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management on positive outcomes was statistically significant, $F(6,141) = 4.990$, $p = 0.000$. The adjusted R-square value indicated that the model explains 14.0% of variability in positive outcomes experienced. Table 4.19 depicts the regression model for model 1.

Table 4.19: Positive outcomes: regression model 1

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.702	0.728		6.459	0.000
Focus on tasks	-0.114	0.110	-0.102	-1.033	0.303
Shifting between tasks	-0.082	0.099	-0.083	-0.828	0.409
Task orientation	0.013	0.095	0.013	0.142	0.888
Procrastination	-0.390	0.084	-0.398	-4.653	0.000
Time-urgency	0.156	0.118	0.115	1.318	0.190
Training and skills	-0.056	0.073	-0.064	-0.776	0.439

Source: Researcher's own composition

The regression model identified procrastination as the only statistical significant predictor of experiencing positive outcomes (at a 1% level of significance). The standardised beta coefficient indicated a moderate negative relationship, meaning a higher level of procrastination is related to a lower level of a positive outcome.

Hierarchical regression (model 2)

For the analysis of model two, the effect of importance of deadlines on positive outcomes were added. The regression model was statistically significant, F (7,140) = 5.251, *p* = 0.000. The adjusted R-square value indicated that the model explains 30.2% of variability in positive outcomes experienced. Table 4.20 depicts the regression model for model 2.

Table 4.20: Positive outcomes: regression model 2

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.774	0.656		6.459	0.000
Focus on tasks	-0.056	0.100	-0.050	-1.033	0.567
Shifting between tasks	-0.051	0.089	-0.052	-0.828	0.568
Task orientation	0.081	0.086	0.077	0.142	0.351
Procrastination	-0.294	0.077	-0.301	-4.653	0.000
Time-urgency	0.105	0.107	0.077	1.318	0.327
Training and skills	-0.069	0.066	-0.078	-0.776	0.293
Importance of deadlines	-0.107	0.018	-0.424	-5.804	0.000

Source: Researcher's own composition

The regression model identified procrastination and the importance of setting deadlines as statistical significant predictors of experiencing positive outcomes (at a 1% significance level). The standardised beta coefficients for both indicated a weak negative relationship with positive outcomes.

Hierarchical regression (model 3)

For the analysis of model three, the effects of supervisor support, co-worker support, procedural support and time management values were added. The regression model was statistically significant, F (11,136) = 4.489, *p* = 0.000. The adjusted R square value indicated that that the model explains 40.6% of the variability in positive outcomes experienced. Table 4.21 depicts the regression model for model 3.

Table 4.21: Positive outcomes: regression model 3

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.923	0.771		3.790	0.000
Focus on tasks	-0.055	0.093	-0.049	-0.597	0.552
Shifting between tasks	-0.039	0.084	-0.039	-0.460	0.646
Task orientation	0.067	0.080	0.064	0.844	0.400
Procrastination	-0.223	0.073	-0.228	-3.041	0.003
Time-urgency	0.129	0.100	0.095	1.286	0.201
Training and skills	-0.088	0.061	-0.099	-1.434	0.154
Importance of deadlines	-0.097	0.018	-0.383	-5.527	0.000
Supervisor support	0.084	0.104	0.073	0.803	0.423
Co-worker support	0.135	0.117	0.090	1.158	0.249
Procedural support	0.247	0.088	0.252	2.819	0.006
Time management values	0.031	0.085	0.026	0.366	0.715

Source: Researcher's own composition

The regression model identified procrastination (at a 5% significance level), the importance of setting deadlines (at a 1% significance level) and procedural support (at a 10% significance level) as significant predictors of experiencing positive outcomes. The standardised beta coefficient for both procrastination and importance of setting deadlines indicated a weak negative relationship with positive outcomes, while procedural support indicated a weak positive relationship with positive outcomes.

Hierarchical regression (model 4)

For the analysis of model four, the effect of setting goals, scheduling, prioritising and allocation of time to tasks were added. The regression model was statistically significant, F (15,132) = 3.855, p = 0.000. The adjusted R square value indicated that the model explains 47.4% of the variability in positive outcomes experienced. Table 4.22 depicts the regression model for model 4.

Table 4.22: Positive outcomes: regression model 4

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.923	0.771		3.790	0.000
Focus on tasks	-0.055	0.093	-0.049	-0.597	0.552
Shifting between tasks	-0.039	0.084	-0.039	-0.460	0.646
Task orientation	0.067	0.080	0.064	0.844	0.400
Procrastination	-0.223	0.073	-0.228	-3.041	0.003
Time-urgency	0.129	0.100	0.095	1.286	0.201
Training and skills	-0.088	0.061	-0.099	-1.434	0.154
Importance of deadlines	-0.097	0.018	-0.383	-5.527	0.000
Supervisor support	0.084	0.104	0.073	0.803	0.423
Co-worker support	0.135	0.117	0.090	1.158	0.249
Procedural support	0.247	0.088	0.252	2.819	0.006
Time management values	0.031	0.085	0.026	0.366	0.715
Setting goals	0.016	0.144	0.007	0.110	0.913
Prioritising	0.167	0.156	0.072	1.074	0.258
Scheduling	0.033	0.125	0.017	0.264	0.792
Allocation of time to tasks	0.503	0.128	0.273	3.922	0.000

Source: Researcher's own composition

The regression model identified procrastination, the importance of setting deadlines and the allocation of time to tasks (at a 1% significance level), procedural support (at a 5% significance level) and supervisor support (at a 10% significance level), as statistical significant predictors of experiencing positive outcomes. The standardised beta coefficient for procrastination and importance of setting deadlines indicated a weak and moderate negative relationship respectively with positive outcomes, while supervisor support, procedural support and allocation of time to tasks indicated a weak positive relationship with positive outcomes.

After the analyses for all four models were conducted, the adjusted R square showed that with each addition of succeeding independent variables, there was an increase in the percentage variability explained for the dependent variable, positive outcomes. Together the independent variables accounted for 47.4% of the variance for positive outcomes. Table 4.23 summarises the hierarchical regression model for the dependent variable, positive outcomes.

Table 4.23: Positive outcomes: model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.419	0.175	0.140	0.80097
2	0.579	0.335	0.302	0.72167
3	0.671	0.450	0.406	0.66582
4	0.726	0.527	0.474	0.62672

Source: Researcher's own composition

Specific independent variables that influenced the hierarchal regression model are summarised in table 4.24 below.

Table 4.24: Positive outcomes: variable specific influencers*

Independent variables	Model 1	Model 2	Model 3	Model 4
Procrastination	-.0398	-0.301	-0.228	-0.230
Importance of setting deadlines		-0.424	-0.383	-0.336
Supervisor support				0.147
Procedural support			0.252	0.190
Allocation of time to tasks				0.273

Source: Researcher's own composition

*Standardised beta coefficients are presented (see Tables 4.19-22)

The hierarchical regression for the dependent variable, positive outcomes, shows that not only do the dimensions of the TiME scale significantly contribute to the positive outcomes experienced, but also that specific independent variables within the TiME aspects contribute to positive outcomes experienced. The TiME scale, however, not only includes positive outcomes but also negative outcomes experienced, which will now be discussed.

4.4.4.2 Analysis with negative outcomes as dependent variable

Correlation and multiple hierarchical regression analyses were conducted to examine the relationship between the dependent variable, negative outcomes and various independent variables of the TiME scale. The hierarchical model analyses were conducted, each model including succeeding TiME scale dimensions, as depicted in Figure 4.15.

Table 4.25 summarises the independent variables included in each of the three steps. In accordance with the TiME scale, the time management behaviours (q5.1-5.4) do not form part of the hierarchical regression for negative outcomes, and will therefore not be included in the analyses. The three negative outcomes hierarchical models will be discussed individually and summarised below.

Table 4.25: Summary of results for binary logistical regression of negative outcomes

Model	Variables included
1	1. Time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management
2	1. Time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management 2. Importance of deadlines
3	1. Time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management 2. Importance of deadlines 3. Supervisor support, co-worker support, procedural support and time management values

Source: Researcher's own composition

Hierarchical regression (model 1)

The analysis of model one showed that the influence of time-urgency, focus on tasks, shifting between tasks, tasks orientation, procrastination, level of experience and skills in time management on negative outcomes was not significant, $F(6,142)=1.813$, $p = 0.101$. The adjusted R-square value indicated that the model only explains 3.2% of variability in negative outcomes experienced. Table 4.26 depicts the regression model for model 1.

Table 4.26: Negative outcomes: regression model 1

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.415	0.810		1.746	0.083
Focus on tasks	0.315	0.123	0.270	2.571	0.011
Shifting between tasks	-0.099	0.109	-0.098	-0.912	0.363
Task orientation	-0.053	0.106	-0.048	-0.505	0.615
Procrastination	-0.125	0.092	-0.122	-1.355	0.178
Time-urgency	0.068	0.132	0.047	0.513	0.609
Training and skills	-0.009	0.081	-0.009	-0.108	0.914

Source: Researcher's own composition

Although the F test indicated non-significance of the model, the model did indicate that focus on tasks was a statistical significant predictor of experiencing negative outcomes (at a 5% significance level). The standardised beta coefficient indicated a weak positive relationship with negative outcomes.

