A COGNITIVE ANALYSIS ON THE MEDIATION EFFECTS IN CERTAIN DEMOGRAPHICS

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ABSTRACT

This paper aims to examine the role of Effective Time management (ETM) as a mediator in the relationship of Individual Performance (IP) with Organizational performance (OP) in the emerging Banking sector organizations in India. Design/methodology/approach: Data have been gathered from 240 employees from executive a grade from metro rail organizations of Delhi, India's capital, through a structured questionnaire. Before analysis, missing data and outliers were examined. Simple mediation analysis has been performed to analyze the hypothesized model. Findings: Findings reveal that all the constructs are taken in the study – ETM – positively influenced Organization's performance through Individual Performance. Research limitations/implications: This study helps provide a better understanding of the predictors of ETM and how it affects organizations' performance for research aiming to conduct related research studies in an Indian context. To achieve higher employee performance, organizations need to identify factors or drivers that increase the Individual Performance, thereby increasing the Organizations' Performance. This will also help banking practitioners in shaping and formulating effective organizational policies and practices. Originality/value: This research paper aims to evaluate the correlation between time management and organizational performance with the individual-based performance's mediating effect. To achieve the research objectives, both secondary data and primary data from 240 middle-level managers in selected banking organizations operating in central Delhi of India. With the help of Simple mediation analysis, we able to figure out the current model of Research. The finding of the study depicts that a significant role exists among the study variables. This paper develops the understanding of the empirical knowledge of various variables like time management and performance type.

Keywords: Cognitive Analysis, Mediation Effects, Individual performance, organizational performance, Demographics, Effective Time Management.

I. INTRODUCTION

In recent years, many scholars have contributed their knowledge on proper time utilization (Grissom, 2015) and Job performance (Almatrooshi, 2016); costly and essential resource nowadays is time (Olaniyan, 2012). As per the classical economic theory, time is considered a financial resource for economic utilization (Hofemeister, 2002). In a current manner, there is a time to search the correlation ship among different variables, individual performance, and organization performance (Sutharshini et al., 2019). Successful business leaders know time management skills (Fitsmons., 2008). Time management achieving a proper use of time to obtain certain goal-oriented activities (Claessens, 2007). Any organization's performance depends on implementation strategies related to time utilization for achieving the organizational goal (cannon, 1996). Many researchers argued that time management is the primary factor determining individual efforts and organizational performance in the area of Srilanka (Pashiardis, 2015) and hence could give to organizational profitability.
In contrast, researchers stated that poor time managements result in high stress (Rutte, 2005) that may result in poor organizational performances. Moreover, some researchers claimed that organizational performance depends on individual employees' performance (Arulrajah, 2016). Thus, literature tries to fill the relationship gaps in the earlier study. Hence, this study explores the relationship between time management, individual performance, and organizational performance in the Delhi region, where we tried to test the mediating effects of performance at an individual level in relations to time management along with a performance at the organizational among the middle-level employees in selected banking organization in regions related to New Delhi [1-27].

Time is a valuable opportunity for meeting organizational objectives. The way time is handled in an organization dictates whether or not the organization can succeed. Banks do well and make a lot of money worldwide because their clients are happy with the services they get. Banks use various tactics to pique their customers' attention and retain them so that they can continue to do business with them. The policy is to make it easy for the general public to open accounts and perform financial transactions. Time management is a critical technique. Any part of human life has been dominated by time consciousness. Time is now seen in many facets of our lives. Communication, transportation, monitoring, weather forecasting, performing arts, health care delivery, and financial administration all necessitate effective time control.

In today's global context of market competition and sustainability, time is crucial in preparing and implementing the organization's priorities and strategies for all business organizations, including banks and non-financial entities. The quality or lack of an organization's results, on the other hand, is measured by how quickly and appropriately time is spent.

Time is a key element of efficiency. It is an essential tool for achieving personal and corporate objectives. Thus, how much is accomplished in a given period is a function of the efficiency with which time is planned and used. Managing time is unavoidable if other resources are to be managed.

In today's business world, time is treated as capital, and companies that instill time management in their workers are highly productive. This is because customers are the essential resource in the world of industry. For a business to succeed and produce the requisite cash to attract shareholders and grow, it must introduce a policy such as time management to retain its customers and potentially gain a significant market share. As a result, time management is one of the most critical facets of running a profitable enterprise. However, in recent years, Indian commercial banks have been viewed as financial institutions that do not handle their time effectively, resulting in bank congestions or long queues. Customers of Indian commercial banks and other commercial banks consider long queues to be triggered by an insufficient number of tellers, inadequate expertise, insufficient ATM, defective ATM, and insufficient knowledge on the use of ATM.

