THE EFFECT OF POOR TIME MANAGEMENT AND FEAR OF DELEGATION ON ORGANIZATIONAL STRESS: A CASE STUDY - KOSOVO

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ABSTRACT

In our harsh reality, the chances to move forward are very tough. Some managers aren't allowed by the circumstances to perform in the best possible way, which causes organizational stress on the job. From this, the purpose of the paper is to prove the influence of fear from delegation and poor management of time in organizational stress. Based on the purpose of the paper, the hypotheses of this paper were also presented: H.1.Fear from delegation creates organizational stress.H.2. Poor management of time creates organizational stress. The survey was carried out by means of a questionnaire distributed to 120 business managers in Peja and surroundings, where many hypotheses were confirmed by multiple regression analysis.

Keywords: Time management, delegation, stress, manager.

LITERATURE REVIEW

"The worst use of time is to do very well those things that don't need to be done at all" Brian Tracy (2013b)

According to Ilirjan and Rudina Lipi (2008) mismanagement of time is a modern-day illness that managers face. All individuals face various difficulties in their journey. Inadequate management of time is a problem in itself. This becomes even greater problem when the manager begins to spend his time on unimportant things. In such cases, everybody can make wrong decisions, decisions that lead to a waste of time.

According to Sandberg (2004), many people think they have a lot to do but do not have enough time. They blame the lack of time for poor finances, unexpected goals and stress (quoted, Ojokuku & Kehinde, 2011). Chandler & Richardson (2005) blame the disrespect of the advantages for the bad management. Some managers unnecessarily focus on those jobs they like to do more and that have to do with their specialization, argues Koxhaj (2006).

There are those who spend time and can not get closer to the goal. The difference between being at work and working is vital to management's ability to reduce downtime, say Paul, & Rebecca (2011). Regarding this, Tracy (2014) says: "Very often you will find yourself working extremely hard in your work, but you don't find time to rest a bit and wonder what exactly is what you want to accomplish" .

Not all managers manage the time well. Many are those who work extremely hard at work, sometimes even with prolonged schedules over the weekend, but the work they are doing is not so important or it does not have much to do with achieving their goals and overall business objectives, says Tracy (2015)

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It can be said that inadequate management of time and ineffective delegation are very worrying facts for the manager. This was also pointed out by most researchers who were also advisors to various business managers. Inefficient use of time implies a lack of time control. Insufficient amount of time has a negative impact on individuals, says Hellsten (2012). On the other hand, fear of delegation is another factor, no less damaging.

According to the data many managers are reluctant to delegate. According to Branham (2005), managers do not delegate competencies as much as necessary to make things more interesting or challenging. While Johnston (2011) examines the problem of some people who have large-scale responsibility, according to him, "No one can do that better than we do. Why should someone else do it, however, when it comes to us, is the concern that work is not done with the right quality? "

Gaspar et al. (2007) somehow justifies these managers, thinking that no one can do their job better than themselves. Some authors have given many reasons why managers are reluctant to delegate.

The following table presents several reasons by Kreitner (1989), Nelson & Economy (2005) and Manktelow & Anand (2008).

Table: 1. The reasons why managers are reluctant to delegate

Kreitner (1989)	Nelson & Economy (2005)	Manktelow & Anand (2008)
Faith in the wrong idea "if you want it done well, do it yourself"	They are very busy and simply do not have enough time	To not look busy
Lack of trust in subordinates	They have no confidence in their employees to complete their duties correctly and in time	Fear of loss of authority, status and control
Low self-confidence	They do not know how to delegate effectively	Fear of inability to answer questions
Fear of calling lazy		
Unclear definition of work		
Fear of competition from subordinates		
Reluctance to take risks from others		
Lack of control that provides early warning of problems in delegated tasks		
An incomplete example set by superiors who do not delegate		

Source: Author (2017)

More than two decades ago, Macan (1994) after organizational stress research suggests that stress-related work has a critical impact on employees' health and well-being. According to many recent scholars, there is a growing stress on each job. Stress at work is created by a cluster of factors. Research has documented at least thirty potential stressors at work (Forster, 2009). The most influential factors are the unsuccessful delegation of works and poor management of time.

Failure to match the needs and desires on the one hand and the demands of a more complex society on the other, open the doors of stress.

According to Forster (2009) even if we do not suffer from the worst effects of professional stress, I can see feelings of pressure and anxiety. Chandler & Richardson (2005) say: "A stressed or strained man uses only a small percentage of his skills and intelligence." This is also the reason for the flow of problems that have a stress related source. Gaspar et al. (2007) point out some of these problems: "Stress-related problems lead to shortage of productivity, absence in work, neglect and sluggishness." It costs billions of dollars every year to companies around the world.

Team managers who did not have the expected performance deal all day with ineffective things. Rather than stopping and deciding what it would be good to do, they repeat the mistakes more and more often, stressing more and more from the weight of their works. Ruthless and stressful, they face a kind of illed sincerity on the things that aren't done as expected. Soon they begin to postpone their work. They start delaying their actions, quote Chandler & Richardson (2005).