Hierarchical regression (model 2)

For the analysis of model two, the effect of the importance of deadlines on negative outcomes was added. The regression model was not statistically significant, F (7,141) = 1.538, p = 0.145. The adjusted R-square value indicated that the model explains 2.7% of variability in negative outcomes experienced. Table 4.27 depicts the regression model for model 2.

Table 4.27: Negative outcomes: regression model 2

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.409	0.812		1.735	0.085
Focus on tasks	0.308	0.124	0.264	2.492	0.014
Shifting between tasks	-0.103	0.109	-0.102	-0.948	0.345
Task orientation	-0.061	0.107	-0.055	-0.572	0.568
Procrastination	-0.134	0.094	-0.131	-1.425	0.156
Time-urgency	0.073	0.133	0.051	0.553	0.581
Training and skills	-0.007	0.081	-0.007	-0.083	0.934
Importance of deadlines	0.012	0.023	0.044	0.513	0.609

Source: Researcher's own composition

Once again, the regression model only identified the focus on tasks as a statistical significant predictor of experiencing negative outcomes (at a 5% significance level). The standardised beta coefficient indicated a weak positive relationship with negative outcomes.

Hierarchical regression (model 3)

For the analysis of model three, the effect of supervisor support, co-worker support, procedural support, time management values on negative outcomes were added. The regression model was statistically significant, F (11,137) = 1.825. The adjusted R square value indicated that the model explains 5.8% of the variability in positive outcomes experienced. Table 4.28 depicts the regression model for model 3.

Table 4.28: Negative outcomes: regression model 3

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.088	1.018		3.033	0.003
Focus on tasks	0.290	0.122	0.248	2.369	0.019
Shifting between tasks	-0.078	0.110	-0.076	-0.706	0.481
Task orientation	-0.066	0.105	-0.059	-0.622	0.535
Procrastination	-0.115	0.095	-0.113	-1.217	0.226
Time-urgency	0.090	0.133	0.063	0.677	0.499
Training and skills	-0.017	0.081	-0.018	-0.206	0.837
Importance of deadlines	-0.005	0.023	-0.018	-0.209	0.835
Supervisor support	-0.024	0.138	-0.020	-0.177	0.860
Co-worker support	-0.189	0.153	-0.122	-1.233	0.220
Procedural support	0.023	0.115	0.022	0.197	0.844
Time management values	-0.219	0.113	-0.174	-1.947	0.054

Source: Researcher's own composition

The regression model identified the focus on tasks (at a 5% significance level) and time management values (at a 10% significance level) as statistical significant predictors of experiencing negative outcomes. The standardised beta coefficient for focus on tasks indicated a weak positive relationship with negative outcomes while the standardised beta coefficient for time management values indicated a weak negative relationship with experiencing negative outcomes.

After the analyses for all three models were conducted with succeeding independent variables, the adjusted R square did not reveal a significant overall increase in variability. The variability explained decreased with the addition of the independent variable 'importance of setting deadlines', indicating a decrease in the influence on negative outcomes being experienced. With regression model 3, the addition of the remaining independent variables saw a slight increase in the variability explained. Together the independent variables accounted for only 5.8% of the variance for

negative outcomes. Table 4.29 summarises the hierarchical regression model for the dependent variable negative outcomes.

Table 4.29: Negative outcomes: model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.267	0.071	0.032	0.89261
2	0.270	0.073	0.027	0.89493
3	0.357	0.128	0.058	0.88060

Source: Researcher's own composition

Specific independent variables that influenced the hierarchical regression model are summarised in Table 4.30 below.

Table 4.30: Negative outcomes: variable specific influencers*

Independent variables	Model 1	Model 2	Model 3
Focus on tasks	0.270	0.264	0.248
Time management values			-0.174

Source: Researcher's own composition

*Standardised beta coefficients are presented (See Tables 4.26-28)

The hierarchical regression for the dependent variable, negative outcomes, shows that the dimensions of the TiME scale contribute very little in explaining the variance in the dependent variable, negative outcomes experienced.

4.5 CONCLUSION

Chapter 4 focused on the analyses conducted on the empirical data collected. The demographic profile of the participants was found to consist mainly of female participants of White or African descent. Only a small number of participants held managerial positions.

The remainder of the statistical analyses were conducted in two phases. The first phase involved the descriptive analysis regarding the TiME scale showed that in terms of personality factors affecting time management abilities, a good potential for time management was displayed. This potential is due to a high level of time-urgency and preference to work on more than one task at a time (polychronic behaviour). The

participants did, however, indicate that they procrastinate to some extent. The training and skills of participants were also investigated. Just over half of participants indicated that they have indeed received time management training in the past, however, the participants did not perceive themselves to have rather high time management expertise and skills.

All the participants indicated that their job is time-dependant and time-demanding. The majority of participants also indicated that deadlines are an important tool used within their organisation, and keeping to these deadlines is seen as of high importance. It also became apparent that overall organisations do not provide a facilitating and supportive environment. Concerning time management behaviour, the participants perceived it as an important practice in the event management sector. Finally, the majority of participants only experienced positive outcomes to some extent. Negative outcomes, such as high stress levels, were also experienced regularly. The participants do, however, not consider resigning their current job or pursuing another speciality.

The second phase involved inferential analysis, which included an explorative factor analysis, binary logistical regression and hierarchical regression analyses. Firstly, the explorative factor analysis identified eleven factors (summarised in Table 4.31), which, together with variables from question 2, 3 and 5 in the questionnaire, served as independent variables for the binary logistical analysis.

Table 4.31: Summary of explorative factor analysis

TiME scale dimension	Factor label	Cronbach Alpha	Scale items included
Time urgency		0.856	1.1 – 1.4; 1.6 – 1.8
Polychronicity	**Focus on tasks**	0.794	1.9 – 1.12
	Shifting between tasks	0.724	1.13 – 1.14; 1.16 – 1.18
	Task orientation	0.770	1.15; 1.19 – 1.21
Procrastination		0.947	1.23 – 1.33
Facilitating and supportive environment	**Supervisor support**	0.920	4.1 – 4.8
	Co-worker support	0.633	4.9 – 4.11
	Procedural support	0.864	4.12 – 4.15
	Time management values	0.884	4.16 – 4.18

Secondly, the binary logistical analysis determined that a relationship does exist between personality factors, time management training and skills, and the job's time demand, as well as between the time management environment and individual's time management behaviours (summarised in Table 4.32). Finally, a hierarchical regression, using an analysis of variance models, was conducted and it determined that the TiME scale aspects influence the positive and negative outcomes experienced by the participants. It also showed that there are specific variables within the TiME scale aspects that affect the outcomes being experienced (summarised in Table 4.31).

Table 4.32: Summary of regression analysis

Analysis	Model	Findings
Binary logistic regression	Model 1	Task orientation is a statistical significant predictor at 5% level of significance
		Procrastination is a statistical significant predictor at 5% level of significance
		Focus on tasks is a statistical significant predictor at 10% level of significance
		Those that have a low level of experience and skills (21-40%) are 4.096 times more likely than the reference group to choose a high level of importance of deadlines
	Model 2	Time management values is a statistical significant predictor at 1% level of significance
	Model 3	Supervisor support is a statistical significant predictor at 5% level of significance
	Model 4	The results indicated no statistical significant predictor
	Model 5	Procedural support is a statistical significant predictor at 5% level of significance
		Co-worker support is a statistical significant predictor at 10% level of significance
Hierarchical regression: Positive outcomes	Model 1	Procrastination is a statistical significant predictor at 1% level of significance
	Model 2	Procrastination is a statistical significant predictor at 1% level of significance
		Importance of deadlines is a statistical significant predictor at 1% level of significance
	Model 3	Procrastination is a statistical significant predictor at 5% level of significance
		Importance of deadlines is a statistical significant predictor at 1% level of significance
		Procedural support is a statistical significant predictor at 10% level of significance
	Model 4	Procrastination is a statistical significant predictor at 1% level of significance

		Importance of deadlines is a statistical significant predictor at 1% level of significance
		Supervisor support is a statistical significant predictor at 10% level of significance
		Procedural support is a statistical significant predictor at 5% level of significance
		Allocation of time to tasks is a statistical significant predictor at 1% level of significance
Hierarchical regression: Negative outcomes	Model 1	Focus on tasks is a statistical significant predictor at 5% level of significance
	Model 2	Focus on tasks is a statistical significant predictor at 5% level of significance
	Model 3	Focus on tasks is a statistical significant predictor at 5% level of significance
		Time management values is a statistical significant predictor at 10% level of significance

In the final chapter, the study will be summarised and conclusions are drawn based on the results, which is followed by inferences and recommendations being made.

CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The purpose of the study was to determine whether time management within the event management sector of Pretoria coincides with the dimensions identified within the TiME scale. This chapter draws conclusions from the empirical research, and provides recommendations on how the event management sector can improve their time management abilities. The chapter concludes with a discussion of the assumptions, delineations, and limitations of the study and an identification of opportunities for future research.