Customers are the essential aspect of any service or manufacturing industry, especially in service industries such as banking. Customers are closely connected with the organization's services and, essentially, its earning power. Customers are frequently demanding and decisive in their approach to the quality of services rendered by banks; thus, it is impossible to stick with customers, and it is an uphill challenge for banks. Banks must maintain long-term relationships with their clients to win customer loyalty and ensure their interests. One of the easiest ways to sustain friendly consumer relationships is to understand their needs and provide adequate services. To achieve this goal, banks must constantly increase the quality of their services. Quality service is one of the single most important aspects that help the bank stand out in the marketplace. Over the past two decades, academic and corporate researchers have emphasized service efficiency as a research methodology. A sizable number of practitioners believe that improving service quality will increase company output by a factor of ten.

Most consumers, however, are not happy in waiting or queuing in a bank. The downside of having consumers in a line is that their time spent waiting can cost them money. The time spent waiting in lines may have been spent elsewhere. Furthermore, if consumers use their time wisely in addition to other strategies, they can increase efficiency at their
workplaces, resulting in improved profit and savings. Inefficient customer support continues to be Indian Commercial Bank's most significant problem, as consumers are concerned about the time it takes to get simple demands answered.

Longer operating hours have also been observed at the university. Many bankers become exhausted and stressed out at the end of the day due to working long hours. If this stress is not handled correctly, it can lead to absenteeism due to sickness, resulting in decreased productivity. Time management refers to the values and systems that a person employs to make deliberate decisions on the tasks that consume their time. A successful bank manager checks the work that needs to be done and creates a schedule of tasks. The manager's responsibilities in a bank include reading, writing and dictating, listening, communicating, holding meetings, making decisions, engaging with visitors, colleagues, and subordinates, and soon.

a  **Create a Distraction-Free Environment**

Avoiding distractions is better said than achieved in today's fast-paced, hyper-connected urban world. With laptops, computers, co-workers, and other disruptions, it's easy to lose track of time and watch the efficiency deteriorate. With this in mind, make the workplace a distraction-free haven. Switch off the mobile during working hours if necessary. Otherwise, silence is to prevent being repeatedly distracted by messages. Avoid using the Internet and social media. Otherwise, make a "do not interrupt" sign and hang it anywhere you need to concentrate.

b  **Schedule Important Daily Tasks**

Like many bankers, people can find themselves putting off boring but important everyday activities to deal with other matters. Inevitably, these critical activities begin to pile up, putting an ever-greater damper on the efficiency. Stop this dilemma by deciding the right time of day to perform multiple tasks and arranging them accordingly. Set aside 30 minutes every morning to take care of the paperwork, for example, if things are quiet early in the day. Set aside time in the calendar to make calls if clients are generally available at the end of the day.

c  **Take Breaks**

And if it can seem counterintuitive, intentionally scheduling short breaks during the day is a perfect way to handle time successfully. Bankers, like everyone else, need breaks from time to time during the workday. Create time in the regular routine for 10- or 15-minute intervals, and make sure to take them. Spend them cycling, doing workplace workouts, or catching up on personal matters. Leave feeling refreshed and better prepared to handle the time.

d  **Delegate Tasks Whenever Possible**

High achievers sometimes feel obligated to do it themselves. Since many bankers are successful people, this is a general problem in the business. Taking on so many tasks guarantees that they will run out of time every day and fall woefully behind. Delegating tasks to those in the workplace if possible. People may not like the thought of giving up authority but can understand how much easier it is to do critical tasks by delegating easy ones to others.

e  **Take a Methodical Approach to the Workday**

In today's hectic world, the capacity to multitask is often beneficial. However, in the banking industry, it is often a prescription for failure. As a working accountant, you're likely to have to juggle several activities at once. This technique often backfires, resulting in a large amount of unfinished work— and, in many cases, a large number of sloppy errors. Make a point of concentrating entirely on the job at hand. When on the phone, for example, do not check emails or file paperwork. Until starting a new mission, ensure that the previous one can be marked as "complete."

II.  **LITERATURE REVIEW**

Relationships among efficient Time management and organizational performances. Many researchers show that efficient time management results in good yields like, organizational productivity, job satisfactions and job efficiency improve overall organizational performance (Adeoja, 2014). Time managements leads organizations to endure well

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and extends profitability and promote excellence (Channer, 2014). Time is a primary organizational resource and its effective exploitation of time leads to the development of the organizations (Schriber and Gutek, 1987). Organizations have been faced different factors that lead to productivity which improves time management (Adeojo, 2012). Finally, organizations give utmost attention to enhance organizational performance to top competitive edge and gain organizational performance (Ilgen and Pulakos, 1999). Therefore, many organizations still focus on time management in relation to better corporate performance [1-27].

Based on the above following hypothesis proposed which are as follows:

H1: There was a positive relation among time management and organizational performances.

