

**A CRITICAL ANALYSIS OF THE INFLUENCE OF TIME
MANAGEMENT TO REVENUE GENERATION IN THE TOURISM
SECTOR IN SOFALA, MOZAMBIQUE**

BY

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ABSTRACT

During the last two decades, much has changed in both the nature of work and the working environment, making the efficient and productive use of time at work an important factor to both managers and employees. Time management is productive use of time, because it is where revenue comes from. The tourism industry is one of the delicate industries because in this sector, this is where you meet people from all walks of life with different backgrounds and different cultures. The aim of this study was to find out if time management had an influence on revenue generation in the tourism sector. The assumption of the researcher was that, there was conflict of interest and culture on time management in the tourism industry. An overview of the literature on time management is given, which includes antecedent factors of time management and effects on performance and personal well-being. The definitions of time management and research methods used, and gaps in research, are discussed. A case study was therefore carried out in Sofala province at tourism centres. A qualitative paradigm was used. In this study, the researcher did not just analyse how time management affects revenue generation but gave a comprehensive interpretation of data obtained by means of a thick description of different perceptions of time management. The data of the study were gathered through; observation, focus groups, interviews and a daily diary study. This was done only with the key informants. From the study, the researcher discovered that there isn't just one definition of time management. Time management varies from person to person, culture to culture and even for the same person, situation to situation. The Western perception of time proves that the Westerners do not real manage time but are managed by time. And yet the African perception of time shows that Africans manage time. The researcher also found out that Westerns' perception of time is not just for the Westerners but even Africans practice it especially to impress or to get the attention of the Westerners. Moreover it is this perception that is used in business to generate revenue. When out of their countries the Westerners are also not very strict with their perception of time management. They tend to accommodate the African perspective of time management. But of course because of this discrepancy, revenue is affected by time management in tourism. The researcher therefore recommends a balance of the two perceptions. Employers should never tie or relate time management to job performance. Instead, they should train their employees on time management so that they retain them. This way revenue increases and as a result the whole country benefits. Employees should then try to satisfy their clients by providing products and services in time because it is because of these tourists that they have jobs.

DEDICATION

To Solo and the girls; Ta, Taninha, Tanaka and gogo

For all the time you didn't have a wife and mother present and you had to cope without me.

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LIST OF ACRONYMS AND ABBREVIATIONS

A.M.	Ante meridian
Dr.	Doctor
GM	Greenwich Meridian Time
KM	Kilometers'
M-time	Monochromic Time
NGO	Non Governmental Organization
PhD	Doctor of Philosophy
P cultures	Polychromic Cultures
P.M.	Post Meridian
P-time	Polychromic Time
TMBS	Time Management Behavior Scales
TSQ	Time Structure Questionnaire
TMQ	Time Management Questionnaire
US	United States
USD	United States Dollars
UNWTO	United Nations World Tourism Organization
WTO	World Tourism Organization
ZOU	Zimbabwe Open University

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CHAPTER 1

1. INTRODUCTION

1.1 Introduction

Time management is the development of processes and tools that increase a business time-efficiency. It is the ability to manage and control time (Webb and Blandin, 2006). It teaches a number of techniques that aim to increase the effectiveness of a person in getting the things done which need to be done. The efficient use of time can make all the difference between effectiveness and ineffectiveness. It is a natural outgrowth of organization, which makes the most of people's time and energy. There is never enough time to do everything one has to do. One is literally swamped with work and personal responsibilities, projects, stacks of magazines piles of books to read and one intends to get to do one of these days. As soon as one gets caught up with his/her work, one can have spare time to tackle these tasks. But the fact is that people are never going to get caught up. They will never get on top of their tasks. They will always have something on the 'to do' list. The list is endless; it is difficult for it to get to the end. There is always something to do.

The 86,400 seconds in a day may sound like a lot, but they go fast. No matter how quickly time seems to fly by, even the most skilled time manager's hours, minutes, and seconds tick by at exactly the same rate. Nothing really belongs to us but time, even people with nothing else have at least time (Adair and Allen, 1999). They continue to say everybody gets the same hours in a

day: It's really a matter of how one uses them. Time can get the best of people—or people can get the best of time. To make time work, action is required.

The most common challenge faced at work is time management. It affects productivity and profit. Good time management brings benefits: Increased daily output, meeting career and financial goals, and better opportunities for success are all possible. Time management at work is critical for the success of any organization and this directly affects employees' performance and the company's bottom line. The researcher realizes that many people including managers have learnt or even employ time management theories in their organizations. The only problem is they are not aware of how this time management influences revenue in the tourism sector. Considering that tourists are from different places and different cultures, each tourist therefore perceives time management in their own way.

It is noteworthy that one of the motivators for the present study is that gaps have been noted and questions arose about aspects of time management and its impact in the success of tourism organizations. The aim of this study is to explore time management and its influence in revenue enhancement in the tourism sector. The questions to be addressed in this study are: What is time management behavior? What are its antecedents? What is the impact of these behaviors on outcome variables (such as health and job performance)? The exploration starts with a consideration of the background to the problem and proceeds to articulate the problem, the research questions and purpose of the study, limitations, delimitations, objectives and ethical considerations. The study continues to cover statement of the problem, the significance of the study, assumptions of the study, and the definition of terms.

1.2 Background to the Study

Time management was introduced at the end of the 1950s as a method for effectively coping with time issues on the job (Drucker, 1967; Mackenzie, 1972). The method consists of tips and techniques to determine which goals to pursue in the short term, how to translate these goals into tasks and activities to be performed immediately, how to plan and prioritize them on a daily basis, and how to avoid work interruptions that distract from executing these tasks. Since its introduction, there has been tremendous popular attention for the implementation of time management techniques at work and time management training programs. Nowadays, there are many books, articles, seminars, workshops, and general time management tips available and the large numbers of people have participated in time management training programs in some way.

The popularity of time management is also expressed for instance in the 1.750.000 hits on ‘time management’ in an internet search. Time management is still a ‘booming business’ with large amounts of money going around. While there is an extensive popular literature on time management (Covey, 1994; Mackenzie, 1972), academic research in this area has been limited.

Issues of time and timing have become more and more essential to managers and employees. Especially in the last two decades, as a result of expanding global competition and increased demands for immediate availability of products and services, the temporal dimension of work has become more important (Orlikowsky and Yates, 2002). Also, people report an increased pace

of life as expressed in doing things faster (acceleration), contracting time expenditure (eat faster, sleep less), and compressing actions (making a phone call while having lunch) (Garhammer, 2002). Time management activities help to save time and help employees work smarter.

Partly because of the popularity of the time management concept, time management techniques are commonly assumed to be highly effective. One would expect to find evidence of a positive relation between the adoption of time management techniques and job performance in the scientific research literature and one would expect that particular time management techniques had been developed on the basis of these studies. Surprisingly, a review of the scientific literature on time management (Chapter 2) however, revealed that relatively few studies have been conducted on the effects of time management behaviors at work and the effects of time management training programs in particular. As a result revenue and productivity in the tourism sector in Beira is affected because of the influence of time management. It may be affected in the sense that tourists stop visiting a certain centre because the employees in that centre are not able to provide them with services or products in time. For example if a tourist goes to a restaurant and it takes hours for him/her to get the food, he/she may not go back. The theoretical context on time management does not reflect in the social context of time management. Even with so much literature and researches on time management, it is still common to find people failing to manage their time.

The city Beira was established in 1890 by the Portuguese and soon supplanted Sofala as the main port in the Portuguese-administered region. Before Mozambique's independence from Portugal in 1974, as a city of the Portuguese overseas province of Mozambique, Beira was noted for its

tourism. A large English-speaking population in Sofala was the result of being a favourite holiday destination for many Zimbabweans. Many Zimbabweans enjoyed spending their time in Beira. One reminder of this is the Grande Hotel, built by the Portuguese near the shores of the Indian Ocean, which now lies in near-ruins, but is still occupied by around 5, 000 poor Beirans. Beira, the capital of Sofala, is the second largest city in Mozambique and not the capital city which another reason why it is justified to generalize the results of the research.

1.3 Statement of the Problem

There are many researches that have been carried out on time management, so many theories teaching people time management. But some leaders do not manage their time effectively with their workers to enhance effective job performance from the workers. According to the researcher's personal experience on time management which is also a motivation for the study, to most Mozambicans time on the clock is not significant. Time on the clock doesn't really mean much and yet it is a unique, precious resource, both irreplaceable and irreversible. In response to this, workers do not handle their work properly. There is no proper planning and they would not prioritize their tasks accordingly. Nowadays, remarks below are quite common among employees.

“What did I do today, where did my time go to?”

“There's never enough time!”

“I never seem to have enough time to complete my work”

These remarks reflect the individual's focus on time at work and the problems associated with it. Brown's (2000) statement that, "Don't say you don't have enough time. You have exactly the same number of hours per day that were given to Helen Keller, Pasteur, Michelangelo, Mother Teresa, Leonardo da Vinci, Thomas Jefferson, and Albert Einstein."

Therefore this study is set to investigate the impact of time management as it influences employees' performance in tourism organization and how in the long run it affects revenue generation of the organization. The question to be answered therefore is; how can Mozambique's tourism sector develop a culture of time management that will not affect revenue generation negatively?

1.4 Research Questions

1. How does time management affect employees' performance?
2. How does time management in Western culture compare to the Mozambican culture?
3. In which way does the process of planning and execution of daily tasks relate to time management?
4. When can time management behaviour be a solution to the perceived negative time management culture in Mozambique?
5. What effective time management interventions can be used in tourism centres to generate revenue?

1.5 Purpose of the Study

Many people think Mozambicans are not time conscious and they say a lot of time is wasted in doing activities which are not related to what one is supposed to do at that time. As a result, it affects the development, productivity and profitability of organizations and the country in general negatively.

This study therefore aims to analyze the influence of time management to revenue generation in tourism in Beira, Mozambique and to contribute to the improvement of time management theories in Mozambique. The purpose of the study was to systematically generate data that are helpful in determining where there is a relationship between time management and revenue generation, especially in the tourism sector. Studies were then extrapolated to apply to other Mozambican tourism sectors.

1.6 Objectives of the Study

The objectives of this study are to:

- examine theoretical models of time management
- compare and contrast time management in the Western culture and African culture using Mozambique's culture as a benchmark
- interrogate the processes of planning and execution of daily tasks in relation to time management

- identify issues for which time management behaviors can possibly be a solution to the perceived negative time management culture in Mozambique
- design effective time management interventions

1.7 Assumptions

The assumptions of this study are that,

1. The participants available supply accurate information on the interview.
2. The methods of the study and instruments fit the theoretical and conceptual frameworks chosen and questions asked are appropriate for the level of understanding of the participants.
3. The results collected from the selected participants reflect accurately the opinions, perceptions, beliefs and facts that prevail among tourism organizations in Sofala.
4. The researcher and her assistants did not encounter language, legal and ethical barriers when soliciting data from the participants. Necessary precautions (letters seeking approval, assurance of confidentiality) were taken beforehand.
5. Participants would appreciate the relevance and significance of the study to the whole country.

1.8 Significance of the Study

In this study the researcher reveals strengths and weaknesses of some theories of time management skills and suggests ways on how best they can be used. To tourism sectors, when time is used wisely, employees' performance improves tourists are happy. If tourists are happy, then the centre is able to retain them and, revenue generation is enhanced.

To Government, when revenue and productivity of tourism improves, the whole country benefits. The study also helps those who may want to pursue further studies on time management by contributing to the scarce literature on time management and its influence in revenue. Lastly apart from added knowledge to the researcher, the study has made the researcher to gain a new status in life (Doctor) which is of value to her.

1.9 Delimitations

The study confined itself to time management in the tourism sector. Emphasis was on the relationship between time management and revenue generation in the sector. Only the tourist Centers in Sofala were involved because of the numbers of tourists that visit the different centres in Sofala. Specific employees, employers, community around the tourist centre's and the tourists themselves were involved. The study also focused on the organizations' reports on performance such as goals, aims, performance assessment strategies and their interrelationships with the tourists' expectations, beliefs, attitudes, perceptions as these are the ones mostly affected by time management.

1.10 Limitations

Findings in this study were based on the organizations' performance. However, challenges and problems met could have emanated from other factors like inflation and financial constraints.

Another limitation is that employees, employers, community and the clients are not the only stakeholders in the Tourism sectors. Some models of time management are not the best for the Mozambican situation. They may work better if used in conjunction with other models or theories.

Lack of published and unpublished works on time management in the tourist industry is another limitation, but to mitigate all these limitations the researcher had to plan ahead.

Mitigation was to make sure that participants understand that some models of time management are not best for the Mozambican situation.

1.11 Definition of Special Terms and Expressions

Productivity- is a ratio of what is produced to what is required to produce it.

Revenue- is the income a company receives in operating its activities.

Revenue Generation- is the process or way in which a company sells its goods and services to get income.

Time Management- refers to a range of skills, tools, and techniques used to use time efficiently to accomplish specific tasks, projects and goals.

Performance -The accomplishment of a given task measured against preset known standards of accuracy.

Tourism - Tourism is a travel to a place or several places for the purpose of entertainment, recreational, business or leisure which leads to an awareness of other civilizations and cultures.

Tourism Sector – is sometimes referred to as tourism industry and is a group of businesses that provide services and facilities to tourists.

1.12 Chapter Divisions

Chapter 1- INTRODUCTION: Background to the Study, Statement of the Problem, Purpose of the Study, Research Questions/Objectives of the Study, Significance of the Study, Limitations of the Study; Delimitations.

Chapter 2- REVIEW OF RELATED LITERATURE: Introduction, Conceptual Framework, Theoretical Framework and Empirical.

Chapter 3- METHODOLOGY: Research Paradigm, Population and Sample, Research Instruments, Pilot Study, Validity and Reliability of Instruments, Data Collection Procedure.

Chapter 4- DATA PRESENTATION, ANALYSIS AND INTERPRETATION: Qualitative Data Processing, Data presentation and Analysis and Interpretation of Findings, Discussion of Results, Qualitative Data: - Interview Data Presentation and Analysis, Focus group and observation Data Presentation and Analysis, Discussion of Results.

Chapter 5- CONCLUSION AND RECOMMENDATIONS: Summary of Findings, General Discussion of Results, Conclusions, Recommendations

1.13 Summary

A critical analysis of the influence of time management to revenue generation in the tourism sector in Mozambique is the topic brought up in this study. This chapter has brought up the statement of the problem which looked at the fact that many remarks on why planned tasks are not finished in the planned time. This resulted into a question, on how Mozambique's tourism sector develops a culture of time management that will not affect revenue generation negatively. To answer this question, objectives of the study were elaborated. The general objective is to analyze critically the influence of time management to revenue generation in the tourism sector by analyzing theoretical models of time management. The research questions that were going to be researched on were the composite and relative effect on employees' performance. There is great significance to the government, tourism sector, and those who may want to pursue further studies. Limitations and delimitations were discussed in this chapter and the main limitation mentioned was mitigated by planning ahead putting in mind that some models of time management are not best for the Mozambican situation.

CHAPTER 2

2. REVIEW OF RELATED LITERATURE

2.1 Introduction

Time management at work is critical for the success of any organization. In this chapter, conceptual and theoretical frameworks are going to be discussed. Time management is different to different cultures. The three cultures; Oriental, Western and African perceive culture in different ways. Some are monochromic whilst the later is polychromic. On the theoretical framework, chapter 2 discusses the different definitions of time management and time management behaviours. The different theories of time management are looked into too. All these frameworks then lead to studies that have been carried out on time management. The chapter closes by giving a link of time management and tourism, also looking at even other factors that affect revenue generation in tourism sectors.

In general, when studying about time management it is important to note that, there is never enough time to do everything one has to do. One will never get on top of his/her tasks. No matter how many personal productivity techniques we master, there will always be more to do than we can ever accomplish in the time we have available to us, no matter how much it is.

Maybe what people need to know first is what time is. Time is experienced and we actually measure it. As it is invisible and indefinable, we use metaphors to grasp some of its aspects. Time is money, many say so, it is a limited and valuable resource, but it is actually very precious and cannot be stored in the bank.

Time is our lives as measured out in years, months, days, hours, minutes and seconds. Time has to be analyzed and used wisely in the workplace. To value time as the most precious commodity – to be spent both carefully and generously should be an essential element in life. This is because we don't create time in our lives but instead we "create our lives in time," (Mackenzie and Nickerson, 2009). Effective time management is less about saving time at any cost than about using the time you have efficiently.

The biggest mistake people make in the job is not realizing how much time is lost due to poor time management at work which directly affects employees' performance and the company's bottom line. Some people are doing better than others because they use their time better than the average person. When people save time, the time saved is for them, though others when they make a mistake, they don't waste time dwelling on it. They instead move on as soon as possible.

2.2 Conceptual Framework

Time management is probably not as easy as what it is imagined and expected to be. Time management means different things to different people. Not everyone in the world views the concept of time in the same way. In fact, some cultures don't even make time a part of their lives. These cultures are more worried about actions and not when the actions happened. Some cultures are wary of time passing by, while others run their lives by the clock. Generally, different countries and cultures have different perceptions of time though the experience and use of time is universal. The way in which time is experienced and used differs across individuals and social institutions.

2.2.1 Time Management in Different Cultures

The progress one makes in any given allotted time will vary with culture, circumstances, and, especially, choices. Nonis, Teng, and Ford (2005; 57) state that “a cross-cultural investigation of time management practices and job outcomes”, that aims to explore the generalisability of prior findings of time management and their influence on key job outcomes in different cultures.

There are Asian, African, Middle Eastern, and Latin American cultures where perception of time, and, therefore, the meaning of time (temporal perception), may be quite different from Western cultures such as in the United States (Hall, 1983; Harvey and Kamoche, 2004; Kaufman-Scarborough, 2003). In most parts of Africa, there is a cultural tendency of how time is perceived that is toward a more relaxed attitude to time. This is noted in cases like being late for appointments, meetings and events. This includes the more leisurely, relaxed and less rigorously-scheduled lifestyle found in African countries especially as opposed to the time on the clock in Western countries. For example, Africans think they have all the time they need in the world because they are two hours ahead of the Greenwich Meridian Time, according to the some comments the author has had from people. This raises the question of whether or not time management practices positively impact job outcomes in cultures where time is viewed differently. If time impacts on job outcomes in culture, it can also have an impact on revenue generation. This impact is great in the tourism industry because this is where different people with different cultures meet. In this connection, the ability to generalize the claims of time management to Non- Western cultures is yet to be fully investigated (Nonis et al, 2005).