5.2 CHAPTER OVERVIEW

The below discussion serves as a brief description of the key aspects discussed in each chapter.

Chapter 1: Introduction to the study

The first chapter introduced the study and provided a background to the key concepts. The theoretical aspects relevant to time management and event management were discussed, and the research methodology to be followed was summarised. Finally, the chapter structure was outlined.

Chapter 2: Managing time within the event management sector

The purpose of Chapter 2 was to provide a theoretical foundation to the key aspects discussed in the study. The structure of the chapter (see Figure 2.1) included:

- Exploring the nature of the resource ‘time’ and the importance of managing this scare resource.
- A discussion of time management models and structures that exist to enhance time management practices.
- Investigating the conceptual framework and measurement tool, the time management environment (TiME) scale, and the dimensions encompassed in the scale.

- Exploring the available literature on the nature of events.
- Considering the management of events and the nature of the event management sector.
- Establishing the importance of time management within the event management sector.

Chapter 3: Research methodology

The purpose of Chapter 3 was to establish the research methodology that was followed when gathering empirical data for the study. The main aim of empirical data is to contribute to achieving the secondary objectives that have been set, through the doing of the following activities:

- Methodological aspects to be used in the empirical data collection for the study (summarised in Table 3.1-3.6).
- The instrument to be used for empirical data collection. The instrument was based on the dimensions and sub-dimensions of the TiME scale. The questionnaire included aspects from previously conducted studies and aspects that were self-designed.
- The sample from which the empirical data would be collected.
- Identifying the necessary descriptive and inferential statistical analyses required to draw meaningful conclusions and to make recommendations from the empirical data that was gathered.

Chapter 4: Data analysis and interpretation

Chapter 4 presented the empirical findings from the descriptive and inferential statistical analyses conducted. Data analyses were conducted in two phases. The first phase of data analysis established the demographic profile of the participants in the study, and described the characteristics of the data through descriptive statistical analyses in terms of the TiME scale dimensions. Phase 2 involved inferential statistical analyses and included explorative factor analyses to determine any underlying factors, determining whether independent variables could predict the outcome of a dependent variable using binary logistical regression analyses and to test whether a relationship does exist between the dimensions of the TiME scale and the event management sector through hierarchical regression analyses.

5.3 OBJECTIVES ADDRESSED

The research objectives of the study were identified from the theoretical study in Chapter 2. In the section below, each of the five secondary research objectives will be discussed separately, and it will be shown how they have contributed to the achievement of the primary research objective.

5.3.1 Secondary research objectives

The section below presents a discussion of each of the secondary research objectives of the study.

SRO 1:	**To determine whether an individual's personality and time management knowledge and skills influence their time management abilities.**

In order to achieve this objective, personality factors influencing an individual's time management abilities and the training and skills of the individual were considered. The TiME scale encompasses research by numerous authors to include both personality aspects of time management and aspects of the environment in which time management occurs. The TiME scale, therefore, allows for a more holistic view of the time management abilities, both as an organisation and on an individual basis within the organisation. In terms of personality factors (Section 2.2.4.1), an individual with high time-urgency tends to be beneficial to organisations, as a greater emphasis is placed on punctuality; moreover, an individual with polychronic tendencies will further benefit the organisation, as they are able to participate in numerous activities at the same time. Finally, individuals who refrain from procrastination offer the most benefits to the organisation, as these individuals are decisive and complete tasks on time (Burt *et al.,* 2010:649-668).

Organisations can adapt through the recruitment of individuals who have personality factors predisposed to good time management and who possess a positive person-job "fit" (Section 2.2.4.3).

Time management training has shown to teach planning and management capabilities that will increase efficiency at work and increase control over time. Time management training was found to enhance the use of time management behaviour and it increases well-being at work (Section 2.2.4.2), which in turn, holds benefits for the organisation.

Organisations can therefore improve the employees' time management abilities through additional time management training, support from supervisors and co-workers, procedural support and by instilling sound time management values.

Conclusion 1.1: The conclusion is as follows:

- The high sense of time urgency indicated by participants could translate to an better understanding of the importance of punctuality;
- The high polychronic tendencies indicated by participants could translate to a better person-job fit in terms of time management abilities and the time demanding nature of the job; and
- The tendency to procrastinate indicated by participants could translate to a decrease in job performance, increase in missed deadlines, and inability to complete tasks.

Considering the above issues, the recommendations for event management organisations made are:

Recommendation 1.1: Personality factors such as time-urgency, polychronic tendencies and procrastination abstinence can influence an individual's time management abilities.

Recommendation 1.2: During the recruitment process, event management organisations should consider individuals' abilities and skills to ensure the employees are predisposed to time management in a high time-demand sector.

Conclusion 1.2: The low time management knowledge and skills as perceived by participants could lead to an increase in missed deadlines, increased pressure at work, and under-utilisation of time.

Considering the above issues, the recommendations for event management organisations made are:

Recommendation 1.3: Individuals who have received time management training can use their time more efficiently and have better control over their time.

Recommendation 1.4: Event management organisations should increase the time management support provided within the organisation to enable and encourage employees to manage time effectively.

SRO 2: To determine whether an organisation's time demand, time management environment and time management behaviours influence their time management abilities.

In order to achieve this objective, the organisation should reflect on their time demand, the time management environment established by the organisation and time management behaviours used within an organisation, adjusting the environment to allow for a more effective use of time. An organisation's time demand should correlate with the individual's time personality, effectively connecting the individual and working environment. A match or fit between the individual and the organisation's time personalities can increase efficiency and well-being. Organisations should also facilitate and support time management through supervisor support, co-worker support and by emphasising the use of time management behaviours to increase effective time management and increase the likelihood of successful time management.

Conclusion 2.1: The conclusion is as follows:

- Due to the time demanding nature of the work environment, effective management of time could lead to an increase in job performance, a decreased in missed deadlines, better utilisation of time; and
- Due to the importance placed on setting deadlines and keeping to these deadlines, participants possibly possess sound time management reasoning.

Considering the above issues, the recommendations for event management organisations made are:

Recommendation 2.1: Ensuring the correct fit between the individual's time personality and organisation's time personality, referred to as job-person fit, can increase efficiency and well-being at work.

Recommendation 2.2: As the event management sector is time-demanding, event management organisations should consider an individual's time personality when recruiting and ensure a job-person fit exist to increase effective time management and to increase the likelihood of successful time management.

Conclusion 2.2: The conclusion is as follows:

- Insufficient supervisor support as indicated by participants could influence time management abilities causing a decrease in employee job performance and decrease in employee motivation. This could occur as there is a lack of guidance and management;
- Sufficient co-worker support as indicated by participants could have a positive influence on time management abilities causing an increase in work performance, increase in motivation, and increase in deadlines met. This could occur due to co-workers reminding each other of appointments, working together to plan daily schedules, and establishing a sense of comradery;
- The lack of time management documentation and techniques could influence time management abilities causing an increase in deadlines missed, an increase in errors occurring, and decrease in job performance. This could contribute to the perception that event management organisations do not create time management supportive and facilitating environments; and
- Because participants perceive time as an important resource, the correct environment and management can positively influence the time management abilities of employees.

Considering the above issues, the recommendations for event management organisations made are:

Recommendation 2.3: Organisations should ensure a supportive and facilitating time management environment to increase effective time management and the likelihood of successful time management.

Recommendation 2.4: As a time-demanding sector, event management organisations should ensure an environment that supports and facilitates time management through supervisor and co-worker support and emphasises the use of time management behaviours.

SRO 3: To determine whether a relationship does exist between the dimensions of the TiME scale.

In order to achieve this objective, binary logistical regression (see Table 4.32) analyses were conducted which indicate the size, direction and significance of the relationship between variables.

Conclusion 3.1: Due to the relationships that exist between the TiME scale dimensions personality factors, training and skills could influence time management abilities especially within a high time-demand job (see Figure 5.1). The influence could branch from individuals' recruited and the personality factors they possess and new and existing employees time management training, skills and knowledge.

Conclusion 3.2: Due to the significant influences of the time management environment on time management behaviours (see Figure 5.1) one could note the importance of creating a supportive and facilitating environment. The influence could negatively affect the successful practice of time management behaviours if aspects of the time management environment, procedural support, supervisor support, co-worker support, and time management values is lacking or does not encourage the use of time management behaviours.

Figure 5.1 illustrates the significant relationships between the TiME scale dimensions as determined by the empirical findings discussed in Chapter 4 (Section 4.4.3).