METHODOLOGY

The purpose of this research is to identify the role that time management plays in performance of businesses in the city of Peja - Kosovo, and identification of factors that affect time management.

H_0: $_1$. Fear of delegation does not affect organizational stress.
H_a: $_1$. Fear of delegation affects organizational stress..

H_0: $_2$. Poor management of time does not affect organizational stress.
H_a: $_2$. Poor management of time affects organizational stress.

The paper contains theoretical and the research part, where a qualitative and quantitative method has been made. For the research part were used questionnaires and analytical method. The collected data were selected, analyzed and finally presented in tabular form. From these tables are derived graphs which represent the results of the data in percentages.

For data collection were used: 80 questionnaires were distributed through direct contacts and 100 are distributed via electronic form through Google to 150 businesses in the municipality of Peja (Kosovo) during the period April - May 2017. From the 180 questionnaires that were distributed to managers and entrepreneurs of partnership Businesses with general responsibility and those with limited liability. 50 of them did not answer and 10 of them have not given the correct answer, which were removed from analysis. In total, 120 questionnaires were used for the research.

This questionnaire is divided into two categories: the first category includes general information: a) personal data on the respondent, b) business data, and the second category includes time management questions formulated according to Likert scale, 1 (very rarely), 2 (rare), 3 (sometimes), 4 (often), and 5 (very often). The analysis and results of these questions have been made through the statistical method.

For quantitative data analysis, as statistical tools for their analysis were used Excel software for descriptive data and SPSS software, for Likert scale questions by factorial method, and proof of hypotheses with Linear regression. By linear regression it has been proved that there is a relationship between the variables.

For extraction of the sample are used data provided from the Municipal Business Center in Peja. Table 2 shows the number of businesses and their classification based on legal status, from 2000 to 2016 at the moment of registration. In the table number 3 are given businesses with general partnerships and those with limited partnership in the municipality of Peja, which are selected for research.

Table: 2. Businesses by legal status in the municipality of Peja (2000-2016)

	Type of business	No. of businesses	Percentage
I.B.	Individual Business	6442	92%
LLC	A company with limited liability	840	4.5%
JSC	Joint Stock Company	11	0.1%
GP	General Partnership	156	3%
LP	Limited partnership	4	0.1%
FC.	Foreign company	14	0.1%
PE	Public enterprise	1	0%
AC.	Agricultural cooperative	1	0%
	Total:	7469	99.8%

Source: Municipal Business Center Peja (2017)

Table: 3. Businesses with General / Limited Partnerships in the Municipality of Peja

	Lloji i biznesit	No. of bussinesses	Percentage
GP	General Partnership	156	3%
LP	Limited partnership	4	0.1%
	Total	160	3.1%

Source: Municipal Business Center Peja (2017)

To extract the sample from the entire population is utilizing the formula Taro Yamane (1973).

$$n = \frac{N}{1 + N * (e)^2}$$

n = the sample,
N = population

E = 5% importance level (95% significant)

$$n = \frac{160}{1 + 160 * (0.05)^2} = \frac{160}{1.4} = 114.28$$

THE EMPIRICAL STUDY

In the empirical study are presented the results of the questionnaire realized by the selected business managers. The questionnaire contains 21 questions. Below are the data collected through the table and then these data are presented graphically.

The total number of research subjects consists of 120 managers, who participated in the research, which is reflected in the table below.

Table: 4. General information about the participants involved in this study

Demographic Distribution		Frequency	Percent
Gender	Men	88	73.3 %
	Females	32	26.7 %
	Total	**120**	**100**
	18 - 25	7	5.8 %
	26 – 30	22	18.3 %

Age	31 – 35	44	36.7 %
	36 – 40	22	18.3 %
	41 – 45	15	12.5 %
	46 – 50	8	6.7 %
	51 and more	2	1.7 %
	Total	**120**	**100**
Level of education	Ph.D.	4	3.3 %
	Scientific master	34	28.3 %
	Master professional	33	27.5 %
	Faculty	46	38.3 %
	High School	2	1.7 %
	Secondary school	1	0.8 %
	Total	**120**	**100**
Field of study	Economy	37	30.8 %
	Management	52	43.3 %
	Accounting and Finance	7	5.8 %
	Engineering	4	3.3 %
	Other	20	16.7 %
	Total	**120**	**100**
Position in the business	General director	37	30.8 %
	General manager	33	27.5%
	Human resources ma	8	6.7%
	Marketing manager	3	2.5%
	Financial manager	15	12.5%
	Project manager	13	20.8 %
	Other	11	9.2%
	Total	**120**	**100**
Business Sector	Manufacture	10	8.3 %
	Service	66	55.0 %
	Commerce	43	35.8%
	Construction	1	0.8%
	Total	**120**	**100**

Source: Author (2017)

In the table 4, the businesses included in the survey are presented by sector: 55% are service businesses, 36% commercial businesses, 8% manufacturing businesses and only 1% construction businesses.