Another cultural dimension of temporal perception that is theorized to lead directly to temporal behavior is whether time is viewed as either “monochromic time” (M-time) or ‘polychromic time’ (P-time) (Hall, 1983; Kaufman, Lane & Lindquist, 1991). Hall (1983) proposed these two ways which represent two approaches to perceiving and utilizing time. It is important therefore to which tourists view time as monochromic or polychromic. This determines how best these tourists should be treated when they are in the tourism centres in Sofala province in Mozambique.

2.2.1. 1. Monochromic Time (M-time)

It is the extent to which people prefer to perform one task at a time. In general, M-time cultures view time as linear and separable, capable of being divided into units, and therefore emphasize doing “one thing at a time” (Nonis et al. 2005, 420). M-time typifies most North Americans, Swiss, German, and Scandinavians. Also, individuals with an M-time orientation are task-oriented, emphasize promptness and a concern for other’s privacy, stick to their plans, and are accustomed to short term relationships with other people (Kaufman, et al., 1991; Kaufman-Scarborough, 2003). They prefer to engage in detailed planning, although they find it hard to do so, probably because they want to focus on one thing at the time. Cultures in this orientation view time as ‘tangible’. Cultures in this orientation takes time as something one cannot play around with. It has to be used wisely. Once it is lost, it is gone forever. This to some extend is true. The only difference is what these cultures call the playing around with time.

2.2.1. 2. Polychromic Time (P-time)

It is the extent to which people prefer to perform two or more tasks simultaneously. P-time cultures view time as naturally re-occurring, and therefore emphasize doing “many things at one time”. P-time cultures include Japanese, Middle- Easterners, Latin Americans and people from South Asia who view time as a system where the same events occur in natural cycles (Kaufman-Scarborough, 2003). In P-time-cultures, human relationships are more important than tasks no wonder they are not in a hurry to finish a task or a chore. The maintenance of a harmonious relationship is their first priority. Africans are also considered as P-timers because of their leisurely pace. The Africans perception of time will be discussed in this chapter.

Polychromic people perceive that they reach their planned goals more often than monochromes and are better able to manage work interruptions and activity switches than monochromic people. The table on the next page shows the comparison of specific behaviors of Monochromic and Polychromic cultures.

Table 1 1: Comparisons of Specific Behaviours of Monochromic and Polychromic Cultures

Monochromic Time People	Polychromic Time People
Do one thing at a time	Do many things at once
Concentrate on the job	Easily distracted and subject to interaction
Are accustomed to short term relationships	Have tendency to build lifetime relationships
Emphasize promptness	Base promptness on the relationship
Take time commitments (deadlines, schedules) seriously	Consider time commitments an objective to be achieved if possible
Are committed to the job	Are committed to people and human relationships
Adhere to plans	Change plans often and easily
Show great respect for private property; seldom borrow or lend	Borrow and lend things often and easily
Are concerned about not disturbing others; follow rules of privacy	Are more concerned with people close to them (family, friends, close business associates) than with privacy

Source: Adapted from Hall, and Hall (1990)

The table above shows the characteristics of monochromic time people and the polychromic time people. The difference that exists between monochromic cultures and polychromic cultures do not determine the way they perceive time management. From the table above, we can see that monochromic time people do one thing at a time and concentrate on the job. On the other hand the polychromic time people do their things all at once which may be considered as a time saver

though they are easily distracted and are subject to interaction. Another difference is that monochromic time people are accustomed to short term relationships and emphasize promptness whilst polychromic time people have a tendency to build relationships and therefore base their promptness on the relationships. This may be seen as a way of attracting tourists but it depends on the tourists themselves. If the tourists are monochromic then they take time commitments seriously and adhere to the plans. Any delay may frustrate them and they may not come back. If they don't come back, then it affects revenue generation negatively.

2.2.2. Time Management in Oriental Culture

The word "Orient" refers to east. It is a western word made to describe the east, meaning any country east of Europe. It includes countries from a wide spectrum India, China, Japan, Korea, Taiwan and Hong Kong to mention a few depending on the historical period in which the term was used. Like the Westerners, the Orientals' are run by time. Still, the Orientals tend to feel less rushed and frustrated with this fact than the Westerners and seem to have achieved a greater handle on time management and extremely efficient lifestyles. For example, the Japanese run on time because of their extremely low tolerance for tardiness and delay, (Mito, 2007). If American deadlines and meeting times are said to be strict, the same aspects in Japanese culture would be even stricter.

A great example of this rigid view toward promptness can be seen in the Japanese train system. "In most European railway systems, a 'delay' is defined as '10-15 minutes behind schedule.' In other words, for example, '14 minutes behind schedule' is still counted as 'on time.' This is how European railway companies are able to obtain high punctuality. On the other hand, the

definition of 'delay' in Japan is more severe; only trains with less than a minute's delay are defined as 'on time' (Mito, 2007). Punctuality is extremely important in China, another Oriental. To the Chinese, being late is extremely rude, and a sign of disrespect. Apart from this aspect on being on time, which is absolutely vital in China, it is also important to build relationships with people before doing business. This often prolongs the time spent in discussing business and making decisions. In China they focus on long-term commitments for which the Chinese expect long-term rewards. Samovar, Porter, McDaniel, and Roy (2012) emphasize this idea when they say that Chinese value a slow pace in their lives. Chinese do not mind a lot about delaying a negotiation as long as the base is set. They rather spend their time on building this base first. This means if any Chinese visit the tourist centre then they should be treated accordingly or else they never come back and if they don't revenue generation is hindered.

2.2.3. Time Management in Western Culture

Western refers to a native of the West. It includes United States of America, Great Britain, France, Australia, and Portugal to name a few. Western culture is referred to as advanced culture in general; this is because its ideas and values are believed to promote the development and sustainment of advanced civilization. Western culture is humanity's culture. A successful time management program is the one that follows the Westerners perspective. If one is judged not to be a good time manager, this evaluation is based on the Westerners. Nonis et al. (2005) illustrate that time management is used as a competitive tool by both individuals and organizations in Western cultures.

Most Western cultures are monochronic; they tend to think of time as something fixed in nature, something around us from which we cannot escape, an ever-present part of the environment, just like the air we breathe, (Samovar et al, 2012). Western countries have a more clock-bound pace of daily life. Scheduling and organization has become so important that when Westerners think of time they usually see two things – a clock on a wall and a calendar or a planner. Samovar goes on to say, in business settings, M-culture people schedule appointment in advance and try not to be late in meetings.

In Western culture, time is viewed as a commodity to be controlled. Westerners are run by time. The clock has come to dictate the flow of life. People arrange themselves around the clock and follow the socially accepted timeframes rather than their own biological clock. There are very little feelings involved; they hardly do what they feel like doing at a time they want to do it. They instead do what the clock tells them to. If it's past midday, they have lunch. If it's past six o'clock p.m., they have dinner. If it's ten at night, they go to bed. They don't eat when they are hungry and sleep when they are tired, for there are designated times to do these things and going against the clock is outrageous, (Mbiti 1989). So whether on tourist centre or at home, they are likely to make plans and follow the plan strictly. If anyone comes in between their plan and disturb it then they are not welcome. If it is a tourist centre then they may not go back to this centre as it distorts their plans.

In these cultures it is commonly believed that time management practices will positively influence key job outcomes such as job performance, job satisfaction, job stress, and health

(Macan, Comila, Dipboye, and Phillips, 1990, Nonis and Sager, 2003; Schuler, 1979; cited in Nonis et al., 2005).

However, empirical evidence on the positive effects of time management has been limited to Western cultural environments (Nonis et al. 2005). There is little effort that has been made to distinguish between Western and African culture evidenced by very few researches that exist. In the next section, the differences between Western and African culture are presented.

2.2.4. Time Management in African Culture

The concept of time is of little or no academic concern to Africa peoples in their traditional life, (Mbiti, 1989). He continues to say, the linear concept of time in western thought, with an indefinite past, present and infinite future is practically foreign to African thinking. What has not taken place or what has no likelihood of an immediate occurrence falls in the category of 'No-time'. The future is virtually absent because events which lie in it have not taken place, they have not been realized and therefore do not constitute time. This African time is the perceived cultural tendency, in most parts of Africa, toward a more relaxed attitude to time. This is sometimes used in a pejorative sense, about tardiness in appointments, meetings and events. This also includes the more leisurely, relaxed, and less rigorously-scheduled lifestyle found in African countries, especially as opposed to the more clock-bound pace of daily life in Western countries.

This lax attitude about time in Africa which is considered as unpunctuality in Western countries may instead reflect a different approach to managing time. For example Mbiti (1989) states that

if future events are certain to occur then they constitute potential time and thus in African concept of time there is potential time and actual time.

a. Potential Time

This is experienced when events fall within the rhythm of natural phenomena or when events are certain to occur. The rising and setting of the sun are good examples. The degree of certainty that these events will occur is almost 100%. It doesn't really matter when exactly it will occur but it will, at a certain time.

b. Actual Time

Actual time moves backwards rather than forward. Even though events happening now may unfold the future, the fact that they have taken place categorizes them in the past and not in the future. Time has to be experienced to make sense or to become real.

2.2.5 Time Management -Reckoning and Chronology

According to Mbiti (1989), when Africans reckon time, it is for a concrete and specific purpose and not for the sake of mathematics. Instead of numerical calendars, Africans use phenomena calendars. Events which constitute time are considered in their relation to another or as they occur. For example, instead of saying so and so was born in this year, Africans would say so and so was born in the year of floods. Occurrence of events is more important than the timing of when the event occurred. In a world where time cannot be measured, there are no clocks, no calendars, and no definite appointments. Events are triggered by other events, not by time. A house is begun when stone and lumber arrive at the building site. The stone quarry delivers stone

when the quarryman needs money. Trains leave the station when the cars are filled with passengers, (Lightman, 1994). Tourists are served meals when they ask for it and not really when they are hungry; otherwise revenue generation is not enhanced.

Going back to the example of the sun rising. In African perspective of time management, it doesn't matter if the sun rises at 5a.m or at 7a.m. as long as it does rise. So if one is to meet an African at sunrise, it doesn't matter whether the meeting takes place at 5a.m. or at 7a.m. Things in nature happen not because they have schedules to follow or appointments to visit, but because they choose to. People can also choose to do things when they believe it is time for these things to be done. The Earth would not stop revolving if you ate lunch at three rather than at two or if you went to sleep at eleven rather than ten or even if you were late to an appointment by a few minutes.

Days, months and years are all divided up or reckoned according to their specific events which is what make them meaningful. In the life of people, certain events are associated with certain months, so the months are named according to most important events or the prevailing weather conditions. For example, there is the ploughing month, the harvesting month, the hot month, the windy month etc.

2.2.6 Extending the future dimension of time

Even though, people are now working in the cities with Westerns, Mbiti (1989; 27) says “there is still a fundamental severing of ties which cannot be repaired and which often create

psychological problems with which urban life cannot as yet cope”. On the other hand, because of Christian missionary teaching, western-type education, invasion of modern technology with all it involves, African peoples are discovering the future dimension of time. But the structure from this African concept of time to one that should accommodate this new discovery is not a smooth one. This is the reason why there is still a problem in the employees of tourism centres serving people from different cultures and this has an impact on revenue generation on tourism sector.

After one culture began operation under a specific order, others had to follow. This led to the globalization of the day and the concept of world time. Everything became dependent on clock time, pace and tempo stressed more than ever. Time was industrialized, and now was imposed and adopted by various cultures. To be modern and progressive one has to be fast, in sync with the rest of the world. However, with the globalization of time each culture has found different ways of incorporating this concept into their own society. With an active and expanding economy time is greatly valued. The level of development in a country is directly proportional to the amount of free time of its citizens, (Nonis et al, 2005). The more developed the nation – the less time people have to themselves. There is always stress to get things done, since more and more things are now needed to be done in the first place. When the society is mainly agricultural, people’s main concern is the weather and the amount of produce collected. The weather now has a minimal effect on our society, since it has no effect on the machines and technology we are now dominated by.

2.3 Theoretical Framework

Theoretical reviews, trace the theoretical developments in a particular area, often showing how each theory is supported by empirical evidence. It has to do with the study of theories related to a given topic. In this study, the researcher discussed the theories in time management.

2.3.1 Definition of Time Management

The term “time management” is actually misleading. From the term itself, we can say that it means managing time, which is ways or techniques of managing time. Some authors have said time could not be managed, because it is an inaccessible factor. Only the way a person deals with time can be influenced. But the researcher tends to disagree with the statement; therefore the researcher will stick to the use of the term, time management, as defined below.

Time management has been referred to as techniques for managing time (Adams and Jex, 1997, 1999) that is a way of monitoring and controlling activities to fit in time. It is a technique for effective time use, especially having enough time to accomplish the many tasks required (Orpen, 1994; Woolfolk and Woolfolk, 1986); planning and allocating time (Burt and Kemp, 1994; Francis-Smythe and Robertson, 1999). It is also a technique way of getting insight into time use (Koolhaas, Sijtsma, and Witjas, 1992); the degree to which individuals perceive their use of time to be structured and purposive (Bond and Feather, 1988; Vodanovich and Seib, 1997). King et al., (1986) describes it as a technique to increase the time available to pursue activities (self-regulation strategies aimed at discussing plans, and their efficiency (Eilam and Aharon, 2003);

the use of procedures that are designed to help the individual to achieve his or her desired goals (Hall and Hirsch, 1982).

According to Claessens (2004) several authors have proposed methods on how to handle time issues on the job. They suggest simple remedies such as writing work plans down on paper (so-called to-do lists) in order to increase one's job performance. At the same time, Drucker, in Claessen (2004) recognizes that planning tasks and activities does not always lead to the completion of planned work, especially when time pressure is high.

MacKenzie (1954) developed a concept for a time management training program, which is still being used. Time management training programs are aimed at giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make daily planning, how to prioritize tasks, and how to handle unexpected tasks. Time management is much more about balance and satisfaction in life. Not wasting time on nonessentials so that one can do something more meaningful with time is far more important than getting there first. He then concluded that setting life goals and keeping time logs were important techniques aimed at effectively managing one's time.

The only problem with some time-management instruction is that it typically concentrates on teaching people how to get things done more effectively. Even the best time-management skills don't help much if one focus on the wrong tasks. Saving time is not of much use if people focus whatever time they've saved on the wrong tasks. A superior time management plan helps one decide what the best investment of one's energy is. An investment of energy tallies with

investment of an income to most people. To generate revenue at a tourist centre then one has to have a good time management plan.

In most cases time management is personal time management that needs to be divided effectively into the tasks to be done. It can also be referred to a list of time management skills that need to be mastered for it to be effective. Collins English Dictionary (2009) has referred to time management as the “analysis of how working hours are spent and the prioritization of tasks in order to maximize personal efficiency in the workplace”. Claessens, Eerde, Rutte and Roe (2007) describe time management as “behaviors that aim at achieving an effective use of time while performing certain goal-directed activities”. Later on in 2009 the same authors describe it as types of behavior that differentiate people who do things on time, stick to deadline and spend little time on their activities from those who are often late, pass deadline, spend much time on their activities and waste time on unimportant matters (Claessens, Roe and Rutte 2009).

Adopting from them and based on all other authors discussed above, the researcher suggests a definition of time management as ‘behaviors that aim at achieving an effective use of time to get value out of the time to achieve positive results’. The focus is on the results, such as in performing a work. In the tourism sector in Mozambique, Sofala province, and such results would be revenue. This means that the use of time is not an aim in itself used in isolation. It is tied to what it can perform, if it helps in any way to improve revenue or not. It is important to note that time management is a broad subject that covers many different areas from our day-to-day actions to our long term goals.

2.3.2. Time Management in a Workplace

According to Hoover (2007) building a workplace in which time management is a priority not only improves everyone's productivity, but also creates an environment of respect. Being considerate of the time of subordinates, coworkers, and boss requires as much discipline as protecting and organizing own time. Encouraging people to remain focused on goals and tasks that are critical to the business—and to dedicate their time to accomplishing those goals—can be a challenge. The key to effective time management is focus. If the focus is generating revenue in the tourism centre then time management should be effective.

2.3.3. Managers Time Management

Apart from managing their own time, managers have to manage the time of others. Managers face the complex task of managing their own time, as well as the time of others. A substantial share of the day can be allocated to organizing, regulating, and controlling activities within the firm, requiring much time spent in talking to others, or listening to them (Horne and Lupton, 1995). Thus, managers' time may be fragmented and their activities often interrupted as they attempt to deal with different persons and the latter's problems throughout the workday (Kurke and Aldrich, 1983). It appears impossible to tightly plan and organize a day full of scheduled activities, when a large part of the day is made up of unforeseeable interruptions.

2.3.4. Time Management Behavior

As discussed above under the conceptual framework, the term time management means different things to different people. Lakein's (1973, 8) asserts that traditionally, time management refers to "the use of particular techniques, such as 'to-do' lists or deliberately planning activities, or to participation in training with the purpose of learning how to master and use such a technique". Macan (1994) agrees with Lakein when he states that time management training programs lead to three types of time management behaviors. These are;

- (a) setting goals and priorities;
- (b) mechanics of time management; and
- (c) preference for organization.

Mecan hypothesized that these behaviors would result in perceived control of time or the feeling of having control over one's time. By implementing time management techniques, one is able to experience control over what can be done within workday time. This feeling in turn has a positive effect on job satisfaction. Employees who are satisfied in their jobs will motivate them and they then save the tourists better and thus encouraging them to come back always and thus increasing revenue.

The focus on time as perceived by an individual or temporal perception leads directly to temporal behavior. These behaviors comprise of, time assessment, planning and monitoring behaviours. These behaviours will now be briefly explained.

- **Time assessment behaviors:**

This aims at awareness of here and now or past, present, and future (Kaufman et al., 1991) and self-awareness of one's time use (attitudes and cognitions) which help to accept tasks and responsibilities that fit within the limit of one's capabilities.