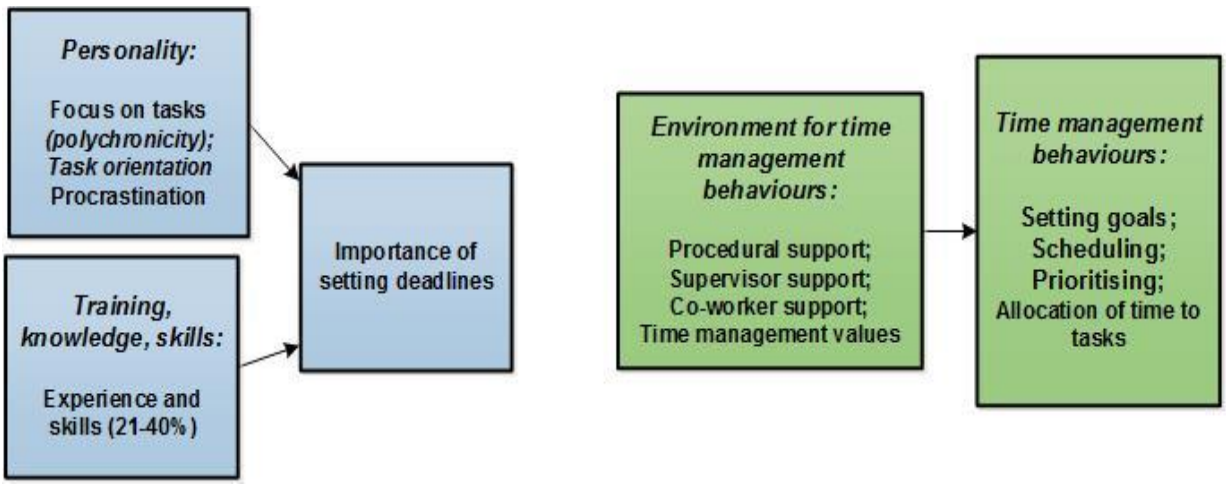

Figure 5.1: Relationship between dimensions of the TiME scale as from empirical findings

Source: Compiled by researcher

As the objective addresses the relationship between dimensions of the TiME scale, recommendations applicable to the event management sector cannot be made.

SRO 4:	**To determine whether the time management in the event management sector reflect the dimensions in the TiME scale when making time management decisions.**

In order to achieve this objective, hierarchical multiple linear regression analyses were conducted (see Table 4.32).

Conclusion 4.1: The considerations of the TiME scale dimensions when making time management decisions could cause significant influences on time management abilities and outcomes:

- Employees not prone to procrastination could experience more positive outcomes;
- Employees inclined to set deadlines could experience more positive outcomes;
- Employees within organisational environments with sufficient supervisor and procedural support could experience more positive outcomes;
- Employees practicing allocation of time to tasks as a time management behaviour could experience more positive outcomes;
- Employees not likely to focus on more than one tasks at a time could experience more negative outcomes; and
- Employees not placing sufficient value on time management could experience more outcomes that are negative.

Considering the above issues, the recommendations for event management organisations made are:

Recommendation 4.1: As procrastination aversion, setting deadlines, sufficient supervisor and procedural support and allocation of time to tasks could influence the positive time management outcomes experienced, organisations should strive to not only correctly implement these influencers, but also increase the presence of these influences within the organisation. In the same way, organisations should strive to adjust a tendency to focus on only one tasks at a time to and encourage focusing on numerous tasks at the same time, therefore minimising negative outcomes experienced. Further, placing high value on time management could encourage a

more effective use of time management causing a decrease in negative time management outcomes experienced.

Recommendation 4.2: In order to ensure experiencing more significant positive outcomes and less negative outcomes the event management sector of Pretoria should strive to include more dimensions of the TiME scale. This sector could specifically focus on:

- Recruiting individuals with high time management abilities in terms of personality (time-urgency, polychronicity and procrastination) and knowledge and skills;
- Current employees' time management abilities should be improved through training (improved knowledge and skills);
- As the event management sector is time-demanding, the time management environment should be enhanced. This can be done through additional encouragement of co-worker support, which currently does not contribute to positive outcomes experienced; and
- Use of time management behaviours which are currently not contributing to experiencing positive outcomes (setting goals, prioritising, scheduling) should be encouraged.

SRO 5:	**To adapt the TiME scale to better serve the event management sector of Pretoria.**

The aim of this objective was to develop a conceptual framework specific to the time management dimensions shown to influence time management abilities within the event management sector of Pretoria. Figure 5.2 (next page) illustrates the conceptual framework applicable to the event management sector of Pretoria.

The conceptual framework was developed through results obtained from the hierarchical multiple linear regression analyses (see Table 4.32) and incorporated all TiME scale dimension shown to be significant influencers of the positive and negative time management outcomes experienced. The conceptual framework shows notable differences explained as follows:

- In terms of personality factors the conceptual framework specific to event management organisations (see Figure 5.2) differ from the integrative model (Burt

et al., 2010: 649-668) as it only incorporates focus on tasks (polychronic use of time) and procrastination as significant influencers of time management outcomes. The reason for the omission of personality factors time urgency, shifting between tasks (polychronic use of time), and task orientation (polychronic use of time) is because results indicated that these factors were not significant influencers of time management outcomes experienced.

- Although the integrative model (Burt *et al.*, 2010: 649-668) incorporated time management training, knowledge and skills as an influencer of time management outcomes, the conceptual framework specific to event management organisations indicated that time management training, knowledge and skills do not have a significant influence on time management outcomes experienced (see Figure 5.2). For that reason the time management training, knowledge and skills dimension was omitted from the conceptual framework developed.
- As with the integrative model, the event management sector was shown to be high in time demand. The dimension is therefore also incorporated in the conceptual framework (see Figure 5.2), which is significantly influenced by setting deadlines. The conceptual framework therefore improved on the time demand dimension of the integrative model (Burt *et al.*, 2010: 649-668) with the incorporation of setting deadlines as significant influencer. This incorporation could allow for a more in-depth determination of a sector's high or low time demand and the influence of setting deadlines on time management outcomes.
- In terms of a facilitating and supportive environment, the conceptual framework specific to event management organisations differs from the integrative model (Burt *et al.*, 2010: 649-668) by incorporating specific significant influencers. The incorporation of significant influencers procedural support, supervisor support and facilitating time management values (see Figure 5.2) allows more depth when determining whether an organisation provides a facilitating and supportive environment in terms of increasing positive outcomes experienced and minimising negative outcomes experienced.
- In terms of time management behaviours practiced, the conceptual framework specific to event management organisations (see Figure 5.2) differ from the integrative model (Burt *et al.,* 2010: 649-668) as it only incorporates allocation of time to tasks as a significant influencer of positive time management outcomes.

The reason for the omission of setting goals, prioritising and scheduling is that results indicated that these factors were not significant influencers of the positive time management outcomes experienced.

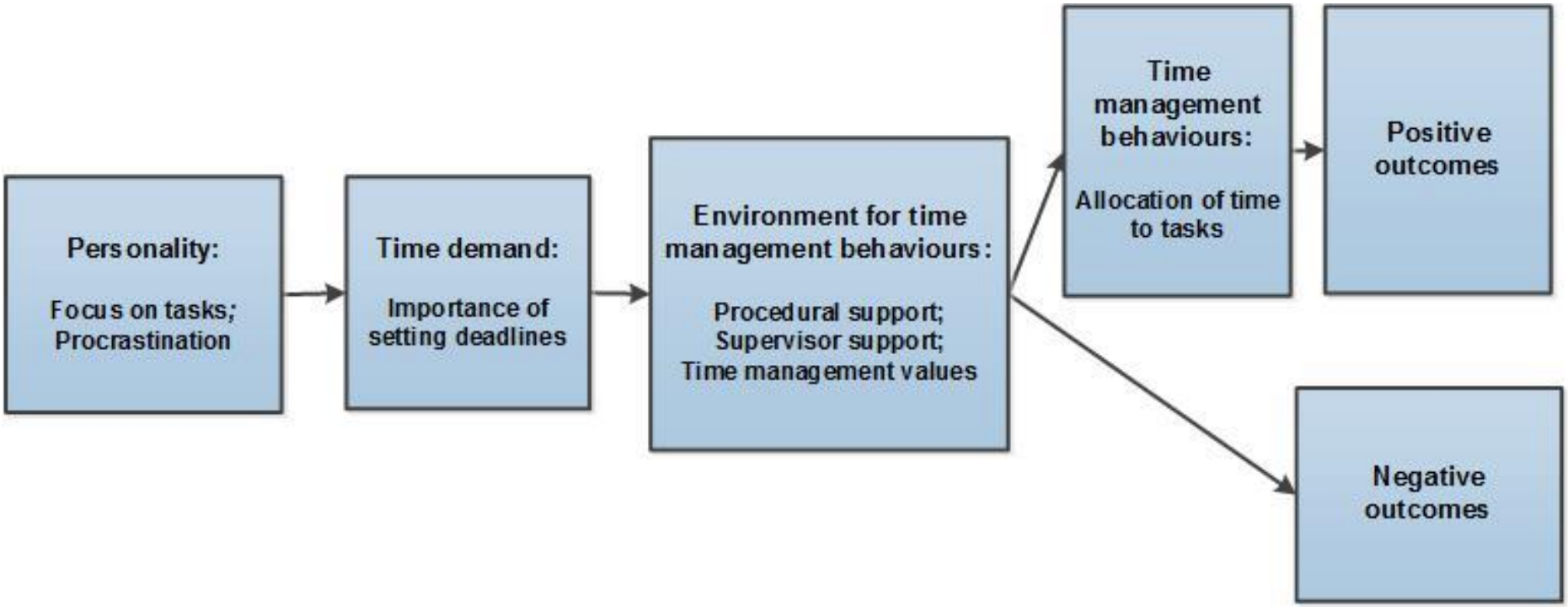

Figure 5.2: TiME scale as applicable to the event management sector

Source: Compiled by researcher

5.3.2 Primary research objective

PRO:	**To determine whether time management within the event management sector of Pretoria coincides with the dimensions identified within the TiME scale.**

The conclusions and recommendations of the Secondary Research Objectives 1 to 5 assisted in answering the primary research objective, to determine whether time management within the event management sector of Pretoria coincides with the dimensions identified within the TiME scale. Conclusions drawn from the empirical research that was conducted determined that the event management sector of Pretoria only coincides with the dimensions of the TiME scale to some extent. Consequences due to the lack of and the necessity to incorporate all the TiME scale dimensions could be determined through additional research.