(Opatha, 2012) have mention organizations considered better time management in all employees in relation to determining organizational efforts. Moreover, (Omar 2017) revealed effective time management leads to individual performance. Further, (Arulrajah, 2016) collection of people means organization performance depends upon all organization employees by collective efforts (Adebisi, 2013) express organizational totally based on its employees who are essential parts of the organization to achieve goals. (Kim et al., 2016) performance of the organization based on different factors, which some related to individual employee's efforts. So, at last, to gain a competitive edge based on organization performance depends on employees' job performance[51][52].

H2: There was a positive relation among individual performance and organizational performances (Thevanes, 2019). Each organization must concentrate on good time management between employees to gain their work performances. Similarly, different researchers prove since (Jamal, 1984) that time management reduces job stress, which impediments job performance (Macan, 1994). Setting prioritization mechanics leads to good time management, which helps in job satisfaction. Recently in the last couple of Years, (Grissom et. al, 2015) revealed the ability to utilize the time appropriately to complete immediate tasks or urgent work and later focus on long-term goals.

Secondly, he focuses on employee productivity by improving job efficiency. So, every organization needs to decrease job stress as well as work-life conflict management to enhance individual performance. H3: There was a positive relation among time management and individual performances. Individual performance mediates the relation among Time management and Organization Performances. To prove the relation among Time management and organization performances. Arulrajah (2012) stated direct relationships determine organization performance. (Jabbour and Santos, 2008) revealed time management's an essential role in determining individual performance. So, therefore, time management improves individual performance to reach higher organizational performance.
III. RESEARCH METHODOLOGY

The recent study was based on empirical data, which was collected from banking organizations based in Delhi. This study's sample is employees (240 middle level managers) Using a simple random sampling method for the study with the help of a structured questionnaire. To ensure validity scale was used (Lin, 2005). Hence, 20 survey elements for all constructs were endorsed from previous researchers.

This tool could be utilized to scale Time Management, Individual performance, Organization performance by Cronbach's alpha where the values are (.70), (.71), (.70), respectively, which is very reliable, Moreover, (Bowling, 2002). An alpha of 0.5 or higher is considered a sign of acceptable internal consistency.

A Profile of the Respondents

In the research survey, 70% males and 30% females. Where 12% (25-30), 27% (31-35), 35% (36-40), 6% (51-60) and 20% (above 40). As far as the Respondents' educational background, 24% are respondents having work experiences of below seven years, 37% of the Participants had within 7-10 years, and 33% of the participants had above ten years of experience in work.

B Correlation Matrix with Descriptive statistics

Descriptive statistics of the study reveals effective time management among the managerial level employees in the given banking organizations. This result also depicts individual performance is very high. The organization performance Mean scores from 3 out of 5. Similarly, the Effective Time management Mean score is 3.2, and the individual performance mean score is more than 4. Correlation analysis explains that efficient time management has individual performances and the relation among individual performances and organizational performances.

C Mediation Analysis

This Analysis was carried out by Baron and Kenny (1986) to evaluate the mediation effects where a series of regression analyses were taken. Initially regressing the dependent variables on the independent variable, after that independent variable on mediating variable and after that mediating variable on the dependent variable and finally performing a multiple regression analysis with independent variables (IDV) and mediating variable on the dependent variable (DV). Effective time management denotes by ETM, Individual Performance denotes IP, and organizational performance indicates by OP (H represents hypothesis) [28-46].

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Step 1. Hypothesis testing (H1) Shows a significant and positive coefficient on effective time management (β=0.36, p=0.00). The output supports H1 arguing efficient time management had the positive relation with organizational performances.
Step 2. Test Hypothesis 2 (H2) shows effective time management ($\beta=0.35, p=0.00$). The output support H2 arguing efficient time management had a positive relation with individual performances.

Step 3. Test Hypothesis 3 (H3) shows Individual performance ($\beta=0.25, p=0.00$). The result supports H3 of the study shows positives relations on organizational performance.

Finally, Step 4. Individual performance (0.00) was important, while efficient time management (0.00) was important. The output helps H4 arguing individual performances mediates the relation among time management and organizational performances.

This study focused practically on the significance relations from theoretical perspective, we anticipated the output and results to add to the literature on time management and job performances. From an analytical standpoint, the authors conclude that the study's findings would have a substantial impact on practitioners' successful time management individual and organizational efficiency. Finally, the findings will include being especially relevant to the practitioners, including surveyed banking organizations regarding the Delhi region.

IV. CONCLUSION

The research concluded that efficient time management and organizational performances have a positive and important relation. Likewise, there is a strong link between efficient time management and individual performances. Furthermore, the results of the study indicate that individual performances moderate the relation among efficient time management and organizational performances to some extent. As a result, future studies in this field should concentrate on a longitudinal analysis. Eventually, future research can look at other mediators in the relation among efficient time management and organizational performances, helping us to gain a better understanding of how efficient time management affects individual and organizational performances.

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