- **Planning behaviors:**

These are instructions and tools aimed at preparing to use time efficiently and effectively such as setting goals, planning tasks, prioritizing, making to-do lists, grouping tasks (Macan, 1994, 1996). Planning tasks or activities was identified as one of the most important time management techniques, also in relation to outcome variables. While we prefer to speak of planning behavior, others have used the terms goal setting and prioritizing (Macan, Shahani, Dipboye, and Philips, 1990), and short-range planning (Britton and Tesser, 1991), which are roughly equivalent in meaning.

- **Monitoring behaviors:**

This behavior aims at observing one's use of time while performing activities, generating a feedback loop that allows a limit to the influence of interruptions by others (e.g. Fox and Dwyer, 1996; Zijlstra et al., 1999; cited in Claessens et al. 2007). It means providing a structure for managing time and self monitoring.

From the three behaviors above, we can say that each has a role in managing time. Assessing time is needed for making realistic planning whilst monitoring is necessary for exercising control, and planning behavior provides a basis to guide future action. In tourism, to generate

revenue, the three behaviours are fundamental. Because tourists affect plans at tourist centres, it is important to assess time needed to make plans. Monitoring is important to exercise control of tourist and planning behavior will help make better plans for tourists to make attract them or to help the centre with word of mouth advertising. Despite the fact that the three behaviors above have significant role in managing time, the researcher discussed planning behavior broadly because of its effect on perceived control of time at work.

2.3.4.1. Planning Behavior and Perceived Control of Time at Work

In her study to test the theoretical process model of time management, Macan (1994, 386) found that planning behavior (conceived as part of people's work strategy) irrespective of the impact of time management training has a significant relationship with "perceived control of time", which in turn is positively related to job satisfaction and negatively to job-induced and somatic tensions. Tripoli (1998, 456) defined work strategy as an "approach to planning and allocating effort across goals, activities, and time periods". Therefore "planning behavior" refers to decisions about which tasks to perform, how these tasks should be prioritized, and how to deal with possible distractions, especially when one has to perform several tasks simultaneously. Perceived control of time thus acts as a mediator in the relationship between planning behavior and these variables. In some studies of planning behavior – usually operationalized as setting goals and priorities – positive relationships were found with self-reported job performance, perceived control of time, job satisfaction etc. Planning behaviour may be tricky in tourism sector and yet it is fundamental. Revenue is generated from tourists visiting the centre, and these

tourists for them to be able to keep on visiting, they should be satisfied with the services even the time management at the centre.

Furthermore in her study, Macan (1994) found a weak relationship between participation in time management training and one facet of time management behavior, that is, “setting goals and priorities” (planning behavior). This planning behavior relates positively to the feeling of being in control of one’s time, productivity, job satisfaction, and health, whereas it relates negatively to feelings of strain. The only one who can decide whether one is using their time productively is the person himself/herself.

The notion of perceived control of time was introduced by Macan, Shahani, Dipboye, and Phillips (1990). In the process model of time management, which Macan proposed in 1994, three dimensions of time-management behavior were distinguished, which are; setting goals and priorities, mechanics of time management (making notes and lists), and preference for organization working in a systematic fashion). The effects of these behavioral dimensions on outcomes were supposed to be fully mediated by perceived control of time.

Although perceived control of time is likely to depend on the planning activities of the individual, characteristics of the work setting may play a role as well. In addition, they may directly impinge on the outcome variables. Following Karasek’s (1998) Job Demand-Control model one would expect that a person’s workload and job autonomy would affect perceived control of time as well as experienced work strain. It seems reasonable to assume that job demands and job control will add to the effects of planning behavior, both on perceived control

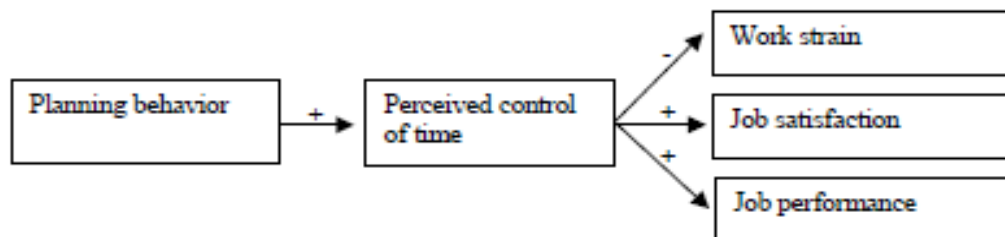
of time and on the outcome variables. Karasek and Theorell (1990) define job control as the extent to which the job provides freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used to carry it out.

In this study, the researcher will look at two models; Macan's (1994) Reduced Version of Full Mediation Model and Extended Full Mediation Model of planning behavior and its effects over time.

a. Macan's (1994) Reduced Version of Full Mediation Model

The model predicts that planning behavior will lead to higher perceived control of time, and that perceived control of time will lead to less work strain, more job satisfaction, and higher job performance. Thus, in accordance with the view of Macan (1994), perceived control of time is supposed to fully mediate the effects of planning behavior on the outcome variables. The assumption of a full mediation effect may be too rigorous. We therefore expect that partial mediation improves the fit of the model, when testing direct links between planning behavior, work strain, job satisfaction, and job performance as shown in the diagram below.

Figure 2 1: Reduced Version of Macan's Full Mediation Model



Source: Claessens (2004)

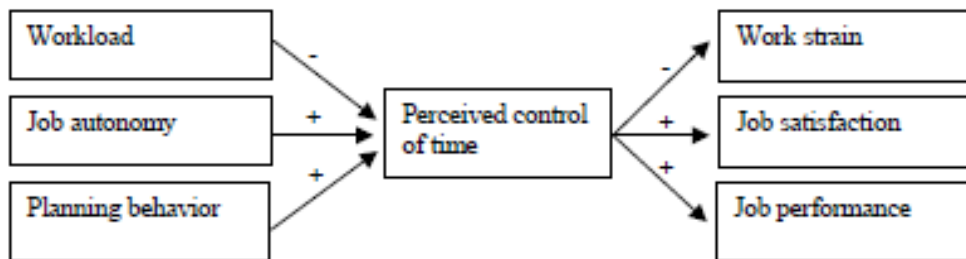
Figure 2.1 is showing the Reduced version of Macan's (1994) full mediation model: the effects of planning behavior (Time 1) on outcome variables (Time 2), mediated by perceived control of time (Time 2).

b. Extended full mediation model

The second model is a modification of the first one. In this model, the assumption above does not apply. The model shows that it is not only the planning behavior that leads to perceived control of time but other factors too like workload and job control as discussed above. So in this model, the two work characteristics that were discussed above have been added, that is, workload and job control. Like Macan's (1994) model, it assumes a full mediation effect of perceived control of time. We expect the fit of the model to increase when partial mediation effects are tested, that is, when direct links are added from planning behavior, workload, and job control to work strain, job satisfaction, and job performance.

The second model is depicted in Figure 2.2 below.

Figure 2 2: Extended full mediation model



Source: Claessens (2004)

The immediately measurable effect of planning may even be that it leads to less perceived control of time because it may be confronting to know how much work needs to be done within hours, days, or weeks. However, when control of time is perceived, we expect an immediately measurable effect of perceived control of time on outcome variables such as job performance and job satisfaction. Making to-do lists and prioritizing increase the insight into tasks that need to be performed, but only after a while this will lead to the idea that they are under control. So, in the long run, planning enables one to get an overview on the tasks that need to be performed, deadlines, and priorities, which increase the perceived control of time.

While some people are highly organized, many people are drawn into chaos by the demands of work and of others. In fact, they are so habitually disorganized and stressed that they feel they cannot invest the time necessary to bring order to their lives, no matter how much they need guidance. But organizing oneself and one's time is not as difficult as it seems and it will eliminate a great deal of stress. It involves creating systems—consistent ways of doing things like given below. They create consistency, and consistency saves time.

2.3.4.2. Making a 'to do List'

Hoover (2007) views writing things down to have a surprising benefit beyond merely helping remember important information. After writing down a list of what has to get done, one is more likely to experience a sudden “aha” moment about the best way to accomplish it and the order in which to get specific things done. That will help do more in less time. According to many time-management experts, writing down lists of tasks is the key to effective time management. If one

has more on their plate than one think one can deal with, making a list is the single most important step one can take in the planning process. It is good to note that overloading time, can quickly wear someone out. Hoover goes on to say a written record allows one to see it all in front of them. Time-management experts know that almost nothing motivates most people more than crossing things off a to-do list.

According to Hoover (2007) making lists also organizes thinking, which is extremely important to effective time management. Scattered thinking wastes time. Organized thinking, according to experts like Stephen Covey, is also the most creative and innovative thinking. The list has to be kept safe in a visible place where you can refer when you need it. Wherever one keeps a list and whatever form it takes, one should get into the habit of looking at it often.

2.3.4.3. Planning Behavior and Goal Setting

In modern organizations, it is common for employees, especially those working in autonomous jobs, to receive general task goals which they need to translate into personal goals. In order to achieve these personal goals, it has been suggested that planning behavior is necessary (Frese, Stewart and Hannover, 1987). According to Friedman and Scholnick, (1997), planning behavior can be considered a particular way of goal setting and involves a complex set of mental and behavioral operations that bring together cognitive, emotional, and motivational resources in the service of reaching desired goals. Planning behavior also refers to decisions about which tasks to perform, how these tasks should be prioritized, and how to deal with possible distractions, especially when one has to perform several tasks simultaneously. Good time management

seldom just occurs on the spur of the moment. What you want to accomplish must be thought out in advance and planned carefully.

2.3.4.4. Planning Behavior and Prioritizing Daily Work Tasks

Most time-management experts recommend ranking to-do items in terms of priorities. Prioritizing is a component of planning behavior and refers to the determination of the order in which the planned tasks or goals will be processed or executed. Relatively little is known about the choices people make about which tasks they will start with, and which tasks they will do later. But it's important that one start with the first item—the most important or urgent—on the list and only move to the next task when they have completed the previous one. Dealing with multiple tasks at work requires making choices of what to do first and what to do later.

According to popular time management literature (Covey, 1994; Drucker, 1967; Mackenzie, 1972), a distinction should be made between the importance and urgency of tasks, because they are factors that affect why one task receives a higher priority than another task. In other words, some tasks are important in terms of consequences for quality and quantity of performance (importance), and some have clear time-related aspects, in that they require immediate action (urgency). The time management advice (Covey, 1994) is to make this distinction explicitly, because in practice, people tend to consider each new task that arises as the one that is most urgent and start acting on it, instead of considering whether it is really important to do this task now, or more suitable to do later. Keeping control of time and schedule means focusing on the priorities one has set.

This happens especially because of some reasons. Some of the reasons are stated below.

1. Theories and memory models on the recency effect;

The recency effect refers to the well known phenomenon that words that are at the end of a list are recalled well than words in the middle of the list. The same process applies to events that occurred recently. Recent events influence judgments of people because they are remembered better than earlier events and are therefore viewed as more important (Hintzman, 2003). We may call these unplanned tasks. They are called unplanned tasks because normally unplanned tasks are the ones that are outstanding.

2. Time discounting

Time discounting is the opposite of delay of gratification. It assumes that people tend to perform the urgent instead of important tasks. It is the phenomenon that gains that are obtained later in time are worth less to people. If we can choose between equally attractive events, but one is delayed, we choose the non-delayed one because the present, subjective value of an outcome decreases as the delay to its receipt increases (Koch & Kleinmann, 2002).

3. The attractiveness of tasks might

There is a belief that Low task attractiveness or task aversiveness is an important reason for procrastination (Van Eerde, 2000). Procrastination can be seen as a process in which a

person does not start on an intended task, but engages in a more attractive, but usually less important task, to avoid starting with the intended task.

2.3.4.5. Planning Behavior and Work Plans

These two may sound the same but they are different. Work plans are part of planning behavior. People do not always complete what they had planned for themselves. And the question is what factors influence this observed discrepancy between work plans and actions? The likelihood that a task will be completed may be greater when the order of tasks has been planned, that is, tasks with a higher priority in the beginning of a workday are more likely to be completed at the end of the workday. Hall and Hirsch (1982) studied the completion of high priority tasks of four members of faculty and staff at a university and found that those who participated in discussions about their work strategy, used weekly and daily schedules, and read a time management manual, completed more high priority tasks after the interventions. We expect that people are more focused on completing their high priority tasks than on completing lower priority tasks, and we expect that these tasks are completed to a greater extent by the end of the workday.

Several jobs and personal characteristics might explain why people do and do not complete their work as planned. As planned task completion can be viewed as part of one's job performance. Roe (1999) identified, among others, job characteristics and individual differences as important predictors of work performance.

a. Job characteristics

Braarud (2001) found that people's experienced workload was related to their performance, especially when their work involved complex tasks. His study showed that a workload that was perceived as too high negatively affected people's performance. This finding relates to studies on time pressure (Rastegary and Landy, 1993) that revealed that the relationship between time pressure and performance was curvilinear, which implies that too little and too much time pressure negatively affects performance. Marchese and Ryan, (2001) found that job autonomy was related to performance. Employees with high levels of autonomy had a higher performance than those with lower job autonomy. In other words, when people feel that they have too much work to do and have to work hard to perform their tasks, they may complete less planned work compared to when workload is perceived as low. Also, when workers experience job autonomy, they may complete more planned work, because they have the opportunity to plan the tasks they think they are able to complete on a workday and perform what they had planned for themselves. Some of the most productive people and best time managers are not the super humans who can work around the clock and bounce back for more. They are the ones who establish an even pace and trot along at a moderate rate of efficiency. Like the tortoise, they get to the finish line in good shape, having done good work.

b. Individual differences

Conscientiousness and emotional stability are among the personality factors that were identified as predictors of performance (Judge and Bono, 2001), for a meta-analysis; Roe, 1999).

Conscientiousness indicates order, dutifulness, discipline, and achievement motivation and was found to relate positively to job performance (Judge and Bono, 2001, Liao and Chuang, 2004). Furthermore, it has been shown that conscientiousness is highly negatively related to procrastination (Van Eerde, 2003) and it is therefore likely that highly conscientious people complete more planned work because they feel committed to do what they have promised to do, and avoid distractions and interruptions, whereas for those who procrastinate, the opposite applies. Emotional stability has been found to be positively related to job performance (Judge and Bono, 2001). Persons who are more emotionally stable were suggested to be more effective in overcoming obstacles as a result of using better problem solving strategies (Bono and Judge, 2003). Also, they might be more committed and less distracted by their own emotions in their focus on the completion of their planned tasks.

Lastly unplanned tasks may be perceived as more urgent than planned tasks, because they arrived more recently. This recency-effect discussed above may also influence the importance of the tasks. There may be a trade-off between planned and unplanned tasks. Unplanned tasks may function as a welcome distraction of work, but they may also be perceived as work interruptions which imply the postponement of ongoing tasks or activities (Zijlstra et al., 1999). It is likely that time spent on unplanned tasks leads to a lower completion rate of planned tasks as there is “time needed for the ‘change-over’ from the interrupting task to the main task, as well as for the resumption of the main task” (Zijlstra et al., 1999, 182). Zijlstra et al. also noted that the length of time needed for the changeover and resumption of tasks increases when interruptions involved complex tasks, as they might involve complex cognitive processes of which it is less easy to disengage from. They also found that most people appeared to dislike work interruptions. In our

study, those who mentioned interruptions reported a mean of 96 minutes of work interruptions a day with a maximum of 300 minutes, which was almost 20% of their total work time. This finding is in line with, for instance, the study of Zijlstra et al. (1999) that found a total interruption time of 25% among secretaries. Results of their study also showed that spending more time on planned tasks and less time on work interruptions was positively related to workday satisfaction.

Finally, a previous study by Orpen (1994) found some support for the effect of a time management training program in acquiring skills to make more realistic judgments of what they intend to perform on a workday. If, for example, one knows exactly how one is going to get ready for work in the morning or how one is going to process e-mails when they arrive at work, they'll do these tasks with less time and effort than if they reinvent the wheel every day. Time management training may also enhance the skills that make it more likely that plans are actually completed by the end of a workday.

So as mentioned above, apart from the three behaviours above Claessens et al. (2009) assert that executive behaviors, which aim to influence ongoing activity either directly or indirectly, should be added as a fourth behavior of time management for self regulation to be complete.

2.3.4.6. Self Regulatory Skills

Self regulatory skills can be defined as monitoring ongoing behavior aimed at evaluating whether the current behavior is in line with the previously set norm or goal, and implementing

compensatory behavior when needed (Carver and Scheier, 1998). One of the factors that can explain why planned work tasks are not completed is that people do not act on their intentions as they would have liked to. Why do people have good intentions but don't act upon them? Gollwitzer (1999) and others (Koch and Kleinman, 2002) observed that people have problems in getting started and in persisting in behavior until their goal is reached.

Successful goal pursuit depends on self-regulatory skills to initiate, and/or to persist in the behavior required to reach a goal. It also involves monitoring the environment that facilitates or hinders goal attainment, and identifying and administering rewards for working toward, and penalties for failing to work toward, goal attainment (Latham and Locke, 1991). These skills may also include being able to avoid or deal successfully with distractions, especially when one has to perform several tasks simultaneously. These distractions may be extrinsic, for instance interruptions by colleagues, or intrinsic, for instance thoughts about perfect behavior, lack of self discipline, and lack of self regulation as mentioned in challenges of time management.

One of the most insidious time traps or distractions one can fall into is the belief that by working a little longer, or by taking work home on the weekends, one can finally catch up. Face it: Work can, and will, consume all of free time if one lets it. One needs to draw the line and maintain a healthy balance between personal life and work. Each must have its limits (Davidson, 2001).

2.3.5. Planning Behavior Fallacy

Planning behavior assumes that everything goes according to plans but unfortunately it is not always like that. Sometimes in organizational settings there is a discrepancy between individual work plans and actions, and as a consequence between planned and obtained outcomes. Most workers recognize the following: tasks that they had set for themselves at the beginning of their workday (as so-called 'to-do-list') are still on their list at the end the workday and even more tasks were added. In other words, they are often unable to complete their work as planned. There are various aspects of planning, such as people's estimations of task duration times or more specifically, the tendency to underestimate the time to complete tasks. (Hoehler, and Griffing, 2000), Systems that support the planning of multiple tasks (Hill, Long, Smith, and Whitefield, 1995), or the positive effects of planning on organizational performance can also contribute to this.