With the secondary objectives discussed and concluded it is still necessary to state the delineations and limitations of the study and propose future research that can add further value to the research subject.

5.4 CONTRIBUTION TO THE BODY OF KNOWLEDGE

The conclusions drawn and recommendations provided contribute to the body of knowledge through:

- Contributing to the literature field of time management and the use of time management models.
- Contributing to the literature field of event management and time management within event management organisations.
- Indicating whether event management organisations' owners/managers in Pretoria, South Africa, provide the necessary support and opportunities for their employees to manage time effectively.
- Indicating whether the TiME scale dimensions are relevant in the event management sector of Pretoria, South Africa.

5.5 DELINEATION AND LIMITATIONS OF THE STUDY

It is important for a research study to delineate the area and type of participants that were approached. This study only approached (population) event management

organisations registered with the OLX free advertisement classifieds' website, search narrowed by key words "Event Management" and "Pretoria".

A limitation of the study arose due to the fact that only Pretoria event management organisations registered with the OLX free advertisement classifieds were included in the population of the study, which might affect the extent to which the sample is representative of the event management organisations in Pretoria, and the extent to which the results can be generalised nationwide.

The limited availability of literature, concerning the two key aspects discussed within the study, meant the review lacked an in-depth base on which to base the conclusions and recommendations to be drawn. Furthermore, it was found that the limited recent academic sources further inhibited the depth of literature reviewed.

5.6 ASSUMPTIONS

The researcher made the following assumptions:

- The researcher assumes that the participants acted truthfully when answering the questionnaires. This assumption is based on the fact that questionnaires were collected anonymously.
- The researcher assumes that the participants have at least basic knowledge of time management.

5.7 FUTURE RESEARCH IDENTIFIED

Future research may include investigating whether adhering to the TiME scale within the event management sector has an effect on the success of an event and the event management organisation. This can also be tested on other business sectors nationally and in the international environment.

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APPENDICES

APPENDIX A: QUESTIONNAIRE - OWNERS

Respondent no.

QUESTION 1: PERSONALITY FACTORS INFLUENCING TIME MANAGEMENT

Please read the following statements below and indicate your level of agreement with the statement. *Mark your answer with an X.*

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.1	I normally talk rapidly					
1.2	I am restless and fidgety					
1.3	I always feel pressed for time					
1.4	I am hard driving and competitive					
1.5	I am easy going					
1.6	I work quickly and energetic					
1.7	I am ambitious					
1.8	I believe I am responsible					
1.9	I prefer to work on several projects in a day, rather than completing one project and then switching to another					
1.10	I would like to work in a job where I was constantly shifting from one task to another, like a receptionist or an air traffic controller					
1.11	I lose interest in what I am doing if I have to focus on the same task for long periods of time, without thinking about or doing something else					
1.12	When doing a number of assignments, I like to switch back and forth between them rather than do one at a time					
1.13	I like to finish one task completely before focusing on anything else					

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.14	It makes me uncomfortable when I am not able to finish one task completely before focusing on another task					
1.15	I am much more engaged in what I am doing if I am able to switch between several different tasks					
1.16	I do not like having to shift my attention between multiple tasks					
1.17	I would rather switch back and forth between several projects than concentrate my efforts on just one					
1.18	I would prefer to work in an environment where I can finish one task before starting the next					
1.19	I don't like when I have to stop in the middle of a task to work on something else.					
1.20	When I have a task to complete, I like to break it up by switching to other tasks intermittently					
1.21	I have a "one-track" mind					
1.22	I prefer not to be interrupted when working on a task					
1.23	I delay making decisions until it's too late					
1.24	Even after I make a decision I delay acting upon it					
1.25	I put off making decisions					
1.26	I waste a lot of time on trivial matters before getting to the final decision					
1.27	In preparation for some deadline, I often waste time by doing other things					
1.28	Even jobs that require little else except sitting down and doing them, I find that they seldom get done for days					

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.29	I often find myself performing tasks that I had intended to do days before					
1.30	I am continually saying "I'll do it tomorrow"					
1.31	I find myself running out of time					
1.32	I don't get things done on time					
1.33	I am not very good at keeping deadlines					

QUESTION 2: TRAINING, KNOWLEDGE AND SKILLS

2.1 I have had time management training in the past. | Y | N |

2.1.1 (If **no**, skip to **question 2.2**)
If **yes**, please indicate below what type of training you received?

- ☐ Degree
- ☐ Diploma
- ☐ Certificate
- ☐ Short-learning Programme
- ☐ Online training Programme

2.1.2 I had time management training because my work required it from me | Y | N |

2.1.3 I would rate my level of time management knowledge received from time management training as: *(tick the most appropriate answer)*.

- ☐ 0%-20%
- ☐ 21%-40%
- ☐ 41%-60%
- ☐ 61%-80%
- ☐ 81%-100%

2.2 I would rate my level of current **experience and skills** regarding management of time as: *(tick the most appropriate answer)*.

- ☐ 0%-20%
- ☐ 21%-40%
- ☐ 41%-60%
- ☐ 61%-80%
- ☐ 81%-100%

QUESTION 3: JOB'S TIME DEMAND

3.1 In your opinion is your job time dependent?

Y	N

3.2 Please rate the **importance** of deadlines in your organization (1 being **not important**; 10 being **very important**). *Mark with an X.*

1	2	3	4	5	6	7	8	9	10

3.3 Please rate the importance of **keeping** to set deadlines in your organization (1 being **not important**; 10 being **very important**). *Mark with an X.*

1	2	3	4	5	6	7	8	9	10

3.4 Do you view time as an important resource within your organization?

Y	N

QUESTION 4: FACILITATING AND SUPPORTING ENVIRONMENT

Please read the following statements below and indicate your level of agreement with the statement. *Mark your answer with an X.*

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.1	Supervisors provide clear task guidelines					
4.2	Plans for task completion are developed with supervisors					
4.3	Feedback on my task priorities are given regularly					
4.4	Task priorities are regularly discussed with supervisors					
4.5	Jobs are designed around task sequences					
4.6	Supervisors are interested in the processes used to complete tasks					
4.7	Processes used to achieve goals are continuously monitored					
4.8	Jobs are designed around the key processes needed to achieve goals					
4.9	Co-workers discuss task priorities and goals					

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.10	Staff work together to organise each day's schedule					
4.11	Staff remind each other of appointments					
4.12	Performance is reviewed within a performance appraisal system					
4.13	Making time to plan a day's work is encouraged					
4.14	Documents on time management practise are provided to staff					
4.15	Use of time management techniques is facilitated by supervisors					
4.16	Emphasis is placed on keeping to deadlines					
4.17	Time is considered to be an important resource					
4.18	Productive use of time is a key value					

QUESTION 5: TIME MANAGEMENT BEHAVIOURS

Please indicate whether you practice the following time management behaviours *(tick all appropriate options)*.

- ☐ Setting goals
- ☐ Prioritising
- ☐ Scheduling
- ☐ Allocation of time to tasks

QUESTION 6: OUTCOMES EXPERIENCED DUE TO TIME MANAGEMENT

Please indicate to what degree you experience the following outcomes regarding time management in your organization. *Mark your answer with an X.*

	Outcome	Not at all	Not on a regular basis	Moderate	On a regular basis	Always
6.1	Punctuality					
6.2	Procrastination avoidance					
6.3	Awareness of time use					
6.4	Awareness of planning					
6.5	Temporal prioritizing of tasks					
6.6	Accurate allocation of time					
6.7	Staying on schedule					
6.8	Meeting deadlines					
6.9	Synchronization and coordination of tasks					

	Outcome	Not at all	Not on a regular basis	Moderate	On a regular basis	Always
6.9	Synchronisation and coordination of tasks					
6.10	Autonomy of time use					
6.11	Perceived control of time					
6.12	High stress levels					
6.13	Unsatisfactory performance					
6.14	Consider resigning your job					
6.15	Considering another specialty					

QUESTION 7: ORGANISATIONAL INFORMATION *Please mark the appropriate box with an X*

7.1 Where is your organization located?

- ☐ Pretoria East
- ☐ Pretoria North
- ☐ Pretoria West
- ☐ Pretoria Moot
- ☐ Pretoria CBD