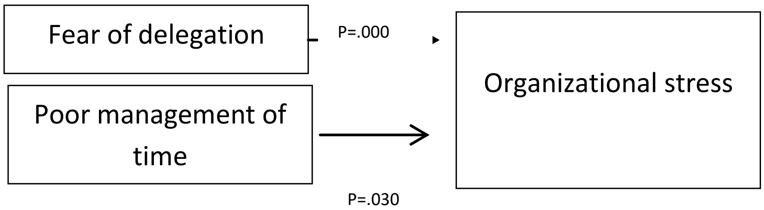
Of all the participating managers in research 88 of them are male 73.3% and 32 female 26.7%. The minimum age is 22 and max 55 years. As seen in table 5, dominant age group is 31-35 with 44%, age group 26-30 and 36-40 years are 22%, 15% of participants entered the 41-45 year-old group, 8% of them are 46 -50 years old, in the age group 18-25 years are 7% of managers and only 2% are over 51 years old.

Of the managers who have been part of the study, regarding the question of what is the highest level of your education 38% of them have declared that they have completed the faculty, 28% master, 28% professional master, 3% doctoral, High school 2% and only 1% middle school.

Of the 120 managers participating in the research, 43% stated that they have studied management, 31% economics, 6% accounting and finance, 3% engineering and 17% other: (business administration, marketing, computer science, information technology, international relations).

When asked about your position in the business where you work, 31% of them stated that they work as general director, 27% general manager, 13% financial manager, 11% project manager, 7% human resource manager, Marketing manager 2% and 9% others:(sales manager, production manager, import manager, quality manager).

Figures: 1. Conceptual model



Source: Author (2017)

Table: 5. Variation Analysis Table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541[a]	.293	.281	.68172

a. Predictors: (Constant), Poor time management, Fear of delegation

Source: Author (2017)

In this analysis from the correlation table, it can be evidenced that the correlation coefficient R equals 0.541, which shows good correlation and indicates that the coefficient is different from zero. Whereas according to the R^2 line which represents the percentage of change in the dependent variable that can be explained by independent variables. It can be seen that from our 0.293 value that independent variables explain 29% of variability of dependent variables.

Table: 6. Variance Analysis Table

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.494	2	11.247	24.200	.000[b]
	Residual	54.376	117	.465		
	Total	76.869	119			

a. Dependent Variable: Organizational stress

b. Predictors: (Constant), Poor time management, Fear of delegation

Source: Author (2017)

The table above shows the results of analysis of variance to see the difference between the results of poor time management and fear of delegation involved in this study. The table shows that in the dependent variable, stress symptoms, there are differences in poor time management and fear of delegation involved in this study. Value - F is 24.200 and p corresponding value is given as <0.000. Therefore, we can safely reject the zero hypothesis, which means that the observed differences have statistical significance.

Table: 7. Prediction of parameters

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.914	.264		3.458	.001
	Fear of delegation	.382	.066	.465	5.763	.000
	Poor time management	.173	.079	.177	2.194	.030

a. Dependent Variable: Organizational stress

Source: Author (2017)

The table above shows the results of regression where as a dependent variable is included stress while as independent variables poor time management and fear of delegation are included. The table also shows that the link between fear of delegation and organizational stress is positive *(Beta 0.465, t 5.763, sig 0.000).* Also the link between poor time management and organizational stress is positive *(Beta 0.177, t 2.194, sig. 0.030).* The positive regression B>0 indicates a positive correlation between independent variables and dependent variables, resulting that by increasing the level of fear of delegation, the value of the dependent variables, stress increases by 0.382 units. At the same time, with the increase in the level of poor time management, the value of the dependent variance increases, stress to 0.173 units. The results of two independent variables positively influence organizational stress (dependent variable). Based on these data we can conclude that H_a.1. fear of delegation has an impact on organizational stress H_a.2. poor time management has an impact on organizational stress. And with this hypothesis H_0:1. and H_0: 2. are not accepted.

Model:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon}$$

Y=Organizational stress
β_0=0.914; (constant term)
$\beta_1 X_1$=0.382; (fear of delegation)
$\beta_2 X_2$=0.173; (poor time management)

ε – The term of error
Reliability coefficient = 95%

The model's prediction outline is as follows:
Organizational stress = 0.914 + 0.382*(fear of delegation) + 0.173*(poor time management)

CONCLUSION

Combinations of these factors relate to stress that affects the health of the manager and this also affects the work and well-being of all the staff. So besides the various problems that arise from inadequate management of time and ineffective delegation, in any manager can also arise an unenviable condition called organizational stress.

The paper addressed the impact of fears on delegation and poor management of time, in organizational stress. The results of the analysis point to the influence of fear of delegation as well as the influence of poor management of time in organizational stress. Based on the multiple regression analysis, the following hypothesis was verified:
$H._1$. Fear of delegation affects organizational stress.
$H._2$. Poor management of time affects organizational stress.

As the paper is the first to address these problems to the managers of these businesses, it can serve as a reference for future researchers. For expanding knowledge, future researchers may also address other problems of this nature, as well as business managers throughout Kosovo.

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