According to Claessens (2004) there has been little research on how people decide which tasks to perform and which tasks to complete during their workdays. Time management has been introduced as a self management tool to teach people how to plan tasks and activities for themselves and to identify distractions while executing these tasks, but it pays little attention to dealing successfully with these distractions and persisting in behavior until tasks are completed. Therefore, knowledge is needed on how people deal with time, or more specifically, which work activities they plan for themselves and which they actually complete. From a more practical perspective, this knowledge may be used to develop a successful self-management training program to deal with time problems. One of the tools in time management is making a daily to-

do list. It involves making a list of tasks that one intends to complete that day and ticking off the tasks that are completed at the end of the day.

2.3.6. Time Management Behaviors Measurement

In the past normally self-report questionnaires, diary studies and experiments were used. The different types of self-report questionnaires are used to measure time management behaviors. The researcher is going to discuss the three mostly used ones.

2.3.6.1. Time Management Behavior Scales (TMBS)

TMBS was constructed by Macan et al. (1990), and was based on a list of popularized concepts of time management behaviors examined by factor analysis. The TMBS identified and described factors within time management, such as establishing objectives, prioritizing for tasks, setting goals, perceived time control. The subscales in short were setting goals and priorities, mechanics of time management (e.g., making to-do lists), preference for organization (e.g., having a preference for an orderly way of working), and perceived control of time as mentioned above. Three of the four factors in the TMBS relate specifically to time management behaviors:

- ✓ Setting Goals and Priorities (Goal-setting - the setting of goals the person wants or needs to accomplish and prioritizing of the various tasks to achieve these goals);
- ✓ Mechanics, Planning and Scheduling (Planning - the behaviors typically associated with managing time, such as making lists and planning);

- ✓ Perceived Control of Time (Control - the extent to which one believes one can affect how time is spent). Macan in her study in 1994 confirms that perceived control of time was actually an outcome variable of time management behaviors, and should not be considered part of the TMBS.

Adams and Jex (1997) tested the underlying factor structure of the TMBS using confirmatory factor analysis and found additional evidence for a three-factor solution, although they included 28 of the 33 original items. Shahani, Weiner, and Streit (1993) investigated the convergent validity of the TMBS by examining the relationships with three other scales (including TSQ). They found that the TMBS factors were significantly correlated with the other scales and concluded that the TMBS had convergent validity. They stated that the TMBS is the most elaborately validated scale to measure time management behaviors. Most support was found for the TMBS (Macan, 1994) as a psychometrically reasonable sound measure for studying time management behavior.

2.3.6.2. Time Structure Questionnaire (TSQ)

TSQ was constructed by Bond and Feather (1988). This 26 item, five factor scale was designed to measure the degree to which individuals perceive their use of time as structured and purposive. Factor analysis on the items of the TSQ revealed six factors, but only five could be named, i.e., sense of purpose, structured routine, present orientation, effective organization, and persistence. The TSQ is the result of refining and improving this measure of time structure. Bond

and Feather (1988) claimed that the TSQ meets the usual psychometric criteria for further use as a research instrument, and concluded that the scale had face validity.

2.3.6.3 Time Management Questionnaire (TMQ)

TMQ was constructed by Britton and Tesser (1991) and included items on the attitudes towards time management (e.g., 'do you feel you are in charge of your own time, by and large?') and planning the allocation of time. This model separates time management into the following seven components: (a) Choosing Goals and Sub-goals, (b) Prioritizing Goals, (c) Generating Tasks and Subtasks, (d) Prioritizing Tasks, (e) Listing Tasks on a To-Do List, (f) Scheduling Tasks, and (g) Carrying out Tasks. The scale consisted of three factors, namely short-range planning, long-range planning, and time attitudes, which together accounted for 36% of the variance. Williams, Verble, Price, and Layne (1995) included all three subscales but did not present internal consistency values or other psychometric information about the TMQ. Barling et al. (1996) used shortened forms of two subscales, short-range and long-range planning, and conducted a confirmatory factor analysis. They found that a two-factor solution fitted their data reasonably.

A common feature of the time management measures is that each includes items that refer to planning behavior. The TMBS subscale 'setting goals and priorities', the TSQ factor 'structured routine', the TMQ subscales 'short-range planning' and 'long-range planning' all refer to planning tasks and activities. Irrespective of these behaviors, there are many obstacles that hold people back from organizing their time efficiently like technical errors, external realities, and

psychological obstacles, (Claessens, 2004) The mentioned obstacles will now be briefly explained.

a. Technical Errors:

- Tasks have no home;
- You've set aside the wrong time;
- You've miscalculated how long tasks take;
- You're the wrong person for the job;
- The task is overly complex;
- You can't remember what you have to do;
- Your space is disorganized.

b. External Realities:

- You have an unrealistic workload;
- A health problem limits your energy;
- You are in transition;
- You are in as interruption-rich environment;
- You have a disorganized partner.

c. Psychological Obstacles:

- You have unclear goals and priorities;
- You are a lady killer of chaos;
- You have a fear of downtime;

- You have a fear of failure;
- You have a fear of success;
- You have a fear of disrupting the status quo;
- You have a fear of completion;
- You have a need for perfection;
- You have a fear of losing creativity.

Realizing what is holding you back from managing your time effectively can make a big difference in your life. The next step is analyzing and exploring your personal relationship with time. In exploring this relationship, by looking at what is working what isn't. It is also important to keep focus. Caving in to others' demands on your time can cause you to lose sight of your goals and derail them entirely, (Lerner, 2005). She goes ahead to say it is important not to become distracted by attending to everything and everyone around you. Time belongs to us first, otherwise if we are not careful we can wind up so consumed by other people's business and have no time left to accomplish own goals. No matter how out of control life may seem, some things are working, yet you may be selectively applying these methods in your life.

On the other hand the third principle of Covey (1994) deals with the "fourth generation" of time management as one will learn to do what matters most instead of following to-do lists and doing frivolous tasks that contribute little to life and other people's lives.

Apart from time management behavior measurements, it is also important to note that there are individual differences in the need for time management in order to perform well, to be satisfied

with work, and so on, which could be considered as antecedents. Claessens (2004) outlines the antecedents of time management as is discussed below.

2.3.7 Antecedents of Time Management

Time management preference is an individual difference variable pertaining to the ability to cope with multiple demands. This study discussed the dispositional characteristics and time management training as antecedents of time management.

2.3.7.1. Dispositional Characteristics

The study of Bond and Feather (1988) included many possible antecedent variables (such as neurotics and extraversion) related to time structure or time management. They found that time structure (total TSQ score) was positively related to sense of purpose in life, self-esteem, and type A behavior, and negatively to neuroticism and anomie (the individual's generalized sense of self-to-others alienation).

Lay and Schouwenburg (1993) studied the relation between trait procrastination and time management and found that people high on trait procrastination exhibited a greater likelihood of being behind schedule on their personal projects, studying for an examination for fewer hours than intended, and having a low score on feeling in control of time, setting goals and priorities. This is why they say procrastination is a thief of time. Once one procrastinates already they are moving behind the clock time. They also used less time management techniques.

Shahani et al. (1993) examined the relation of time management behaviors with a theoretically related construct, i.e., sense of coherence, which is assumed to capture individual differences (coping strategies) in relation to vulnerability to stress, as well as the stability of time management behaviors under varying levels of academic stress. If time management is a personality trait, as they asserted, the reported use of time management behaviors should be unchanged under varying levels of stress.

2.3.7.2. Time Management Training Programs

People normally engage in time management behavior more frequently after a time management training program. Most diary studies show that participants make more effective use of their time than others when their time management skills are higher as rated by managers who examined their activity diaries.

2.3.8. Time Management Employees' Performance

Time has to be set aside each day to review and prioritize demands on the time. Time is costly and individual employees and departments are accountable for the use of their time. Unfortunately one cannot control time in the sense of stopping it, slowing it down or speeding it up. But one can apply it economically to the tasks to be accomplished. According to Drucker (1967) "time is the scarcest resource of the manager, if it is not managed nothing else can be managed." Changing perspective on time, however, should be just the first step. Goals are defined and should be clearly stated, divided into long and short term which has to be broken

down into weekly and daily action plans. Workloads have to be controlled and more time to focus on most important aspects of the job (Heller and Hindle, 1998).

The most common challenge we face at work is time management. It affects productivity and profit. Time management is critical for the success of any organization and this directly affects employees' performance and the company's bottom line. Achieving balanced time management in life and reducing stress are part of the keys to becoming successful and fulfilled.

Time management behavior, control over time has a significant effect on employees' job performance. Good time management can improve job performance, personal life and mental health. Heller and Hindle (1998) added that a person who performs efficiently and effectively in the job has more time for personal life. It has been revealed that most productive and successful people are those who can excellently manage their time. The resource of time has to be properly managed if one has to achieve success in the workplace to. Time management skills are essential for people to succeed in life in general. To increase productivity at work, one needs concentration of time management. This is the ability to focus and accomplish the most vital priorities. The environment must be set and distractions should be avoided, Heller and Hindle (1998) asserted that people's attitudes towards time are complex and variable. They noted that individuals need to be aware of the current habits and attitudes which shape her/his use of time if s/he is said to be time conscious.

Schriber and Gutek, (1987) found a significant relationship between overall job performance and time management. They asserted that management of time is the key element to managerial

performance. The key to successful time management is planning and then protecting the planned time, which often involves re-conditioning your environment, and particularly re-conditioning the expectations of others. This is important especially for tourism sectors.

Furthermore, people who are good at managing their time have strong skills in several key areas (Hoover, 2007). They have a clear vision of their big-picture goals at work and in life—long-term, yearly, monthly, weekly, and daily goals. They are skillful at breaking these goals down into smaller units, and they know how to translate these small units into action oriented to-do lists filled with tasks. Finally, they understand that achieving long and medium range goals means crossing off every task they can on their to-do list, every day.

2.3.9 Challenges of Time Management

One of the very worst uses of time is to do something very well that need not be done at all. In managing one's own time, one must be sure to anticipate the possibility that others may be operating in a state of chaos. Whenever one's job depends on contributions or direction from others, their timeliness is held hostage to their time-management habits as well. Sometimes it is important to look at ones priorities and see how many of them are based on commitments inspired by guilt, obligation, or a desire to avoid conflict. Completing these tasks may not be the best use of time. To avoid conflict at the expense of time management is a bad policy. To deal effectively with these distractions, it's essential that one remain in control of time and not give in to people's attempts to impose themselves on one's schedule. It is important not to be afraid to say "No." Saying no to someone is like saying yes to you. Once one has set priorities, they

should stand their ground when others try to get them to change them against their better judgment.

These distractions or time traps can extend to aspects such as many e-mails, phone interruptions, poorly run meetings, and chatty coworkers can derail even the soundest schedule and wreck havoc with a to-do list. Some of these are discussed below.

2.3.9.1. Time Logs

When former World Bank chief economist and U.S. Secretary of the Treasury Lawrence H. Summers taught at Harvard, his students complained about not having enough time. So he taught them about time logs. He had them write down the amount of time they spent on each activity each day: sleeping, eating, writing papers, playing sports, and so on. The students were able to understand just how they spent their time, and then use that information to make some changes, (Griessman in McGraw-Hill, 1994).

2.3.9.2. Managers with Different Views of Time Management

There are some organizations where it is not possible to plan one's workday because managers decide the order and timing of activities, or, in other words, where job autonomy is low, time management might not be an option. There's never time to do it right, but there's always time to do it over again.

Time management assumes that the workplace is suitable for planning one's workday and being able to say 'no' to more work, whereas in practice, this is often not the case. Some authors have suggested that good planners can be poor at managing time while performing their planned work (Burt and Kemp, 1994; Eilam and Aharon, 2003).

2.3.9.3. Overestimation of Time

On the other hand people might overestimate the time required to complete a task as a safe estimation strategy. Overestimating time may be a means of controlling time and avoiding stress because they allow enough time for tasks to be completed.

2.3.9.4. Colleagues

Perlow, (1999) states that, colleagues, supervisors, and customers can also be responsible for a disorganized workday and not feeling in control of time. Colleagues impose demands on ones time every day: by sending confusing messages or setting unclear expectations, chatting about irrelevant topics, calling unnecessary meetings, and being late to meetings. Depending on the type of work, a person can be more or less dependent on the work or information of others. But otherwise time management could include influencing or stimulating others to finish their work in time or to organize their work in a way that it supports one's own work. Also, engaging in time management behavior can be annoying for others if they do not work in a similar way. For instance, a proposed time management technique is to reserve certain office hours (between 11 and 12 noon.) for questions of co-workers. This technique might be helpful for the individual in

the reduction of interruptions at work but, at the same time, it can be inefficient for the work of others.

2.3.9.5. Other interruptions

Moreover, avoiding work interruptions, especially being interrupted by phone or email, might be an important aspect in time management research and has not been part of research yet. When e-mail and paper documents don't get handled efficiently, they pile up; disorganize work area, and waste invaluable time.

2.3.10. Goal setting in planning behavior

Planning behavior can be considered a particular way of goal setting. Goal setting theory assumes that human action is directed by conscious goals and intentions. However, goals do not have to be in one's conscious awareness all the time during goal-directed action in order for them to regulate action. In one sense, time management is about managing your goals. If you know what you want to achieve in the future, you can figure out how to use your time in order to get there. To help you get the right things done, that is, get where you want to go at work and in life it's important to line up your daily actions and your long-term goals. Thus, the first step is setting the right long term goals and then making sure your objectives and daily actions support those goals.

People make plans to reach sub-goals and focus on them, rather than on the end goal. Continuously focusing on the end goal would distract an individual from taking the actions needed to reach it (Locke and Latham, 1990). Most people know what needs to be done; they even know how to do it. They just don't have their priorities straight at the moment they make decisions about how to spend their time which normally make their plan to fail.

2.3.11. The Elements of Goal Management

Hoover (2007) argues that managing time is predicated on setting and accomplishing goals. What is important is to become aware of how much time is needed to complete certain tasks. This will help in the management of the time available. These are the three elements of goal management:

- **Long-term goals**

These are the purposes toward which you direct your efforts. Typically, long-term goals are completed in a year or more. Regardless of what that time frame is, strong time managers break down their long-term goals into objectives. To move towards achieving these objectives, effective time managers break these objectives down further into tasks.

- **Objectives**

These are the steps needed to achieve a long-term goal. Objectives are typically completed in a month or more.

- **Tasks**

These are the series of daily and weekly actions required to meet objectives. If a task seems too time-consuming or complex to tackle all at once, it should be given some thought to how it can be broken down into “action items”; items that can usually be completed within hours or a day.

The diagram below demonstrates one of time management best work flow tools.

Figure 2 3: Time Management Work Flows Tools



Source: Hoover (2007)

From the diagram above, there is a work flow that should be followed in order to manage time better. The first step would be to develop long term goals which are then broken into short term goals or objectives as in the diagram. These objectives are further broken down into to-do list of tasks which leads to action. This action is then repeatedly daily.

2.4. Empirical Review of Related Literature

A literature review is a description of the literature relevant to a particular field or topic. Empirical review of literature looks at this literature from the point of view of real experiences. It uses actual experiences or studies that have been done by others. This section looks at studies carried out in different countries on time management and how these affect revenue generation in the tourism industry.

2.4.1 Take-No-Prisoners Time Management

The rebuilding of highways in Los Angeles after the Northridge earthquake in 1994 is a good example of take-no-prisoners time management. According to Phillips (2005) on January 17, the earthquake injured more than 9,000 people and damaged or destroyed 54,000 buildings, including the Santa Monica Freeway (I-10), one of the world's most heavily trafficked highways.

Rebuilding the freeway began less than 24 hours after the quake. Apart from the fact that the freeway was very important, time is money, like Benjamin Franklin's pronouncement. The

English naturalist Charles Darwin wrote “A man who dares to waste an hour of time has not discovered the value of life” (Samovar et al 2012). So any delay in its rebuilding would cost money. When the contractor was told that it would take 3 weeks to ship steel beams to repair two fallen I-10 bridges, he chartered trains himself. This ascertains what Kennedy (2006) says, if one needs time to help him/her get money, one should realize that one has got to surround him/herself with people who understand and respect the value of time and behave accordingly. This is not easy because sometimes they forget, over time. Familiarity breeds contempt. People like this have to be re-oriented periodically. One also must get people who do not respect the value of your time out of one’s business life. If one lets people who do not understand and respect the value of time hang around, one won’t even have a fighting chance. And with this in mind, he used quick-curing concrete, although it cost more, and rebuilt both bridges at once rather than in sequence, with laborers working 12 hours at a time and crews out 24 hours a day rain or shine. The building of both bridges at once also helped in the reduction of time needed to build the freeway unlike if it was done in sequence. As a result, I-10 reopened in a lightning fast 66 days. The contractors blew past all typical roadblocks; paperwork, supply issues, manpower, in a prime example of effective time management producing excellent results.

This take-no-prison time management maybe good for revenue generation, but this is just for a short term solution. When in business, one should look at both short term goals and long term goals. For now, the contractor was able to use other resources to build the bridges which cost more. This way, the contractor let down his supplier of steel beams and this can tarnish their relationship. For the Oriental and African cultures, maintaining relationship is an important agenda. Therefore in these cultures this would not go well with the society. For example, it can

make the supplier of steel beams to not trust this contractor anymore. And who knows where this lack of trust can lead the contractor. For example this lack of trust can make the contractor not get what he/she will need in time the next time, the contractor asks for supplies. This example only looked at the side of making money without considering relationships, but forgetting in the long run, making relations can help get money. Modern marketing says to flourish in one business, one has to build relationships. Like the Chinese proverb ‘with time and patience the mulberry leaf becomes a silky gown, (Samovar et al, 2012) captures the idea sometimes it pays not to rush time. In Africa where a slow pace is the rule, ‘People who rush are suspected of trying to cheat,’ (Samovar et al, 2012).

The idea of having laborers’ to work for 12 hours is also abuse of workers’ rights. Under normal circumstances workers should work for 8 hours. But because the contractors wanted to beat time, he/she made the workers to work this much which is not advisable. Again this was a short term solution, because if workers are to work for this long per day per year, they will end up bringing diminishing returns. They will reach a peak and thereafter the returns won’t be satisfactory. For any business to succeed, the first people it should satisfy should be its human resources.