7.2 How many years have your organisation been in existence?

- ☐ Less than 3 years
- ☐ 3-5 years
- ☐ Longer than 6 years

7.3 How many employees does the organization currently have?

- ☐ Less than 2
- ☐ 2 - 5
- ☐ More than 6

7.4 How many employees have you hired in the past year?

- ☐ None
- ☐ 1 - 2
- ☐ 3 or more

7.5 On a scale of 1 to 10 how successful in your opinion is your business? (1 being **not successful**; 10 being **very successful**). *Mark with an X.*

1	2	3	4	5	6	7	8	9	10

7.6 How satisfied are you with the holistic functioning of the organization? (1 being highly **unsatisfied**; 10 being **very satisfied**). *Mark with an X.*

1	2	3	4	5	6	7	8	9	10

7.7 With what percentage did the organization's **profits** increase the past year?

- ☐ 1%-20%
- ☐ 21%-40%
- ☐ 41%-60%
- ☐ 61%-80%
- ☐ 81%-100%
- ☐ No profit

7.8 With what percentage did the organization's **customer base** increase over the past year?

- ☐ 1%-20%
- ☐ 21%-40%
- ☐ 41%-60%
- ☐ 61%-80%
- ☐ 81%-100%
- ☐ No increase

QUESTION 8: DEMOGRAPHICAL INFORMATION *Please mark the appropriate box with an X*

8.1 How long have you worked in the event management industry

- ☐ < 2 years
- ☐ 2-5 years
- ☐ 6-10 years
- ☐ Longer than 10 years

8.2 Please indicate your gender

- ☐ Male
- ☐ Female

8.3 Please indicate your age group

- ☐ 18 – 25
- ☐ 26 – 35
- ☐ 36 – 45
- ☐ 46 and older

8.4 Please indicate your ethnicity

- ☐ African
- ☐ White
- ☐ Coloured
- ☐ Asian/Indian

APPENDIX B: QUESTIONNAIRE - EMPLOYEES

Respondent no.

QUESTION 1: PERSONALITY FACTORS INFLUENCING TIME MANAGEMENT

Please read the following statements below and indicate your level of agreement with the statement. *Mark your answer with an X.*

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.1	I normally talk rapidly					
1.2	I am restless and fidgety					
1.3	I always feel pressed for time					
1.4	I am hard driving and competitive					
1.5	I am easy going					
1.6	I work quickly and energetic					
1.7	I am ambitious					
1.8	I believe I am responsible					
1.9	I prefer to work on several projects in a day, rather than completing one project and then switching to another					
1.10	I would like to work in a job where I was constantly shifting from one task to another, like a receptionist or an air traffic controller					
1.11	I lose interest in what I am doing if I have to focus on the same task for long periods of time, without thinking about or doing something else					
1.12	When doing a number of assignments, I like to switch back and forth between them rather than do one at a time					
1.13	I like to finish one task completely before focusing on anything else					

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.14	It makes me uncomfortable when I am not able to finish one task completely before focusing on another task					
1.15	I am much more engaged in what I am doing if I am able to switch between several different tasks					
1.16	I do not like having to shift my attention between multiple tasks					
1.17	I would rather switch back and forth between several projects than concentrate my efforts on just one					
1.18	I would prefer to work in an environment where I can finish one task before starting the next					
1.19	I don't like when I have to stop in the middle of a task to work on something else.					
1.20	When I have a task to complete, I like to break it up by switching to other tasks intermittently					
1.21	I have a "one-track" mind					
1.22	I prefer not to be interrupted when working on a task					
1.23	I delay making decisions until it's too late					
1.24	Even after I make a decision I delay acting upon it					
1.25	I put off making decisions					
1.26	I waste a lot of time on trivial matters before getting to the final decision					
1.27	In preparation for some deadline, I often waste time by doing other things					
1.28	Even jobs that require little else except sitting down and doing them, I find that they seldom get done for days					

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.29	I often find myself performing tasks that I had intended to do days before					
1.30	I am continually saying "I'll do it tomorrow"					
1.31	I find myself running out of time					
1.32	I don't get things done on time					
1.33	I am not very good at keeping deadlines					

QUESTION 2: TRAINING, KNOWLEDGE AND SKILLS

2.1 I have had time management training in the past. | Y | N |

2.1.1 (If **no**, skip to **question 2.2**)
If yes, please indicate below what type of training you received?

- ☐ Degree
- ☐ Diploma
- ☐ Certificate
- ☐ Short-learning Programme
- ☐ Online training Programme

2.1.2 I had time management training because my work required it from me | Y | N |

2.1.3 I would rate my level of time management knowledge received from time management training as: *(tick the most appropriate answer)*.

- ☐ 0%-20%
- ☐ 21%-40%
- ☐ 41%-60%
- ☐ 61%-80%
- ☐ 81%-100%

2.2 I would rate my level of current **experience and skills** regarding management of time as: *(tick the most appropriate answer)*.

- ☐ 0%-20%
- ☐ 21%-40%
- ☐ 41%-60%
- ☐ 61%-80%
- ☐ 81%-100%

QUESTION 3: JOB'S TIME DEMAND

3.1 In your opinion is your job time dependent?

Y	N

3.2 Please rate the **importance** of deadlines in your organization (1 being **not important**; 10 being **very important**). *Mark with an X.*

1	2	3	4	5	6	7	8	9	10

3.3 Please rate the importance of **keeping** to set deadlines in your organization (1 being **not important**; 10 being **very important**). *Mark with an X.*

1	2	3	4	5	6	7	8	9	10

3.4 Do you view time as an important resource within your organization?

Y	N

QUESTION 4: FACILITATING AND SUPPORTING ENVIRONMENT

Please read the following statements below and indicate your level of agreement with the statement. *Mark your answer with an X.*

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.1	Supervisors provide clear task guidelines					
4.2	Plans for task completion are developed with supervisors					
4.3	Feedback on my task priorities are given regularly					
4.4	Task priorities are regularly discussed with supervisors					
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4.6	Supervisors are interested in the processes used to complete tasks					
4.7	Processes used to achieve goals are continuously monitored					
4.8	Jobs are designed around the key processes needed to achieve goals					
4.9	Co-workers discuss task priorities and goals					

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.10	Staff work together to organise each day's schedule					
4.11	Staff remind each other of appointments					
4.12	Performance is reviewed within a performance appraisal system					
4.13	Making time to plan a day's work is encouraged					
4.14	Documents on time management practise are provided to staff					
4.15	Use of time management techniques is facilitated by supervisors					
4.16	Emphasis is placed on keeping to deadlines					
4.17	Time is considered to be an important resource					
4.18	Productive use of time is a key value					

QUESTION 5: TIME MANAGEMENT BEHAVIOURS

Please indicate whether you practice the following time management behaviours *(tick all appropriate options)*.

- ☐ Setting goals
- ☐ Prioritising
- ☐ Scheduling
- ☐ Allocation of time to tasks

QUESTION 6: OUTCOMES EXPERIENCED DUE TO TIME MANAGEMENT

Please indicate to what degree you experience the following outcomes regarding time management in your organization. *Mark your answer with an X.*

	Outcome	Not at all	Not on a regular basis	Moderate	On a regular basis	Always
6.1	Punctuality					
6.2	Procrastination avoidance					
6.3	Awareness of time use					
6.4	Awareness of planning					
6.5	Temporal prioritizing of tasks					
6.6	Accurate allocation of time					
6.7	Staying on schedule					
6.8	Meeting deadlines					
6.9	Synchronization and coordination of tasks					

	Outcome	Not at all	Not on a regular basis	Moderate	On a regular basis	Always
6.10	Autonomy of time use					
6.11	Perceived control of time					
6.12	High stress levels					
6.13	Unsatisfactory performance					
6.14	Consider resigning your job					
6.15	Considering another specialty					

QUESTION 7: DEMOGRAPHICAL INFORMATION *Please mark the appropriate box with an X*

7.1 How long have you worked at this particular organisation?

- ☐ < 2 years
- ☐ 2-5 years
- ☐ 6-10 years
- ☐ Longer than 10 years

7.2 How long have you worked in the event management industry

- ☐ < 2 years
- ☐ 2-5 years
- ☐ 6-10 years
- ☐ Longer than 10 years

7.3 How satisfied are you with your current work environment (1 being highly dissatisfied; 10 being highly satisfied).

1	2	3	4	5	6	7	8	9	10

7.4 My current appointment is as (a)

- ☐ Permanent employee
- ☐ Part time / Contract worker

7.5 Please indicate your gender

- ☐ Male
- ☐ Female

7.6 Please indicate your age group

- ☐ 18 – 25
- ☐ 26 – 35
- ☐ 36 – 45
- ☐ 46 and older

7.7 Please indicate your ethnicity

- [ ] African
- [ ] White
- [ ] Coloured
- [ ] Asian/Indian

APPENDIX C: INFORMED CONSENT

UNISA university of south africa

Respondent no. | | | |

Department of Business Management
Research conducted by:
Ms E Scholtz (90181573)
074 602 9979, schole@unisa.ac.za

Dear Participant

You are being invited to participate in a survey that forms part of a research study conducted by Elsabe Scholtz, a student pursuing her Master Degree from the Department of Business Management at Unisa. The purpose of this study is to **investigate whether the time management environment (TiME) scale is applicable on the event management sector.**

Please note the following:

- Participants for the study were selected based on pre-set criteria. Participants were required to work within the event management sector in the Pretoria region.
- Participant's role will be to complete the questionnaire attached.
- This study involves an **anonymous** face-to-face survey. Your name is not collected and your answers will be treated as strictly **confidential**. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us, and on voluntary bases. You may decline to participate and may also stop participating at any time without consequences to you.
- You will incur no costs and there are no known risks if you decide to participate.
- Please answer the questions during the survey to the best of your knowledge and as honestly as possible. This should not take more than 20 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. Should results be published, no individual information will be disclosed. The results will also be communicated (via email) to participants for use within your organisation which may be beneficial.
- Records for the study will be safeguarded for 3 years after which it will be destroyed.
- Please contact my supervisor, Prof E.J. Ferreira on eferreir@unisa.ac.za if you have any questions or comments regarding the study.