2.4.2. Time and Tourism

Now to link time to tourism the study will look at the types of time that exist. The clock seems to manage every tourist centre activity. The daily schedule of tourists quiet different from the schedule of employees at a tourist centre maybe packed with lots of activities which when

changed is likely to affect the employees too. This helps clarify how tourists view time and how workers view time.

2.4.3. Types of Times

According to Morgenstern (2004) there are 8 types of time:

- Work time which is time allotted to earning money and employees in the tourism sectors have this. Work time is one of the times which are used to generate revenue as it is used. But for revenue to be generated, the time has to be used effectively. As mentioned above, in the tourist industry, it's the employees and the employers that have time.
- Self time recharges your batteries and restores your physical, spiritual, and emotional well-being. Some tourists go out visiting tourist centres just to have this. Most people in tourist centres are having this self time. Tourists go out especially to relax.
- Family time allows you to build and sustain relationships with the most important people in your life. Family time is very difficult when people are at home. This is because at home people are pressed with lots of activities and cares of home. This is one thing that forces many people to visit tourist centres, no wonder there are normally families and close friends at tourist centres.
- Relationship time involves other people who matter to you; old and new friends, and collaborators on school, church, or civic projects and people with this are also sometimes found on tourism centres. It is time to renew relationships.
- Financial time goes to financial planning, investing, budgeting, dealing with bills and taxes, and so on. Who normally has this time are the employees of the tourism sectors.

This also is an important time in that it is used to make plans of activities that generate revenue. Even some tourists prefer to visit tourist centres to have a quiet time where they will be able to make these plans.

- Community time is spent improving your community, in such ways as religious fellowship and serving the needs of the less advantaged. Employers in tourism centres are supposed to invest in this type of time too, so as to help with social benefits in the community where they are. This improves their status and name and in the long run, this can generate revenue.
- Education time is devoted to learning by taking classes, watching films, reading, or studying online. It's not all tourists that go to tourist places to relax but some actually to have this education time. They go to read for a certain subject or exam and therefore spending their education time and in the same time generating revenue for the tourist centres owners.
- For tourists there are also other types of time that are important such as hobby time, exercise time, or travel time.

Whatever they might be, all time needs management. Understanding the different types of time will help one manage them and balance life more effectively.

2.4.4. Tourism

Tourism is the business of organizing, operating and providing services to tourists. The World Tourism Organisation (WTO) described tourism as the activities of persons traveling to and

staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. In order for tourism to happen, there should be displacement. This displacement can happen using any type of transport, even foot as in poor societies even in rich ones where tourists do hike. According to WTO cited in www.world-tourism.org there are three criteria used to describe displacement in tourism.

- It involves a displacement outside the usual environment:
- Type of purpose: the travel must occur for any purpose different from being remunerated from within the place visited unlike the previous limits, where tourism was restricted to recreation and visiting family.
- Duration: It should not take more than a year.

Tourism is a global force for economic and regional development. Tourism has a direct impact on the national revenue for all touristic countries, it creates work opportunities, industries, and several investments to serve and raise nations performance and cultures, also distributes their history, civilization, and traditions. Tourism development brings with it a mix of benefits and costs. Tourism is a major industry globally and a major sector in many economies. According to the United Nations World Tourism Organisation (UNWTO), over the past six decades, tourism has experienced continued growth and diversification to become one of the largest and fastest growing economic sectors in the world.

In Mozambique, an increasing number of destinations have opened up and invested in tourism development, turning modern tourism into a key driver for socioeconomic progress. The

government play a significant role as partners in tourism development to an extent which is not replicated in most other industries through their extensive engagement, by all levels of government, in tourism planning and strategy, marketing, infrastructure development, land use planning and responsibility for parks and public and natural attractions, and through their role in managing environmental and community impacts of tourism. There are so many other elements that affect revenue in the tourism sector.

2.4.5. Daily Schedule of Tourists

Tourists' schedules are generally determined by the types of times they are having. If it is a hobby time then they will spend most of their time practicing their hobby. But of course whatever time they are having there are other factors that affect their time like eating time.

2.4.6. Tourism and Climate

According to Dwyer and Spurr (2000) ...climate change will directly impact on a country's tourism industry. Climate change is likely to be, on balance, a negative for tourism. Climate can create loss through degradation of attractions, the costs of adaptation and replacement of capital infrastructure. Climate has a major influence on destination choice. When climate changes, tourists sometimes are forced to avoid some destinations in favour of others or else shift the timing of travel to avoid unfavourable climate conditions. Climate change generates both negative and positive impacts in the tourism sector especially in Mozambique.

2.4.7. Summary

Time management is therefore a complex issue as everybody perceives time in their own way and it depends on their culture. There are three major cultures in the world, the Oriental, the Western and the African. Each of them perceives time management in their own way. The Oriental and Africans tend to be less rushed and enjoy a low pace life whilst the Westerners are run by the clock. From the theoretical and empirical research, we can see that there are many gaps in time management. The way people perceive time also determine their behaviour towards time. Many researchers have studied about time management but very few have actually related it to revenue generation.

The review of related literature has shown us that there is a positive correlation between time management and employees performance. But the question is whose time management should be followed. In a sector like tourism, where people come from different nationalities, different cultures, whose perception of time should be followed?

Many theories focus on the time available for daily use using a wide range of examples and case studies, helping to: identify long-term goals and middle-term plans, plan the day and make the best use of time then learn to delegate and acquire time effectiveness in the office and at meetings which in the long run influences revenue generation. But the question is does this apply to all cultures? How about in a situation of mixed cultures, how should one behave?

Time-management skills can be learned. But which time management skills, and to suit who exactly? How about if the skills are good for one person and not good for the others? Theory says these time management skills can even be practiced with self-discipline. But true time management must become a way of life, if one expects to derive all of the benefits it has to offer you personally and professionally.

CHAPTER 3

3. METHODOLOGICAL PROCEDURES AND DESIGN OF THE STUDY

3.1. Introduction

This chapter described how the research study was carried out with emphasis on the methods used. According to Kothari (2004), a research methodology involves various steps adopted by the researcher and the logic or rationale behind the steps. Methodology generally entails a detailed description of all the issues concerning how the research or study is going to proceed and this includes a detailed analysis or description of the model that was used. This chapter outlined the plan used to accomplishing this research. It gave a description of the research design, research methods, the sampling and data generation procedures as well as data presentation and analysis procedures. In short this chapter essentially involved the description of all the methods and techniques that were used culminating in the production of this thesis. The researcher started by describing the population of interest and how sampling was done to obtain an unbiased and representative sample. It also features the research paradigm, appropriate data generation methods and ethical considerations necessary for such a research.

3.2 The Methodology of the Study and Rationale for Its Choice

The qualitative methodology was used to obtain detailed information about the application of time management behaviors in practice. A qualitative paradigm is used as it is normally used

when the researcher knows little or nothing about the people or places visited, moreover the focus is on inductive processes. Even though the researcher knows about the perception of time management in Mozambique and for other countries too, it is very difficult to know all tourists as they are all different and are from different countries. Therefore it is a qualitative research, supported by quantitative techniques to collect and analyse data. This is because research on how individuals perceive and think about time includes;

- psychophysical research, that views time as a mental construct and compares the perception of time to “clock” time (Macan, 1994)
- sociological research, because it views time as a social construction, a convenience that cultures agrees on especially because there are different cultures involved in tourism. Tourists come from all over the world with different cultures and different perceptions of time. (Lewis and Weigert, 1981; Marks, 1977)
- behavioral research, because it assumes prediction of what individuals might do, their motives for thinking about time in a certain way and their related behavior (Hirschman, 1987).

Because of the nature of the problem of study, qualitative analysis of data is used with an interpretive focus. Crotty (1998:67) says the interpretive perspective looks at “culturally derived and historically situated interpretations of the social life-world”. On the other hand Grays (2009) argues that an interpretive study seeks to explore people’s experiences and their views and perspectives. In this case the researcher has located a research problem within existing theories or knowledge on time management and revenue generation.

The data were generated personally by the author of the present study with the help of two research assistants.

3.2.1 Qualitative Research

Truth is not universal, but that it is dependent on context. No two contexts may have the same qualities or values. They may be similar (in form) but not the same (in essence or content) (Chisaka, 2011). This is the reason why time management has to be studied using qualitative methods. As mentioned before in chapter 1, time means different things to different people. Tourists are different from each other as they come from different places, and they are also very different from the people surrounding them in different touristic places. Apart from this distinct difference, tourists may behave differently when on a tourist visit than when they are in the comfort of their own homes, at work or in the places they are visiting. For example, it may be true that Europeans keep time when they have a business appointment but the question is do they do the same thing when it's an informal meeting or when they are visiting places as tourists?

Qualitative methodology was used to obtain detailed information about the application of time management behaviors in practice; for instance, by means of a diary study. A diary study shows how people plan and prioritize their tasks from day to day, how they actually spend their workday and what considerations are important here, what unexpected events come up, and how they handle this. The advantage of a diary study is that information on time spending is obtained in time (Conway and Brinier, 2002; Pent land, Harvey, Lawton, and McColl, 1999).

3.2.2. Quantitative Research Technique

As mentioned above the research used qualitative methods in data generation and quantitative data analysis methods and techniques. This is because quantitative research aims to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population. In this research the independent variable is time management while the dependent variable is job performance, organizations revenue and productivity. Quantitative research designs are either descriptive (subjects usually measured once) or experimental (subjects measured before and after a treatment). A descriptive study establishes only associations between variables which is the case in this study. Despite all the good aspects about quantitative research, in this present study, it was not possible to use it because of its shortfalls, which was that it could fail to provide the researcher with information on the context of the situation under study.

3.3 The Methods of the Study

The research design as it is called in the quantitative language is the road map of the study, which includes hypothesis, exploratory data collection techniques and data collection. Leedeey (1980) defines a research design as the researcher's overall plan for obtaining answers to the research question. It spells out the basic strategies that the researcher adopts to develop information that is accurate and interpretable. It addresses the central research question. However in this study, the main research method or paradigm was a qualitative case study, of the

interpretive character. This research paradigm or method in a qualitative research is what is called research design in quantitative research.

The qualitative paradigm of a case study was used to study Sofala province. The research paradigm used was ex-post facto, which is a systematic empirical inquiry in which the variables already existed and were inherently not manipulatable.

3.4 Rationale for Selection of the Method

Qualitative research was conducted to obtain detailed information about the application of time management behaviors in practice. This is to create theories, satisfy curiosity, identify behavioural phenomena, and explore conditions under which a phenomenon occurs through inductive investigation. Even though in the research on the influence of time management in revenue generation in tourism sectors has independent and dependent variables, it was deemed necessary to use techniques and tools in the qualitative methodology to do the research. The independent variable in this case, is time management, while the dependent variables are job performance and organizations revenue.

Time management enables the researcher to investigate Western and African culture. Therefore this method was used “because of its unique qualities in probing cultural behavior, values and traditions.” (Chisaka 2007; 28) It provided the researcher the opportunity to develop insights into cultural dimensions of time management. Culture is complex to study. People may say or pretend

to be what they are not. This may be different from what the observer sees. They do this to hide their feelings from people they think are strangers.

The qualitative research allowed the researcher to enter the tourism centre and spend a fairly long time (in some cases the whole time the tourists were at center) with the tourists, employees in these centers observing their daily routines, their time management, taking notes, interviewing them and having group discussions. This paradigm allowed me to be an ‘insider’ in these settings, but one who remained cognizant of her mission to reflect on what the researcher was seeing or hearing (Chisaka, 2007). The researcher did this by interacting with the participants on the sites of study but without forgetting her mission. She recorded the interviews and discussions also took notes when actions on time management were taking place or just after they took place.

A case study paradigm and ethnography paradigm were employed in the context of the impact of time management in tourism industry in Sofala Province.

3.4.1 Case Study

A case study is a “detailed investigation of a single example of phenomena” (Flyvbjerg, 2004:420). The researcher chose to do a case study of Sofala province. Apart from the fact that a case study is non-experimental, it is in-depth descriptive type of study done by an individual or individuals by an outside observer. The researcher doesn’t work in the tourism sector and therefore is a non-participant observer. Case study researches focus on understanding a system of action rather than a system of an individual. Therefore case studies tend to be based on one or

two issues that are central to the understanding of the system under investigation (Tellis, 1997: 7).

3.4.1.1 Rationale for Choosing A Case Study

Despite the fact that a case study is time consuming, it is an effective way of explaining a specific situation. A case study research provides superior answers to the questions of why and how certain things happen. In this study, a case study would be ideal because it does explain why and how time management affects revenue generation in tourism sectors. Although it generates large amounts of data that are not easy to analyse, a case study provides a chronological chain of events and lessons that are to be learned from the case. They are ideal when a holistic picture of the situation under study is desired.

According to Eisner (1991), a case study pays attention to the idiosyncratic as well as the pervasive, seeking the uniqueness of each case. In this particular case, the researcher sought to learn what time management is to different people with different perceptions and how this affect revenue generation.

Case study researchers are full of rich descriptions, colourful details and unusual characters instead of neutral tone which emphasizes on measures of central tendency and dispersion, (Newman, 1997). Since a case study research is rich in detail, it can become immediately useful in addressing issues arising from the case. Given the case under this study of the impact of time

management on revenue and productivity, the results are of uttermost importance to the tourism sectors and the government in general.

3.5 Description of the Site of the Study

Sofala Province is one of the richest Mozambican provinces with an area of 67,218sq.km. There are about 20 inhabitants/ sq.km. It has borders with Tete and Zambezi in the north, Inhambane in the south, Manica in the west and the Indian Ocean to the east. The two most representative ethnic groups are Sena and Ndau. Its main products are shrimp, sugar and hard wood. Beira city is situated right in the middle of the country and is the capital of Sofala Province and the second biggest city of the country. Apart from the capital of the province lying by the ocean, there are some tourist centres to visit and most of them are in the centre of the city.

Figure 3 1: Map of Mozambique showing position of Sofala.



Source: en.wikipedia.org

The picture above shows the map of Sofala province in Mozambique. On the left hand side, there is Zimbabwe and on the right side, there is the Indian Ocean.

The study was conducted at the touristic centres in Sofala Province. The province offers the synergetic tourist lover not only the Gorongosa National Park, Savane River Resort but also Marromeu Buffalo Reserve. Savane River Resort is just 34 km out of Beira city and has one of the best beaches. It is a paradise for birdwatchers, and small bush animals. Gorongosa is one of the three National Parks in Mozambique and the biggest, still trying to recover from the colonial and civil war; it was once used for transporting supplies and army equipment by exchanging

them with ivory, rhinos, and skins. Gorongosa was for a long time, the premier tourist attraction in Southern Africa. In early 1921, because of some different ecological zones like the Zambezi valley, the Rift zone and coastal plain of the Indian Ocean, it became a game reserve for the protection of the animals, in which one could find the big five animals. If one is lucky one can see some of the remaining lions or a herd of elephants, hippopotamus, buffalos, crocodiles, antelopes and warthogs and many other species, and maybe if one is really lucky a rhino, which some people say are completely exterminated and others said they still exist. The forest, waterfalls and flood plains are something to be seen with the help of a guide.

There is a campsite and some bungalows in the process of being built, so, there is a possibility of staying there. The entrance fee is 6Usd. The Bungalows accommodate 2 or 4 people. They have common showers and no kitchen facilities. Tourists are not allowed to drive inside the park; they do the tour in the park for 30Usd for maximum.

One can also climb the Gorongosa Mountain, outside the boundaries of the park, which is 1.862 meters high, the fourth highest peak in Mozambique. The three-hour hike to the summit, guided by locals, is well worth the effort.

3.6 Entry into the Site of the Study

3.6.1 Physical access to the Site

- ❖ To get to Savane River Resort, one needs a 4x4 to access it. Then to get to where the beach is, one had to cross by ferry.

- ❖ To get to Gorongosa national park, one should take the road from Inchope, turn left and go on for another 40 km. The road is not good that it's necessary to have a 4x4 vehicle. There is also local transport to get to the park. After the turn off to the park at Nota, one travels for another 29 km to get to the park gates.
- ❖ If one is travelling by car, filling up the car in Beira would be ideal though there are a few petrol stations all the way up north.

3.6.2 Access to Participants

Apart from using the different routes mentioned above, the researcher needed to approach the participants. The first thing the researcher did was to get a letter from the coordinator of the course to the managements or directors of different tourist centres. With respect to the employees, it was easy to approach them, but the management was a bit hesitant with the researcher talking to tourists. Their concern was that the researcher would influence the tourists to see things they had not recognized before. The tourists may have not really taken into consideration the time management of the employees. The tourist centre's employees may not have an acceptable time management which tourists will only realize after a reminder. This reminder might actually be from the contact with the researcher such as an interview about how they had been served in the centre. The other reason is that the management thought the researcher would disturb the peace of the tourists. But after insisting the management left the researcher to do her research freely. The researcher had to have a meal, or do other activities with the tourists.

3.7. Population

Wegner (2002:4) describes the term population as the collection of all observations of a random variable under study and about which one is trying to draw conclusions in practice. A population must be defined in very specific terms to include only those sampling units with characteristics that are relevant to the problem. Dale (2006) noted that defining a population for a study, the population must be specific enough to provide readers with a clear understanding of that same population. To Yin (1989) a target population refers to the entire group of individuals or objects to which researchers are interested in generating their conclusion.

In this study the population comprises three types of research groups;

- Tourists in different tourist centres,
- Employees of the tourist industry
- Employers of the tourist industry

All these groups are from different tourist centres in Sofala province. Below is a table of the attractions and restaurants frequently visited by tourists in Sofala province.

Table 3. 1: Attractions and restaurants frequently visited by tourists in Sofala Province

Attractions	Cathedral Lighthouse Macuti beach
Restaurants	Biques Kanimambo
Hotels	Tivoli
Historic Centres	Grande Hotel
Outside city attractions	Rio Savane beach Rio Maria Gorongosa National Park

Source: Primary Data, 2013

The table above shows the key stakeholders in the tourist industry. They form the sole population of this study. Sofala Province has been chosen mainly because of its centrality to the country. We find different types of tourist's organisations with employees and employers from different cultural, ethnic, political, social and economic backgrounds. These employees and employers have different qualifications and experiences too. The employers are the Government, non-governmental organisations, parastatals, indigenous businesspeople as well as those from other countries.

3.7.1. Sampling Procedure

Since most of the tourist organizations are concentrated in Beira city, and very few in the surrounding districts, a purposive sample, that is rich informants comprising tourist organizations from Beira city and a few from the surrounding districts, were chosen. This means that the sampling was not random. Patton (1990) noted that purposeful sampling seeks information-rich cases which can be studied in depth. The logic and power of purposeful sampling lies in selecting information which is rich and in depth. Information rich cases were regarded as those respondents one could learn a great deal about issues of central importance to the purpose of the study. The researcher therefore chose ten employees per organization. Where there were fewer employees, all of them were considered.

The employees were asked to give their perceptions, concerns and suggestions about time management and performance of the organization. At least two people in management were interviewed and asked to complete open-ended questionnaires about the time management. At least two selected employers in the districts of Sofala were visited and also interviewed. Apart from these participants who are directly related to the tourist centres, the tourists themselves were chosen to do group discussions and interviews. All participants were also asked to complete a daily diary study. These districts have been chosen for convenience purposes and for the reason that the majority of tourists are found there. As already indicated above, the tourist centers of the case study were restaurants, attractions, hotels and historical sites.

3.7.2 Sample

In most research exercises, it is very difficult if not impossible to generate and analyse data from every member of the population. This is mainly because of cost, time and contact. As a result, the researcher selected a subset of the population that is selected by a researcher to be able to draw conclusions (infer) about that population. Sampling, therefore, refers to selecting a given number of respondents that is representative of all the members of the population. In other words, a sample is a proportional sum of the total target population.

For the purpose of this study, the researcher used non-random sampling method which falls under non-probability sampling as an appropriate tool. Purposive sampling is virtually synonymous with qualitative research because the way the sample chosen is tied to objectives, (Fraser, 2005).

The researcher was concerned about ensuring a high response rate to accurately represent the population and enhance the credibility of the study. Some of the people in the sample could not be contacted whilst others dropped out during the course of study. For example one of the tourists centre listed by the researcher burned down before the researcher could approach it. The owner actually died. Below is a photo after the centre had burned down.

Figure 3. 2 A picture of a touristic centre that burned down.



Source: Primary Data, 2013

Having established a suitable sample size of two tourist centres, the researcher needed to select the most appropriate sampling technique to obtain a purposive sample. Being a qualitative study, the emphasis was not on numbers but on getting an in-depth insight on the phenomenon of time management and how it affects revenue in the tourism sector. As a result, the author opted to use a case study.

Case study research is not sampling research; that is a fact asserted by all the major researchers in the field, including Yin (1993). However, selecting cases must be done so as to maximize what can be learned in the period of time available for the study. Therefore the sample size is found from the number of total tourism companies in Sofala Province. In the city itself there is

very little to see in the way of tourist attractions. Beira does not cater for mass-tourism, but can be very interesting to the photographer with many places of great human, architectural and nature value. The Grande Hotel, which was built by the Portuguese to be an exquisite hotel but was abandoned before opening when Mozambique gained its independence of the colonial rulers is now one of such places.

Sample size has an effect on the cost of the research and more importantly on the results. The purposive sampling technique was employed to select all those who possessed rich information and the researcher interacted with them through interviews and informal discussions.

3.8 Data Generation Instruments and Procedures

The researcher is the main instrument in data generation in a qualitative research, and for a research of this magnitude, one needed the help of research assistants. The researcher solicited help from two assistants who helped in the administration, distribution and collection of open-ended questionnaires, observations and conducting interviews. These assistants were trained on data generation techniques. These were intended to be from management since they were the ones who felt or were directly affected by productivity and the level of revenues in tourist organizations. The researcher then visited the selected research sites and discussed the project with the employees, employers of tourism centres and the tourists. Face to face interviews were carried out and the data were video-taped and also transcribed by hand to take care of any inaudible or non verbal responses.

Case study is known as a triangulated research strategy. The need for triangulation arises from the theoretical need to confirm the validity of the processes. Yin (2003) argues that triangulation in case study is done using multiple sources of data. Therefore, the following data generation instruments were used; observation, interactive interviews, focus group discussions, completion of daily diary study, organizations' reports that are document analysis on revenue generation used as data collection instruments. The data generated were analysed together with secondary data. The current theories of time management were critically analysed and evaluated.

3.8.1 Personal Interviews

An interview is called personal interview when the interviewer asks the questions face-to-face with the interviewee. Personal interviews can take place in the home, shopping mall, on the street, and so on. In this research, employers were interviewed in their offices, whilst the tourists were interviewed in the reception, in their rooms and in the restaurants and as of the workers in their place of work. The researcher used the personal interview because of the many benefits it brings which outweighs the disadvantages.

- They are more personalized and have the capacity to let the interviewee appreciate the objective of the research, despite the fact that personal interviews are usually more costly than other methods in terms of both out of pocket costs and time. In this study, it made the tourists appreciate that someone, somewhere does care about time management in tourists' centres.
- Interviews also enable the interviewer to find the target population more easily. The researcher had to visit the tourists' centres to talk to the tourists and it made life easier. It

was easy to find them this way, even the employees and the employers. This is possible where it is obvious to target the participants although sometimes the results may be biased as each targeted interview participant has his/her own characteristics, geographical situation, income level, social status, level of education.

- It is sometimes easy to be tolerated in longer personal interviews than in other approaches, for example the in-home interviews that have been arranged in advance; though in our case the interviewer tried to maintain it short so as not to disturb people doing their work or enjoying their visiting.
- Information pertaining to decision-making processes can easily be gathered, one participant at a time. The in between interview helped the researcher organize herself before hand after or before each interview.
- Private and personal information can more easily be discussed. In relation to this study, most tourists felt comfortable to discuss their private and personal life like when they spoke about their routine when at a tourists' centre.
- It is possible to identify exactly who said what. Since the researcher met the participants individually and even took photos and recording what they said, it was easy to note who said what.
- Participants are less likely to simply express socially acceptable attitudes and behaviour. In an interview, the participants though started off a bit tense, but realizing the objective of my conversation with them managed to relax and express real selves.

Interviews, in which the researcher gathered qualitative information on people's planning and executing strategies and explored individual differences, were used. The researcher did not

expect all people to generally plan their workdays to the same extent and with the same detail. Therefore, the researcher conducted an interview study in order to gather examples of the different kinds of planning and workday start-up behaviors people had, which could also help to explain the results of the diary study.

Structured interviews provided information on four issues: (1) planning and prioritizing behaviors, (2) workday start-up behaviors, (3) work behaviors while executing their work tasks, and (4) an indication of participants' overall work style. Respondents were also asked to indicate whether they were satisfied with their work style and whether they would recommend their work style to others working in similar jobs. Questions included: "What do you do when you start working?"; "Do you plan tasks for yourself?"; "Do you set priorities?"; "What kind of tasks do you work on first?"; "How would you describe your personal work style?" Interviews were taped and transcribed.

Another method of gathering time management information is to interview people as they leave an area. People were asked to estimate their evaluation on time management for the entire visit to an area. Since fewer people refused to complete an exit interview than the diaries, a more representative group of respondents was found. People tend to forget how they managed their time or how the servants managed their time; however they did remember better the experiences from the last day than from the time they arrived. These experiences are very important as most organizations seem to treat well customers on the day they arrive that on the day they leave.

3.8.2 Daily Diary Study

We designed a daily diary study to investigate the planning and completion of daily work tasks and workday satisfaction. A diary study allows access to ongoing behavior, which allows the immediacy of the experience to be captured, and also provides accounts of phenomena over time. As Bolger, Davis, Rafaeli (2003) stated, a diary method is a method that can be used to capture life as it is lived. The distinctive feature of the diary as a research tool is that it is completed regularly over time by the respondent, gathering instances of events, feelings as they happen (Symon, 1998). One might argue that a diary study is obtrusive and therefore disturbs normal work routine. Therefore, we used a quasi-experimental set up with a diary and control group to evaluate this effect. In the diary group, participants filled out a pre-questionnaire, and then completed daily diaries, followed by a post questionnaire. Participants in the control group only completed pre and post questionnaires.

The questionnaires served to collect information on job characteristics and individual differences, but were also used to assess possible changes in planning behavior, perceived control of time, and job performance due to diary keeping.

3.8.3. Focus Group Discussions

A focus group discussion is a form of group interviewing in which a small group of people is involved. It is led by a moderator (interviewer) in a loosely structured discussion of various topics of interest. It is not uncommon for two discussion groups, groups that are identical in

demographic and life stage characteristics, to have different thoughts on the same subject. What is said in one group or qualitative interview might never be repeated in a second group. This reflects the exploratory nature of qualitative investigations and the diverse nature of populations. Like in this present study where time management means different things to different people.

Apart from being excellent in obtaining background information, some of the benefits of focus group discussions are that it is relatively quick and inexpensive. It is also a flexible investigative approach and can accommodate contingencies easily by changing scenarios in mid-stream if necessary.

3.8.4. Observations

The classic form of collecting data in naturalistic research is observation of participants in the context of a natural scene. Observations when effectively done, they can lead to a deeper understanding of a phenomenon than other instruments. According to Wolcott (1987), qualitative researchers can either use participant or non participant or even both methods. In this study the researcher mainly used participant observation. This is because the researcher had to be close to the tourists to be able to interview them. The researcher actually had to go to the tourist centre and stay there for weeks, even booking a hotel and be close to the tourists. At one time for example, the researcher had to actually swim at Queen beach so as to be close to the tourists. The researcher therefore observed several situations involving tourists, employees and employers of tourism centres. In her observation, the researcher focused on the following;

1. How long did it take for tourists to be attended to in different situations?

2. How do different tourists react when there is a delay to get some services or products?

3.9 Ethical and Legal Implications

To handle the relevant ethical and legal implications, the researcher notified all the people involved that the research would be submitted to ZOU in fulfillment of the requirements for Doctor of Philosophy degree. But before actually going to the field, the researcher applied for the necessary permits to conduct research in the selected organizations. The researcher could not just go to the places involved without any written permission from the authorities. Therefore the researcher sought a permit first, that authorized her to carry out the research without resistance from the participants.

Explanations to the participants about the significance of the study and contributions it would make to the organizations were given. But firstly the researcher told the participants that the information they were giving would benefit the tourist centre and in return benefit them too.

Because the participants had the right to refuse to participate, the researcher did not do anything to those who refused to answer questions. Where the participants provided certain information that they asked to be kept private such as religious conviction and political affiliation, etc. the researcher ensured that this was honored.

Since most participants did not want their identities to be revealed this was respected since the thrust of this research was on the totality of the data generated from the whole sample and not

data generated from the individuals. A participant had a right to confidentiality about their responses during and after the study had completed and the researcher made sure she adhered to this. For the photos included in this study, the participants were consulted and they all agreed to have their photos included. The participants were also assured that the researcher would protect their dignity and integrity and the whole purpose of the research was clearly explained to them.

3.10. Analysis and Interpretation of Data

Once data had been generated, it needed to be organized. The procedures for organizing and reducing data to a form that could be summarized and utilized were different for quantitative and qualitative data. In qualitative research, analysis and interpretation of data are considered as one processed, (Chisaka, 2001). But in this research the researcher treated the two separately.

3.10.1. Analysis of Data

Analysing data is a practice in which raw data are ordered and organized so that useful information can be extracted from them. Analysing qualitative data is not as “prescriptive” as that for quantitative data due to the nature of the data themselves. Qualitative analysis involves sifting through large amounts of information, identifying important patterns, and reporting or giving rich descriptions of what was found.

For qualitative information, explicit procedures are used to organize summaries around common themes or categories and then to identify patterns (content analysis). The nature of the qualitative information and the research questions may require a template or rubric, either designed prior to data generation or after examining the data that organize and summarize the findings.

The analytical techniques that could be deemed appropriate in case study research are matrices of categories, flowcharts, displays/illustrations, tabulating the frequency of events, means, variances, cross-tabulations, pattern-matching, explanation-building and time-series analysis (Tellis, 1997:11). In this research qualitative data from interviews, observations, group discussions and questionnaires, open-ended were analysed question by question. Similarities or differences between different questions were noted and emerging themes or ideas were identified and noted. Findings were also compared with those from any previous similar research and from review of related literature.

There are many tools that can be used in a qualitative research. One of the useful analytical tools that were used to enable the researcher to undertake an interpretive methodology was content coding and analysis.

a. Coding

Coding allows the researcher to organise responses into themes thereby making the task of analysis and reporting easier. Coding is the process of assigning numeric or alphanumeric codes to answer categories. Coding is an important process given that the interviews in case study research are generally open-ended. This interpretive analysis has to do with trying to get the

meaning of the responses and drawing implications against the research's objectives. In this study, the researcher organized the responses in themes of different perspectives of time management.

b. Paraphrasing and summarising responses

This can be in the form of rephrasing statements in a clear condensed form. It may also be by picking out key words. This is what the researcher did in this study, picking up the important information only.

3.10.2. Interpretation

Data interpretation involves the process of explaining and giving meaning to data that have been already analysed. According to Chisaka (2001) interpretation of data is a way of trying to make sense of data, uncovering what analysis could not do. It also implies an in depth analysis and trying to read between the lines as a face value interpretation may be superficial. Trying to find out what exactly is in the data, why it is important and can be learned from, it is what the researcher did with the data obtained. In this study, the researchers connected findings to personal experiences and contextualize the findings.

3.11. Trustworthiness (Validity and Reliability in Qualitative Method)

While the credibility in quantitative research depends on instrument construction, in qualitative research methodology, the researcher is both the researcher, and the instrument of data gathering. This increases subjectivity of the study because the researcher imposes own meanings on the findings. In quantitative, we talk about reliability and validity which are even treated separately. In a qualitative research, the two words both refer to trustworthiness. Patton (2001) noted that reliability and validity are conceptualized as trustworthiness, rigor and quality in the Qualitative paradigm. In this research, trustworthiness and credibility were achieved through four ways below:

3.11.1. Prolonged engagement of sites and participants

Conducting interpretive research requires spending sufficient time in a context to develop an understanding of the phenomenon under investigations, group, or culture in a broad perspective before focusing on a particular aspect or theme imbedded in that context. Of course, more is needed than just spending a long time in a setting. Prolonged engagement was used by the researcher to acquire sufficient observations to be able to assess the distortion which may exist in the data. Through persistent observation, the researcher acquired sufficient depth of understanding to assess the quality of the data. In some situations the researcher had to stay the whole time the tourists were staying in a tourist centre. This was to make sure the participants get used to the researcher and be free with the researcher to a stage that they would not hide anything. This is because sometimes they could change what they would have said before.

3.11.2. Triangulation of sources of data and instruments of data generation

One of the ways to infer trustworthiness is triangulation. Triangulation is the process of using multiple sources of data such as documentation, archival records and physical artifacts to corroborate evidence that has been gathered from other sources. Triangulation of data must be undertaken since this amounts to an internal validation. The more the case study field data supports/matches the pattern of events presented in multiple source documents, the higher the validity of the findings.

Triangulation across sources requires the researcher to develop evidence for an interpretation from interaction with several informants, particularly several types of informants as the purposive sampling plan unfolded. Triangulation across methods required the researcher to test an interpretation in data gathered using several different methods and different instruments of data generation irrespective of the researcher being the major instrument in the qualitative method. Video recording and photography were also two very useful methods in this regard. Triangulation across sources required careful attention to recording contact with informants in field notes that provide as much detail as possible. This was especially important in this research's context where the researcher was working with two assistants given the possibility that something that one team member does not consider important may in fact be important when triangulating on something that another team member or the researcher discovered to be important to an interpretation. Detailed field notes allowed the researcher to check for contradiction in a systematic and non-defensive manner at a later point in time when details of informant interactions could not be accessible to memory (Wyer and Srull 1980).

3.11.3. Member checking/ Data Verification

Another technique for establishing credibility is a member check. According to Lincoln and Guba (1985) member checking is the most crucial technique for establishing credibility of data. In member checking, it is where the interpretation and report (or a portion of it, perhaps rewritten for the lay reader) is given to members of the sample (informants) for comment. Not all informants are willing to read through an academic report merely to do the researchers a favor and when this happens. Member checks can be carried out verbally throughout the conduct of fieldwork as the researcher constantly checks his or her understanding of the phenomenon with participants. (E.g., "Some collectors have told us that.... Does that seem accurate to you?" "Did you say this..." "So what you're saying is that ... 'Is it true that ...?") The ability to conduct this constant check on interpretation as it emerges is yet another advantage to undisguised observation and fully informed consent from participants (Wallendorf, 1989). The researcher had to generate data and analyse them straight away to check for differences and consistency. Where there were differences, the researcher had to go back to the participants to check if they had said what the researcher thought.

3.11.4. Thick Description of data/ Events

According to Wolcott (1987) thick description entails detailed description of raw data and provision of background information of the informants backed by analysis. This is thick description of the phenomenon under scrutiny, whether of the data or events that took place. Detailed description in time management can be an important provision for promoting credibility

as it helps to convey the actual situations that have been investigated and, to an extent, the contexts that surround them. Without this insight, it is difficult for the reader of the final research findings to determine the extent to which the overall findings are true.

3.12. Summary

A qualitative research paradigm was the most appropriate to study the influence of time management in revenue generation in the tourism industry and sector. This is because qualitative paradigm focuses on those things that move human behavior like feelings, motives and internal ideas. Considering that the population is comprised of different people of different cultures, different backgrounds, doing different activities, a case study were used to get a better insight. Despite the fact that the researcher was the main instrument, this research had to use different data generation and interpretation techniques. Interviews, group discussions and observations were used to generate data.

In this section, the researcher also described the location of the tourist centres under study and a little background also how to get entrance into these places. Savana beach, just 34 Km out of Beira city has one of the best beaches. It is a paradise for birdwatchers, and small bush animals. Gorongosa national park, the premier tourist attraction in Southern Africa became a game reserve for the protection of the animals, in which one could find the big five animals. In conclusion, prolonged research engagement, member checking, thick description of data and triangulation was used to build trustworthiness of the results.

CHAPTER 4

4. RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter describes the analysis of data followed by a discussion of the research findings. The findings relate to the research questions that guided the study. Data were analyzed to identify, describe and explore the relationship between time management and revenue generation and to determine the need for optimal time management techniques in order to boost revenue. The chapter started by presenting the background of the participants, and presentation of the data collected through interviews and then observation. Emerging themes are identified and discussed accordingly. A comparative analysis is then made on the informants' perception with the literature review.