Please answer the questions by marking the appropriate block with an X unless stated otherwise.

I hereby declare that I have read and understand the above and that I consent that the answers provided within this questionnaire may be used for research purposes.

_____ _____

Signature Date

APPENDIX D: PERMISSION FROM AUTHORS

From: Scholtz, Elsabe
To: "frank.landy@landylsg.com"
Subject: Request to utilize published work
Date: 24 June 2014 09:01:00
Attachments: Permission letter Time urgency.doc

Dear Doctor Landy,

I am a lecturer within the Business Management department at the University of South Africa. I am currently busy with my Masters dissertation.

Within my study numerous concepts will be measured one of which will be time urgency. Please find attached a letter of permission which provides a brief description of my study and the request for permission to utilized scale items published within the article *"Time Urgrency: The Construct and Its Measurement"*.

I would deeply appreciate your time and cooperation regarding this matter as it will enhance the quality of my data collection instrument.

Thank you in advance.

Kindest regards

Elsabe Scholtz

Lecturer
Strategic Management
AJH vd Walt 4-02
012 429 2695

University of South Africa
Preller Street, Muckleneuk Ridge, Pretoria
PO Box 392, UNISA, 0003, South Africa
www.unisa.ac.za

UNISA university of south africa

Unisa.Living Green. think before you ink

From: MAILER-DAEMON
To:
Subject: Undeliverable: Request to utilize published work
Date: 24 June 2014 09:02:19
Attachments: Request to utilize published work.msg

Delivery has failed to these recipients or distribution lists:
HYPERLINK "mailto:frank.landy@landylsg.com"frank.landy@landylsg.com
An error occurred while trying to deliver this message to the recipient's e-mail address. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message, or provide the following diagnostic text to your system administrator.

Diagnostic information for administrators:
Generating server: voyager-01.unisa.ac.za
frank.landy@landylsg.com
#< #5.0.0 X-Spam-&-Virus-Firewall; [landylsg.com]: Name or service not known> #SMTP#
Original message headers:
X-ASG-Debug-ID: 1403593300-07a16e2b371194000f-K72d0r
Received: from umkn-edg02.int.unisa.ac.za (umkn-edg02.unisa.ac.za
[163.200.219.16]) by voyager-01.unisa.ac.za with ESMTP id XZkyzKy3mpWyMrAA
for <frank.landy@landylsg.com>; Tue, 24 Jun 2014 09:02:15 +0200 (SAST)
X-Barracuda-Envelope-From: schole@unisa.ac.za
X-Barracuda-Apparent-Source-IP: 163.200.219.16
Received: from umkn-hub01.int.unisa.ac.za (163.200.219.17) by
umkn-edg02.int.unisa.ac.za (163.200.219.16) with Microsoft SMTP Server (TLS)
id 8.3.348.2; Tue, 24 Jun 2014 09:01:26 +0200
Received: from umkn-exc01.int.unisa.ac.za
([fe80:0000:0000:0000:9556:7b5f:52.215.33.32]) by umkn-hub01.int.unisa.ac.za
([163.200.219.17]) with mapi; Tue, 24 Jun 2014 09:01:27 +0200
From: "Scholtz, Elsabe" <schole@unisa.ac.za>
To: "frank.landy@landylsg.com" <frank.landy@landylsg.com>
Date: Tue, 24 Jun 2014 09:01:26 +0200
Subject: Request to utilize published work
Thread-Topic: Request to utilize published work
X-ASG-Orig-Subj: Request to utilize published work
Thread-Index: Ac+LkwY+BSMyAxKHQiKDI9estVXwlwAAs1dwABuqG7gA2xel0A==
Message-ID: <52F25617792D434DBFE6D0100BDA4FC76D2A6CBEE4@UMKN-EXC01.int.unisa.ac.za>
References: <52F25617792D434DBFE6D0100BDA4FC76D2289CAF9@UMKN-EXC01.int.unisa.ac.za>
<2fdbsl4mu34q6co1o46d2xml.1403212907072@email.android.com>
In-Reply-To: <2fdbsl4mu34q6co1o46d2xml.1403212907072@email.android.com>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach: yes
X-MS-TNEF-Correlator:
acceptlanguage: en-US
Content-Type: multipart/mixed;
boundary="_006_52F25617792D434DBFE6D0100BDA4FC76D2A6CBEE4UMKNEXC01intu_"
MIME-Version: 1.0
X-Barracuda-Connect: umkn-edg02.unisa.ac.za[163.200.219.16]
X-Barracuda-Start-Time: 1403593334
X-Barracuda-URL: http://voyager-02.unisa.ac.za:8000/cgi-mod/mark.cgi
Received-SPF: pass (unisa.ac.za: domain of schole@unisa.ac.za designates 163.200.219.16 as permitted sender)
X-Virus-Scanned: by bsmtpd at unisa.ac.za
X-Barracuda-BRTS-Status: 1
X-Barracuda-Spam-Score: -1001.00
X-Barracuda-Spam-Status: No, SCORE=-1001.00 using global scores of TAG_LEVEL=1000.0 QUARANTINE_LEVEL=1000.0
KILL_LEVEL=5.0

From: Dr. Liz Boyd
To: Scholtz, Elsabe
Subject: Re: Request to utilize published work
Date: 24 June 2014 18:55:38
Attachments: Permission Letter Boyd.pdf

I would be happy to have you use the measure. Attached is the permission letter- please note that my last name has changed.

Thanks-

Dr. Liz Boyd

Dr. Liz Boyd, Ph.D.
Assistant Professor of Management
Research Director, Women's Leadership Center
Kennesaw State University
1000 Chastain Blvd.
Kennesaw, GA
317-220-2381
eboyd17@kennesaw.edu
drlizboyd@gmail.com

On Tue, Jun 24, 2014 at 3:30 AM, Scholtz, Elsabe <schole@unisa.ac.za> wrote:

Dear Professor Poposki,

I am a lecturer within the Business Management department at the University of South Africa. I am currently busy with my Masters dissertation.

Within my study numerous concepts will be measured one of which will be polychronicity. Please find attached a letter of permission which provides a brief description of my study and the request for permission to utilized scale items published within the article *"Development of a New Measure of Polychronicity"*.

I would deeply appreciate your time and cooperation regarding this matter as it will enhance the quality of my data collection instrument.

Thank you in advance.

Kindest regards

Elsabe Scholtz

Lecturer

Strategic Management

AJH vd Walt 4-02

012 429 2695

University of South Africa
Preller Street, Muckleneuk Ridge, Pretoria
PO Box 392, UNISA, 0003, South Africa
www.unisa.ac.za

UNISA university of south africa

LETTER FOR PERMISSION TO USE COPYRIGHTED WORKS IN A PUBLICATION

2014-06-24

Professor Elizabeth M. Poposki
LD 126J 402 N.
Blackford
Indiana University-Purdue University

Dear Prof,

I am a lecturer within the Business Management Department, College of Economic and Management Sciences at the University of South Africa (UNISA). I am currently working on my Masters dissertation and I am in the process of developing my data collection instrument.

Summarized, my study will investigate to what extent the South African event management industry's working environment coincides with the Time Management Environment scale. A concept measured within my questionnaire will attempt to determine whether employees within this industry have a polychronic mindset. Research led me to the measurement scale used within the publication *"Development of a New Measure of Polychronicity"*. With this letter I would like to request permission to include scale items utilized within your study as part of my data collection instrument. The items will be adapted to some extent to better suit the specific research situation. The scale will be utilized for research purposes only. Recognition will be provided regarding the use of the scale items.

Please indicate your approval of this request by signing the letter where indicated below and returning it to me as soon as possible to schole@unisa.ac.za. Your signing of this letter will also confirm that you own the copyright to the above described material.

Kindest regards,

Mrs Elsabe Scholtz
schole@unisa.ac.za
+2712 429 2695

For copyright owner use:

PERMISSION GRANTED FOR THE USE REQUESTED ABOVE:

By: Elizabeth M. Boyd

Title: Assistant Professor

Date: 6-24-14

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

From: Piers Steel
To: Scholtz, Elsabe
Subject: RE: Request to utilize published work
Date: 19 June 2014 21:36:42
Attachments: A Diagnostic Measure of Procrastination.doc
Diagnostic Measure.pdf
Motivational Diagnostic Test.doc
Procrastination Quotient.doc
The Pure Procrastination Scale.pdf

Dear Elsabe,

The scales are free for scientific use, so please make use of them. I include another diagnostic scale for procrastination that we are working on.