4.2 Background information of the Key informants

As mentioned in the last chapter, interview and observation were the main data collection methods used in this research. These were complemented by group discussions and document study.

This study focused on the impact of time management on revenue generation in tourism sector. The informants were given pseudonyms in order to hide their identities for purposes of confidentiality. This applies to the tourism centres too. One at the beach was given the name- Queen beach whilst the national park was given the name Door national park. Before presenting the data collected, the researcher will present and analyse the backgrounds of the informants in this section. At the time of the research, both tourists' centres had been in existence for more than fifteen years. Therefore, they were chosen for the reason that they have had long history of tourism.

4.2.1 Background Information about tourists at Queen beach

The table below represents background information about tourists at Queen beach. These are the key informants from Queen beach.

Table 4. 1: Queen Beach-Background Information about tourists

Key Informants Tourist (Pseudonyms)	Nationality	Number of visits to the same place	Length of stay
Mr. Antonio Goo	Mozambican	More than 100 times	4 days
Mr. and Mrs. Renate	Brazilians	More than 60 times	1 week
Mr. and Mrs. Hall	American	Mr. Hall-25 times Mrs. Hall- 3 times	2 weeks
Mr. and Mrs. Jiao	Brazilians	15 times	1 week
Mr. and Mrs. Fabiao	Portuguese	20 times	3 days
Tania, Tamara and Tiago Fabiao	Portuguese	20 times	3 days
Mr. and Mrs. Mafarira	Zimbabweans	8 times	10 days
Bernado family	Mozambican	15 times	3 days

Source: Primary data, 2013

In tourism centres, apart from having foreign and national tourists, they are experienced or professional tourist and some who are just entering the tourism activity for the first or second time. Professional tourists are those who have been doing tourism for a long time. In this research, the researcher concentrated more on both foreign and national tourists so as to get a clear distinction of the different perceptions that they have on time management. This is also because of their different cultures and how it surface when on the same place tourism centre. Professional tourists were also considered as they are the ones who have been in the industry for

a long time and have probably adjusted to the culture of tourism centres in Sofala province. Below is a photo of a family at Queen beach.

Figure 4. 1: A Photo of a Family at Queen Beach



Source: Primary Data, 2013

Above is a photograph of a Zimbabwean family. They come to the beach every year in August. They are enjoying themselves in the waters of Queen Beach. In the above picture there are only women and children.

Figure 4. 2: A photo of a family at Queen beach



Source: Primary Data, 2013

The picture above shows an American family at the beach. Different from the one above, in this photo, the women are together with the man.

4.2.1.1. Mr. Antonio Golo

Mr. Antonio Golo is a 38 year old man, who has been to Queen beach for more than a 100 times. He didn't actually remember the exact number of times but he goes to Queen beach, almost

every weekend in summer with or without family. He is not from Sofala Province but he works there. The researcher categorizes him as a professional tourist. When the researcher met him, he was going to stay for 4 days at the centre.

4.2.1.2. Mr. and Mrs. Renato

Mr. and Mrs. Renato are Brazilian missionaries who have been in Mozambique for 3 years now. Mr. Renato is 61 and Mrs. Renato is 63. In the 3 years they have been in Mozambique, Sofala province, they have visited the Queen beach for over 60 times. Every month end they take the young missionaries to Queen beach and they go alone also almost once every month. They are also considered professional tourists.

4.2.1.3. Mr. and Mrs. Hall

Mr. and Mrs. Hall are both 55years old and they come from America. Mr. Hall has been working in Sofala for the past 5 years and this year is the first time the wife has been to Mozambique. Mr. Hall loves the beach and has been there for 25 times and Mrs. Hall has been there 3 times now. They are professional tourists. When they are not at Queen beach, they are at another tourism centre.

4.2.1.4. Mr. and Mrs. João

Mr. and Mrs. João are Brazilians who have been to Queen beach 15 times and this time they were going to stay for a week. Mr. João is 45 whilst Mrs. João is 40. They live in Maputo, the capital of Mozambique. They love the Queen beach, such that in every year, twice or thrice, they come to the beach.

4.2.1.5. Mr. and Mrs. Fabião

Mr. and Mrs. Fabião are professional tourists who have been to Queen beach 20 times. Mr. Fabião is from Portugal and Mrs. Fabião is from Mozambique. Despite the fact that they live in Portugal, they visit Sofala province frequently because Mrs. Fabião's parents live in Sofala. Mr. Fabião is 50 and Mrs. Fabião is 35.

4.2.1.6. Tania, Tamara and Tiago Fabião

Tania is 16, Tamara 13 and Tiago 10 years old. They are Mr. and Mrs. Fabião's children. They have been to Queen beach 20 times like their parents, so even young as they are, the researcher considers them to be professional tourists. When the researcher met them, they were going to stay for 3 days at the beach.

4.2.1.7. Mr. and Mrs. Mafarira

Despite the fact that Mr. and Mrs. Mafarira only comes to the beach once a year, they have been coming for the past 8 years. When they come, they normally stay for 10 days or so. This time they were staying for one week. Mr. Mafarira is 37 years old and Mrs. Mafarira is 42 years old. They sometimes bring their children with them but not always. This time they were not with the children. Below is a picture of the couple.

Figure 4. 3: A Picture of a Couple at the Beach



Source: Primary Data, 2013

The picture above shows a couple at the beach. They are Mozambicans.

4.2.1.8. Bernado Family

Bernado family is composed of 12 people; Mr. and Mrs. Bernado who are 61 and 60 respectively. They have three children who are 37, 30 and 28. The first daughter has three children who are 12, 4 and 1, whilst their second born child has two children who are 6 and 3. Their last born son has a son too who is 2. They come from Nampula, Mozambique. They have been to Queen beach 15 times. They were going to stay for 3 days at the beach.

4.2.2. Background Information about tourists at Dororo national park

Apart from these key informants the researcher met at the Queen beach, there are others too, the researcher met at Dororo national park shown in the table below.

Table 4. 2: Dororo National Park- Background Information about tourists

Key Informants Tourist (Pseudonyms)	Nationality	Number of visits to the same place	Length of stay
Glenda English	American	10 times	4 days
Peter English	American	6 times	4 days
Roberto Mali	Portuguese	23 times	3 days
Mr. and Mrs. Salomão	Mozambican	10 times	3 days
Tan, Taninha e Tak, Tat Salomão	Mozambican	10 times	3 days
Albertina Alberto	Brazilian	15 times	3 days
Alberto Manuel	Brazilian	15 times	3 days
Mr. and Mrs. Tapera	Zimbabweans	5 times	1 week
Tony Chicamisse	Mozambican	6 times	1 week

Source: Primary Data, 2013

4.2.2.1. Glenda and Peter English

Glenda and Peter English are sister and brother from America. They are both medical doctors who often visit Mozambique to do some voluntary work. Glenda has been to Dororo national park 10 times whilst Peter has been there 6 times. When the researcher met them, they were both going to be there for 4 days. Glenda is 32 years, Peter is 28 years. They are both professional tourists.

4.2.2.2. Roberto Mali

Roberto Mali is a 48year old man from Portugal. He is doing his doctorate and writing on African animals. He has been to Dororo national park 23 times. Half of this time; he was there to study about the animals and the other half for pleasure. He says he fell in love with the animals. He was going to stay for 3 days.

4.2.2.3. Mr. and Mrs. Salomão

Mr. Salomão is 56 and Mrs. Salomão is 49. They are Mozambicans and have 4 children. They have been to Dororo national park 10 times with their children. They have been into tourism for a long time. The researcher classifies them as professional tourists.

4.2.2.4. Tan, Taninha, Tak and Tat Salomão

These are the children of Mr. and Mrs. Salomão who are also professional tourists because they have been to Dororo national park 10 times with their parents. Tan is 10, Taninha is 13, Tak is 15 and Tat is 18. They are all Mozambicans who have never been outside Mozambique.

4.2.2.5 Albertina Alberto

Albertina Alberto is a 30 year old Brazilian who has been to Dororo national park 15 times. She was going to stay for 3 days when the researcher met her. She said she used to visit this place with her parents almost every year. Even if she no longer stays with her parents she still visits Dororo national park every year.

4.2.2.6. Alberto Manuel

Alberto Manuel is Albertina's friend and ever since Albertina started visiting Dororor national park without her parents, Alberto has always come with her. Alberto is also Brazilian and a bit younger than Albertina. He is 25 years old.

4.2.2.7 Mr. and Mrs. Tapera

Mr. and Mrs. Tapera works in a Non Governmental Organisation (NGO) in Gorongozo. They are from Zimbabwe. They have been to Dororo national park 5 times. Mr. Tapera is 42 years and Mrs. Tapera is 38 years old. They started visiting the park well before starting to work in Dororo. They were going to stay for 1 week when they met the researcher.

4.2.2.8. Tony Chicamisse

Tony Chicamisse is a Mozambican who has visited Dororo national park 6 times. He usually brings along his family but when he met the researcher he was alone. He is 40 years old and was going to be at the park for 1 week. His family had gone out of the country for vacation and he decided to spend his vacation at Dororo.

Despite the fact that tourist themselves are a major stakeholder of tourism centres, they are not the only ones that make part of the participants of this research. The employees and employers are too. This is because they are the ones who need these tourists, who in one way or another have to satisfy the tourists to be able to generate revenue.

4.2.3. Background Information about employees at Queens beach

As mentioned above, the key informants from the two centres are only those who have been working in the centre for not less than 2 years. These are the ones who have been interacting with tourists from different backgrounds for a longer time.

Table 4. 3: Background Information about employees at Queen beach

Key Informants (Pseudonyms)	Nationality	Experience in tourism (range)	Type of activity and place of work
Manuel Rego	Mozambican	5 years	Beach- accommodation
Tito Tione	Zimbabwean	8 years	Restaurant and bar- serving
Margaret Gore	Zimbabwean	10 years	Restaurant and bar- serving
Shanaia Tom	Indian	6 years	Restaurant- supervisor
Aninha Rufo	Mozambican	9 years	Beach- accommodation
Vicente Matos	Mozambican	5 years	Beach- guard
Rodrigues Portugal	Portuguese	6 years	Logistics manager
Mester Chanda	Mozambican	8 years	Beach- Transporter

Source: Primary Data, 2013

4.2.3.1. Manuel Rego

Like most of the employees at Queen beach, Manuel Rego is Mozambican and has been working in the centre for 5 years. He started working in the centre when he was 20, now he is 25 years old. Manuel does clean the bungalows and the restrooms of the hotel. This is his major job description.

4.2.3.2. Tito Tione

Tito Tione is a Zimbabwean who has been working at this centre for 8 years. He was helped by his cousin who also works at this centre to get a job. He is 34 years old. He is a great cook. Apart from cooking he also serves food in the restaurant and in the bar.

4.2.3.3. Margaret Gore

Margaret Gore came to this centre with her boss. He was working for Mr. Souza in Zimbabwe and when Mr. Souza came to claim the beach from the South Africans who were exploring it, he brought his maid Margaret. She is a Zimbabwean woman who has been working at the centre for 10 years. She is 38. All her children were born in this centre. She works in the restaurant, cooking and serving food and beer.

4.2.3.4. Shanaia Tom

Shanaia Tom is a young lady aged 25. She has been in the centre for 6 years and she supervises all the work done at the centre. She started working in this centre when she was on attachment but now she is full time. She is Indian.

4.2.3.5. Aninha Rufo

Aninha Rufo is a Mozambican lady aged 40. She helps with the cleaning. She has been working in the center for 9 years. When she started working at the centre she was a transporter but now she does the cleaning.

4.2.3.6. Vicente Matos

Vicente Matos is a guard. He guards people cars from the other side of the River. Apart from guarding vehicles, he is the one who informs the boat transporters that there are clients to be ferried to the other side of the river. He is 58 and has been working in this centre for 5 years as a guard. He is Mozambican.

4.2.3.7. Rodrigues Portugal

Rodrigues Portugal is the logistics manager at the Queens beach. All the employees report to him. If there is anything missing in the centre, he is the one who runs around to make ends meet. He is from Portugal and has been working in this centre for 6 years. He is 46.

4.2.3.8. Mester Chanda

Mester Chanda used to have his own boat to ferry people from one side of the river to the other. But because he didn't make so much money from that he accepted an offer for a job at the centre. He has been a transporter for the centre for 8 years. He is 31. His personal boat is now owned by his son who does the same job of ferrying people. The only difference is that his son transports fishermen whilst he transports tourists. Below is a photo of Mester Chanda.

Figure 4. 4: A Photo of the Transporter at Queen Beach



Source: Primary Data, 2013

4.2.4. Background Information about employees at Dororo national park

For Dororo national park, the same conditions were applied. Only employees who have been in the tourism centre for more than 2 years were considered.

Table 4. 4: Dororo National Park- Background Information about employees

Key Informants (Pseudonyms)	Nationality	Experience in tourism (range)	Type of activity and place of work
Mark Hugh	American	5 years	Logistics manager
Esther Hugh	American	5 years	Assistant manager
Tongai Nyika	Zimbabwean	10 years	Guard
Zeca Fernando	Mozambican	3 years	Waiter
Erica Zandamela	Mozambican	4 years	Cleaner
Carlos Taule	Portuguese	11 years	Tour guide
Deborah Issufo	Indian	5 years	Supervisor
Taregererwa Nhamo	Zimbabwean	9 years	Tour guide
Celia Mabote	Mozambican	5 years	Waitress

Source: Primary Data, 2013

4.2.4.1 Mark and Esther Hugh

Mark and Esther are Americans who have been working at Dororo national park for 5 years. Apart from the fact that they are a husband and a wife, they are Logistics and Assistant managers respectively. Mark is 45 and Esther is 40. Together they deal with the daily running of the park.

4.2.4.2 Tongai Nyika

Tongai Nyika is a guard who has been working in this centre for about 10 years. He is from Zimbabwe and is happy with his job even though he has been a guard ever since he got to the centre. He protects the tourists more from animals than from thieves. He is 38 years old.

4.2.4.3 Zeca Fernando

Zeca Fernando is 20 years old and he has been working in this centre for 3 years. He works in the restaurant as a waiter. He serves food to tourists. He is from Mozambique. His wife also works in the same centre as a waitress.

4.2.4.4 Erica Zandamela

Erica Zandamela is a 34 years old lady who is very smart. She even got a nickname ‘vaidosa’ meaning proud because of her smartness. She is a cleaner of the whole centre, but she doesn’t do it alone. She is Mozambican and has been in this centre for 4 years.

4.2.4.5 Carlos Taule

Carlos Taule is a tour guide. He knows exactly where to take tourists and at what time, to see what animals. He is 46 and has been working in this centre for 11 years. He is Mozambican who knows the park in and out.

4.2.4.6 Deborah Issufo

Deborah is the supervisor who takes care of operations when the managers are not there. She is 27 years old and has been working for Dororo national park for the past 5 years. She is Indian. She loves her job though is afraid of animals.

4.2.4.7 Taregererwa Nhamo

Taregererwa Nhamo is a Zimbabwean man who has been working as a tour guide at Dororo national park for the past 9 years. He is 43 years old. Before he was a tour guide, he was once a guard. Below is a photograph of the tour guard.

Figure 4. 5: A Photograph of a Tour Guide



Source: Primary Data, 2013

4.2.4.8 Celia Mabote

Celia is Zeca Fernando's wife. She is 25 years old and enjoys working with her husband. She works in the restaurant as a waitress. She is also Mozambican. She has been working for Dororo national park for the past 5 years. She is actually the one who helped her husband get the job in the centre.

Apart from these employees, the researcher also provided background information of the employers. Employers are also considered key participants.

4.2.5 Background information about employees at Queen beach and Dororo national park

In this research, the person who is responsible for the tourism centre is an employer. This is because the centres are owned by a group of people and some of them don't even live in Sofala or Mozambique. These people responsible were able to provide the information needed by the researcher. In Dororo, actually the manager makes part of the Board of Directors.

Table 4. 5: Queen Beach and Dororo National Park- Background Information about employers

Key Informants (Pseudonyms)	Nationality	Experience in tourism	Tourism centre	Number of employees
Samuel Rei	Portuguese	10 years	Queen beach	17 people
Eric Stevenson	American	5 years	Dororo national park	15 people

Source: Primary Data, 2013

4.2.5.1. Samuel Rei

Samuel Rei is a Portuguese man, aged 49. He is the general manager of Queen beach. He is in the Board of Directors of the owners too. He has been working in the centre for the past 10 years. He started working in the centre before it even changed ownership. There are 17 employees who report directly or indirectly to him.

4.2.5.2. Eric Stevenson

Eric Stevenson is the Director of Dororo national park. He is American and has been working in the park for 5 years. He has 15 employees altogether. Eric is 35 years old.

4.2.6. Background Information about Queens beach

Queens beach is one of the best beaches in Sofala Province. It is located to the Northeast of Beira city about 35kms away from town. It was recently bought by a group called 'Entreposto.' Entreposto is a Portuguese commercial and industry group of companies. This group owns other companies including car rent and car sales. Before them, it was owned by an Indian man called Souza (Pseudonyms). Right now, there is a manager who works for and is also in the board of Directors for group 'entreposto'. The beach has been in existence since 1976 but because of the civil war, it stayed for a long time without being used. This is especially because the base for the opposition party was located in this area. It only came back to life again in 1998. Since then it

has undergone so many changes as there have been also different leadership of the centre. Below is a picture of the tourist centre.

Figure 4. 6: Queen beach



Source: Primary data, 2013

At Queen beach, there is space that can accommodate 284 people at a time and normally there is an average of 160 tourists. The table below shows the average flux of tourists at a given time of the year.

Figure 4. 7: A Boat Ferrying Tourists to Queen Beach



Source; Primary Data, 2013

The figure above shows a boat ferrying tourists from one side of the river to the beach.