Best,

Piers

From: Scholtz, Elsabe [mailto:schole@unisa.ac.za]
Sent: Thursday, June 19, 2014 2:50 AM
To: Piers Steel
Cc: Piers Steel
Subject: Request to utilize published work
Importance: High

Dear Prof Steel,

I am a lecturer within the Business Management department at the University of South Africa. I am currently busy with my Masters dissertation.

Within my study numerous concepts will be measured one of which will be procrastination. Please find attached a letter of permission which provides a brief description of my study and the request for permission to utilized scale items published within the article *"Arousal, Avoidant and Decisional Procrastinators: Do They Exist?"*.

I would deeply appreciate your time and cooperation regarding this matter as it will enhance the quality of my data collection instrument.

Thank you in advance.

Kindest regards

Elsabe Scholtz
Lecturer
Strategic Management
AJH vd Walt 4-02

012 429 2695

University of South Africa
Preller Street, Muckleneuk Ridge, Pretoria
PO Box 392, UNISA, 0003, South Africa
www.unisa.ac.za

From: Christopher Burt
To: Scholtz, Elsabe
Subject: Re: Request to utilize published work
Date: 19 June 2014 23:22:02

Hi. Please do use the study and scale. Good luck with your research.
Regards Chris Burt

Sent from my phone on the smartphonetwork.

-------- Original message --------
From: "Scholtz, Elsabe"
Date:20/06/2014 9:13 AM (GMT+12:00)
To: Christopher Burt
Subject: Request to utilize published work

Dear Professor Burt,

I am a lecturer within the Business Management department at the University of South Africa. I am currently busy with my Masters dissertation.

Research led me to the article published by yourself and three colleagues entitled "Development of the time management environment (TiME) scale". Within my study I would like utilize this scale developed and determine to what extent the South African event management industry coincides with these principles. Please find attached the permission letter with the request to utilize your previous study as a basis for my Masters dissertation as well as a brief description of the proposed study.

I would deeply appreciate your time and cooperation regarding this matter.

Thank you in advance.

Kindest regards

Elsabe Scholtz
Lecturer
Strategic Management
AJH vd Walt 4-02
012 429 2695

University of South Africa
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PO Box 392, UNISA, 0003, South Africa
www.unisa.ac.za

UNISA university of south africa

Unisa.Living Green. think before you ink

APPENDIX E: PERMISSION FROM PARTICIPATING ORGANISATIONS

UNISA university of south africa

To whom it may concern,

PERMISSION GRANTED TO CONDUCT RESEARCH

Department of Business Management

Research conducted by:

Ms E Scholtz (90181573)

074 602 9979, schole@unisa.ac.za

This letter serves as a formal indication of our awareness of the research proposed by Mrs Elsabe Scholtz a student at UNISA. We are aware that Mrs Scholtz intends to conduct her research by administering a survey to our employees.

I grant Mrs Elsabe Scholtz permission to conduct her research at our organization.

Silver Lining
Name of organisation

Owner
Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
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Open Rubric

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Sparkling Events and Entertainment
Name of organisation

Owner
Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
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Dynamic Events
Name of organisation

Owner
Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
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EVENT EWES
Name of organisation

MANAGER
Title / Job description

Signature

University of South Africa
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Divine Events
Name of organisation

Title / Job description

Signature

University of South Africa
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Distinguished Moments
Name of organisation

Owner
Title / Job description

Signature

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TKO PROMOTIONS
Name of organisation

PR MANAGER
Title / Job description

Signature

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BV EVENTS
Name of organisation

OWNER
Title / Job description

Signature

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Preller Street, Muckleneuk Ridge, City of Tshwane
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PRIME EVENTS
Name of organisation

OWNER
Title / Job description

JM
Signature

University of South Africa
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Africa Event Solution
Name of organisation

Co-Owner
Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
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Zee Extreme Events
Name of organisation

Manager
Title / Job description

Signature

UNISA university of south africa

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Umlirqi Special Events
Name of organisation

Title / Job description

Signature

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Initiates Events Company
Name of organisation

Manager
Title / Job description

Signature

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MOETI EVENTS MANAGEMENT AND PROJECTS
Name of organisation

OWNER
Title / Job description

Signature

University of South Africa
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Red Pepper Events

Name of organisation

Owner

Title / Job description

Signature

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Salt & Pepper

Name of organisation

Owner

Title / Job description

Signature

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Gauteng Events
Name of organisation

Owner
Title / Job description

Signature

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I grant Mrs Elsabe Scholtz permission to conduct her research at our organization.

Segiko Events
Name of organisation

Owner
Title / Job description

BRIDGET
Signature

Open Rubric

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
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RPM Events
Name of organisation

Owner
Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
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I grant Mrs Elsabe Scholtz permission to conduct her research at our organization.

Motho Motshawana

MM Event Management
Name of organisation

Co-Owner
Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
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THUSA RESERVATIONS AND EVENT MANAGEMENT
Name of organisation

OWNER
Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
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I grant Mrs Elsabe Scholtz permission to conduct her research at our organization.

Mabatho Events and Promotions
Name of organisation

Managing Director (MD)
Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
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MBR Events
Name of organisation

HR MAN
Title / Job description

Signature

University of South Africa
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ABD EXHIBITIONS
Name of organisation

OWNER
Title / Job description

Signature

Open Rubric

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Lethaya Events And Branding Management

Name of organisation

Co-Owner

Title / Job description

Signature

University of South Africa
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BLH

Name of organisation

MANAGER

Title / Job description

Signature

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
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Imaculate Events
Name of organisation

Owner
Title / Job description

Samantha V Wyk
Signature

Open Rubric

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Jabulani Decor and Events
Name of organisation

Manager
Title / Job description

Signature

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Purple Room Events
Name of organisation

Director
Title / Job description

Signature

Open Rubric

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UNISA university of south africa

To whom it may concern,

PERMISSION GRANTED TO CONDUCT RESEARCH

Department of Business Management

Research conducted by:

Ms E Scholtz (90181573)

074 602 9979, schole@unisa.ac.za

This letter serves as a formal indication of our awareness of the research proposed by Mrs Elsabe Scholtz a student at UNISA. We are aware that Mrs Scholtz intends to conduct her research by administering a survey to our employees.

I grant Mrs Elsabe Scholtz permission to conduct her research at our organization.

Red in Paris Events
Name of organisation

Owner
Title / Job description

Signature

Open Rubric

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APPENDIX F: SPSS DATA OUTPUTS

SPSS data outputs are included on the compact disk (CD) attached.

APPENDIX G: ETHICAL CLEARANCE CERTIFICATE

UNISA university of south africa

DEPARTMENT OF BUSINESS MANAGEMENT RESEARCH ETHICS REVIEW COMMITTEE

31 October 2014

Ref #: 2013_CEMS_BM_014
Mrs Elsabe Scholtz
Student #:50847805
Prof EJ Ferreira
Staff #:90009606
Dr S van Antwerpen
Staff #:90202309

Dear Mrs Elsabe Scholtz,

Decision: Ethics Approval

Name: Mrs Elsabe Scholtz – Principal Researcher (schole@unisa.ac.za; 0124292695)

Proposal: Investigating the extent of coinciding between the event management sector and TiME scale.

Qualification: Postgraduate degree

Thank you for the application for research ethics clearance by the Department of Business Management Research Ethics Review Committee for the above mentioned research. Final approval is granted for the duration of the project from the date of issue.

For full approval: *The application was reviewed in compliance with the Unisa Policy on Research Ethics by the Department of Business Management on 22 October 2014.*

The proposed research may now commence with the proviso that:

1) *The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.*
2) *Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the Department of Business Management Ethics Review Committee. An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.*
3) *The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

Kind regards,

Prof Watson Ladzani
Chairperson of the sub-unit RERC
Department of Business Management
wladzani@unisa.ac.za

Prof Raphael Mpofu
Executive Dean
College of Economic and Management Sciences

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APPENDIX H: DECLARATION OF PROFESSIONAL EDIT

Retha Burger
B.A.(H.E.D.)
tel : 012 807 3864
cell : 083 653 5255
fax : 012 807 3864
e-mail : retha@skillnet.co.za
Independent Skills Development Facilitator

Dear Ms Scholtz

This letter is to record that I have completed a language edit of your dissertation entitled **"Investigating the extent of coinciding between the event management sector and Time Management Environmental (TiME) scale".**

The edit that I carried out included the following:

-Spelling
-Vocabulary
-Pronoun matches
-Sentence structure
-Formatting
-Grammar
-Punctuation
-Word usage
-Correct acronyms (matching your supplied list)
-Captions and labels for figures and tables
-Spot checking of ten in-text references
-Generation of Table of Contents, Lists of Figures and Tables

The edit that I carried out excluded the following:

-Content
-Correctness or truth of information (unless obvious)
-Correctness/spelling of specific technical terms and words (unless obvious)
-Correctness/spelling of unfamiliar names and proper nouns (unless obvious)
-Correctness of specific formulae or symbols, or illustrations.

Yours sincerely

Retha Burger

18 January 2018