Table 4. 6: Queen beach- Average Flux Of Tourists at a Given Time of the Year

Period	Number of tourists	Reason	Time spent on average
December-January	Fully booked by foreign and national tourists.	Because of Christmas and new year festival	1-2 weeks
February	Average number (Mostly local tourists)	Because of valentine's day and Heroes day especially if it is on a Friday or Monday. Few because it's just after the December and January festival.	1-5 days
March-April	Fully booked by both foreign and national tourists.	Because of Easter holiday, school holidays and many people would have recovered from the recession from the December and January festival.	1-2 weeks
May-June, July	Few (mostly foreign tourists)	To national tourists, this is winter and no one goes to the beach, but a few foreigners go. The beach is almost deserted, if ever there is someone, they are foreigners who came to visit other tourism centres and have been advised to not go back until they also see the queen beach. Otherwise the weather	1-3 days

		will not be friendly.	
August	Fully booked by both foreign and national tourists.	Because of Easter holiday, school holidays and many people would have recovered from the recession from the December and January festival.	1-2 weeks
September-October and November	Many (foreign and national tourists)	Because of the many national holidays, if on Fridays or Mondays, most national tourists go. For foreign tourists, the weather is favourable.	3-7 days

Source; Primary Data, 2013

From the table above, it is clear that Queens beach always has tourists, from January to December. In some months the centre is fully booked especially in summer and during festival seasons. On the other hand, the centre is almost deserted during winter except for one or two tourists for different reasons. Different festival seasons call for different tourists from different countries depending on the culture of the tourists.

4.2.7. Background Information about Dororo national park

Gregory C, Carr is the Chairman of the CARR Foundation which was given a 30 year contract to rebuild Dororo national park which had been destroyed by the civil war starting from 1999. The

Carr Foundation is currently committed to the 30 year restoration of Gorongosa National Park in central Mozambique as well as to the sustainable development of the communities surrounding the park. The Gorongosa team has reintroduced species to the ecosystem, planted more than three million trees in the Mt. Gorongosa rainforest, created an international Restoration Ecology science research center, established eco-tourism in the Park, and provides health and education programs to the local communities living near the Park's borders. Below are photographs of the park and some animals that are found in Gorongosa.

Figure 4. 8: A Photo of Dororo National Park (Pseudonym)



Source: Primary Data, 2013

The above picture shows the entrance to the park. It reads *Parque Nacional Da Gorongosa* which in English is National Park Of Gorongosa. This park is under the Ministry Of Tourism as

shown above. At the same entrance, this is where some of the rules and regulations are shown. One of them is on time management. The picture below shows the timetable to be adhered to at the park.

Figure 4. 9: Timetable at the Dororo National Park



Source: Primary Data, 2013

A picture above shows that the park only functions from 6am to 6pm. Even for those who don't think it's important to practice time management because they have come to relax need to rethink. The poster also states that no one is allowed to circulate in the park neither before 6am

nor after 6pm. This means no matter how much one is flexible in their time management; somehow, somewhere they are governed by the rules of a given situation. This can have an impact on revenue generation in such a tourist centre. From the entrance to the hotel or the bungalows there is a distance of 18 km which takes 30 minutes to cover. If for instance tourists who don't know about the rule arrive at the park's entrance after 6pm, they may get stranded because they are not allowed to get in. Unfortunately there are no places nearby where they can sleep and maybe forced to drive a distance of not less than 100kms to get better accommodation. They may feel that this is a waste of time and may not go back thus revenue is hindered.

Figure 4. 10: Bushbucks at Dororo National Park



Source: Primary Data, 2013

The above picture shows some bushbucks found at Dororo national park. According to the tour guard, there are more than 300 of these animals in the park.

Dororo national park accommodates 190 and on average there are 60 tourists. Tourism peak time is not the same for the two centres, as shown in the tables for both Queen beach and Dororo national park. This is due to different weather conditions. Below is a table showing the flux of tourists in Dororo national park.

Table 4. 7: An average flux of tourists at Dororo National park

Period	Number of tourists	Reason	Time spent on average
November-April	None.	Because of the rainy season the tourism centre is closed to public.	0
May – July	Many (Mostly foreign tourists and a few local tourists)	It's dry and conducive to walk in the park but because of the weather, its winter, very few national tourists want to go out. But foreign who are professional do.	1-5 days
August-October	Fully booked by both foreign and national tourists.	The weather is conducive for outdoor life for both nationals and foreigners. Because of the many national holidays, if on Fridays or Mondays, most national tourists go.	1-2 weeks

Source: Primary Data, 2013

The number of tourists fluctuates depending on the weather conditions, time of the year even of the month, national and international holidays. Actually, there is a period when tourism activities are nil. The centre actually closes its doors to the public starting from November until April. This is during rainy season. The roads are so bad that it's almost impossible for cars to circulate in the park in the rain season even the Safari cars which are high and are 4x4.

4.3. Emerging Themes

From the data collected by the researcher, there are about six emerging themes that came out in this research. The following table shows the emerging themes.

Table 4. 8: A table showing emerging and sub themes

Number	Emerging Themes	Sub themes
1	Other factors influencing tourism revenue	Weather Conditions
		Time of the year
		National and International holidays
2	Concepts of time	Maximization of available time
		Managing time without giving one stress
3	Practice of time management	Dividing time to activities one has to do
		Keeping time of others
4	Theoretical models of Time Management	
5	Time Management and Job Performance	Efficiency in work
		Better Organisation
		Appearance
6	Discrepancy of conception of time	

7	Western conception of time management	Rational use of time
8	African conception of time management	Dividing time into activities that one has to do
		Time that one has
9	The processes of planning and execution of daily tasks in relation to time management	Daily Diary study
		Planned Tasks and Unplanned Tasks

Source: Primary Data, 2013

4.4 Other factors influencing tourism revenue

4.4.1 Weather Conditions

Climate is either the main tourism resource, for example in the case of beach destinations (Kozak et al., 2008), or it acts as a facilitator that makes tourism activities possible and enjoyable (Gómez Martin, 2005). Warm weather attracts tourists especially to the beaches whilst cold or rainy weather forces people to stay indoors in general. Weather will also influence how enjoyable an experience is and therefore tourists' satisfaction is likely to be at least partly weather dependent. Tourists' safety can also depend on the weather for example in relation to heat waves, heavy rains and extreme wind events.

Figure 4. 11: A Warthog At Dororo National Park During Rainy Season



Source: Primary Data, 2013

The figure above shows a warthog at the park during rainy season. The grass is very green and most animals that feed on greens get food and become fatter.

To substantiate the foregoing thought, the researcher presents the following excerpts:

4.4.1.1 Tourism Business Management

“Em junho e julho ha pouco movimento devido a temperatura”

as quoted from Mr. Samuel Rei the general manager at Queen beach. Meaning that in the months of June and July there are few people who visit the beach due to local weather conditions.

“We actually close down business from November to April because of the rain season; there is no way we can operate in such climatic conditions,”

Said Mr Eric Stevenson, director at Dororo National park.

There is actually a time when some tourists’ centres do not get tourists because of the weather. What is interesting is that when these tourists are not at a certain centre, they are on another. When they are not on the beach for swimming they are at the park. The centre which is not receiving the tourists will have its revenue generation going down whilst the centres receiving tourists will have their revenue enhanced.

4.4.1.2 Foreign Tourists

Peter and Glenda English had this to say about weather conditions and tourism.

“Because our seasons interchange, it looks like we are always on the right side when it comes to timing on weather. When it is summer in our country, it is winter in Mozambique, on the other hand when its winter in our country it is summer in Mozambique”.

On the other hand this weather climate is an advantage to tourists from the west. When the weather is not very favourable in some European countries, it will be favourable in Mozambique. The centres therefore benefit from the weather conditions and thus enhancing revenue.

4.4.1.3 Local Tourists

“Ha sempre algo para fazer em Mocambique. Quando e tempo de frio, ninguem vai a praia mais pode se ir a Gorongoza.”

This was said by Bernado family meaning that there is always something to do in Mozambique. In winter people may not necessarily go to the beach but then that’s when the national park is also open. When tourists are not going to the beach, they are going somewhere else. This could be to the national park.

4.4.1.4. Employees of Tourism centres

For Queen beach employees, the employees are only allowed to go on leave during the winter season. This is because at this time of the year; May until August, there are very few people who go to the beach, therefore there isn’t much work. This also applies to the workers at Dororo national park. Workers are obliged to be on leave during the rainy season.

4.4.2. Time of the year

Depending on different nationalities, religions, races tourists have a preference of when to go on tourism and when not to. Backing up this information; the following excerpts are presented;

4.4.2.1 Tourism Business Management

Mr. Samuel Rei said the following:

“E muito raro ver um musulmano frequentar a praia no mes de Ramadan”.

Meaning that, there are very few Muslims that visit Queen beach in the Islamic holy month of Ramadan. Most of the Muslims fast in this holy month and are supposed to be doing what is holy only, and no recreational. Because of this, they don't go to the beach.

4.4.2.2 Foreign and Local Tourists

It is very difficult to find Muslims going on tourism in the month of Ramadan. When they DO, they are going just to meditate and hardly have lunch at the restaurant until they break their fast at sunset.

4.4.2.3 Employees of Tourism Centres

Sometimes, some of the employees in the tourism centres are Muslims who may want to go and pray at a certain time, this may affect tourists. When the employees go out to pray the tourists have no one to attend to them at this time. Whatever requests they may have would have to wait if there are no enough. Some tourists may get frustrated that they may decide not to come back especially at this time of the year which may reduce revenue. This maybe very bad for the centre especially if this is the only time these specific tourists have to visit the centres.

4.4.3. National and International holidays

To most people, a holiday on the calendar means more time to have fun and more time to do tourism. This is evidenced by the hotels and lodgings being fully booked whenever there is a holiday or when its school holiday. A long weekend is an opportunity for people to travel.

4.4.3.1. Tourism Business Management

Mr. Samuel Rei said that:

“qual quer feriado que cai numa sexta ou segunda feira, e negocio para nos, especialmente com os moçambicanos. Enquanto para os zimbabweanos, semana santa a praia esta reservado para eles.”

This can be translated to mean, any public holiday that falls on a Friday or a Monday automatically means business to us especially from our Mozambican clientele; while for the Zimbabwean clientele, Easter period is reserved for them. From the reports obtained from Queen beach, the month of April August and December are the months with the highest revenues. One of the reasons as observed by the researcher is that in these months there are so many Zimbabweans in the centres. They take advantage of the school holidays.

4.4.3.2 Foreign Tourists

As mentioned by the general manager above, even foreign tourists take advantage of national and international holidays to go touring. A good example is a flux of Zimbabweans at Queens beach during Easter time, taking very good use of Easter Friday and Easter Monday.

4.4.3.3 Local Tourists

Holidays that fall on a Friday and Monday or even Sunday as the Monday will automatically be declared a day off is most welcome for local tourists. Mozambicans know how to fully utilize these holidays as shown by the number of local tourists at these centres whenever there is such an opening. The researcher observed that local tourists visit the tourist centres and spend these long weekends there.

4.4.3.4 Employees of Tourism Centres

A tour guide at Dororo national park noted:

“em Agosto e Abril ha muito movimento devido feriados nacionais em zimbabwe e moçambique, respectivamente.”

According to Taregererwa Nhamo, in August and April, there is a notable traffic of tourists owing to holidays in Zimbabwe and Mozambique, respectively.

4.5 Concepts of time

Time is defined differently by different people from different backgrounds at different times. From the data collected, the definition of time differs from one person to another and even for the same person the definition differs from one place of application to another. Substantiating the foregoing concepts, following are views of different stakeholders of tourist centres interviewed by the researcher.

4.5.1. Tourism Business Management

To the management, time management refers to be able to deliver products or services in time to the tourists. Never be late for your customers or else you will find them nowhere is the motto for Dororo national park. A focus group at Dororo, comprised of employees supports this motto. They expressed that their life or earnings comes from the tourists. Therefore they needed to do

exactly what their clients want them to do despite that sometimes it is costly. Apart from being costly in monetary terms, it is cumbersome in that each tourist is different and has different needs. When they try to satisfy one, it might be at the cost of the other. The researcher compares this to the Western perception of time, of efficiency at work place.

4.5.2 Foreign Tourists

4.5.2.1 Using or managing time without causing stress

The informants are bringing out the relationship between time management and stress. In actual fact, they are saying when people misuse time or don't manage their time, they get stressed. Stress comes in the fact that knowing that time is a non renewable resource; it would be difficult to recover whatever time that would be lost. The sentiments of the informants below back up this.

4.5.2.2. Mr. and Mrs. João

The researcher met the couple at Queen beach. They are Brazilians and they had been to this centre 3 times, this time being their third time. They were going to stay for a week. They had been on a tour of the whole Mozambique and they think the waters of Queen beach are magnificent. This would be their last stop in Mozambique and the longest they had made in just one centre. They are staying for a longer time, not because they had planned to but because they like it.

“ É maneira que cada um usa se ou dirige o seu tempo sem ficar estressado.”

Translated to English, this means that

‘This is the way each person use or manages their time without giving them stress.’

Because they feel like, whatever one does, as long as it doesn't stress them, they can do it for as long as they want. As mentioned above, that they had not planned to stay for this long, but if they aren't feeling stressed out, then they are still managing their time.

The way each person utilizes their time, makes that person. It describes the person using elements like where the people come from, what their culture is and their perceptions of time management. It tells whether they are monochromic and polychromic people.

4.5.3 Employees of Tourist Centres

Just like their employers, being on time is to be able to be there for the tourists at the exact time they are needed with what is needed. This may be difficult though considering that Mozambican employees have their own culture and perception of time management. In as much as they try to be on time when they serve the tourists, sometimes the tourists wants the services at the same time which is difficult for them to meet.

From the focus group of tourists, it was also noted that they think the workers are fewer especially when they are not able to meet their needs it time. This focus group which comprised

of three families visiting Queen beach together, said that most of the times they are forced to eat cold food at the restaurant. When the participants ask for different plates, its either they eat separately or some are forced to eat cold food. This is because there are few cooks to make all the plates at the same time. So, the plates come out one at a time and get cold whilst waiting for others. This may frustrates the tourists and make them not want to visit the centre again. When tourists are out, they want to be together as families which are one of the main reasons that make them go out. Factors which hinder this are not welcome.

4.5.3.1 Local Tourists

4.5.3.1.1 Maximization of available time

Mr. Salomão

The researcher met this man at Dororo national park. He was with his family; wife and four daughters. They are all Mozambicans and had been to this tourism centre several times. This time they were going to be there for 3 days. Mr. Salomão was at this centre to collect data for his research and the family had taken advantage of that and therefore was with him. When asked about the definition of time he said;

“a forma racional de utilização do tempo disponível que um indivio tem”.

The wife went ahead to explain that;

“maximização de tempo disponível”

This means that, it is a way of maximizing the use of time one has or rational use of time that one has. Time management therefore depends on what one gets out of managing time. It looks at the end result. In tourism, it would be reflected in the revenue generated, whilst to tourists, it would be reflected in the fun they had at the tourism centre. As of the employees, they would measure this in the satisfaction of the tourists.

4.6 Practice of time management

This refers to the different ways that people practice management. Normally the practice of time management follows some prescribed theories and models. The theories and models are exactly in accordance to Western perception of time management. Data from the following sources were analysed towards examining these models.

4.6.1 Tourism Business Management

“It is important for one to have a plan and stick to the plan”

said Mr. Eric Stevenson the director of Dororo national park. He justifies his statement by saying that even his animals have plans. If tourists want to see them, then they should go at a time when the animals are at a certain place. Normally the animals are there at a specific time and any delay will mean one might not get the animals at that place. Actually the time table at Dororo national park is strict. For example, one is not allowed to circulate in the park before 6 am and after 6pm, as mentioned above. Sticking to the plan is a Western perception of the concept of time

management. Westerns make plans and do their activities looking at their clocks. If they plan to do something at a certain time, then they should do it at that time or else they are not managing their time efficiently.

The same situation also applies to queen beach where there is a timetable for the ferries to carry tourists to the mainland. The last ferry leaves at 5pm and if one misses it, the only other option would be to sleep at the island or get some small boats which are not secure and with no insurance. Below is a picture of the timetable found at the beach.

Figure 4. 12: Timetable of a Ferry at Queens Beach.



Source: Primary Data, 2013

The picture above shows the times that the ferry leaves the island to the mainland. The only irony is that those sleeping in the chalets and houses are expected to leave the rooms by 9 in the morning and yet the first boat is at 2pm. This shows how the Africans are trying to get accommodation in the way the westerns manage their time but the culture doesn't allow them too.

4.6.2 Foreign Tourists

4.6.2.1 Dividing Time to Activities One Has To Do

Mr. and Mrs. Mafarira

Mr. and Mrs. Mafarira are Zimbabweans who always come to Mozambique whenever they have a holiday or a long weekend. They come especially to the Queen beach in the summer. In one year, they can come for even more than 3 times. They had never been anywhere else in Mozambique except to this beach. When asked, about their definition of time management, they said:

“To divide time according to activities that one has to do”

This mean that time is divided in the activities one has to do. What one has to do is an interesting point here. Whether one has to serve tourists, or employ people who serve tourist or even if one is a tourists visiting a tourist centre, all have activities that need to be done. They all need time to do these activities and therefore they need to carefully divide this time into the planned or unplanned activities.

4.6.3 Local Tourists

Mr. Antonio Golo when asked about his plan for the day, he responded;

“Quando estou aqui, e para descansar. Fugi a pressao da vida para relaxar. Faco o qui quero na hora que eu quero, o que a minha cabeça entende de fazer naquele preciso momento”.

This means that he is at Queen beach to rest. He ran away from home to relax from the pressures of life. When he is here, he does what he wants at a time that he wants. He does what comes to his mind at that exact moment. In doing that he doesn't want anyone to control his time. He would instead want to be given what he wants at a time that he wants.

4.6.4 Employees of Tourism sector

4.6.4.1 Keeping time of others

Manuel Rego (employee)

Manuel Rego works at Queen beach. He does maintenance of the rooms where the tourists sleep. He has been working in this centre for about 2-5 years now and he is happy with his work. He has never had any training in doing his job neither has he had training in time management. Mr. Rego said, he has no time to manage. His time is managed by others. These others are his supervisor and sometimes the clients. He has been given a timetable to follow. Basing on this timetable he makes his plans for the day but which sometimes he fails to adhere to for many reasons. For example he was told that he has to do the clean up between 8 and 10 am. He tries to follow this but because of some reasons mentioned below, he doesn't.

- The tourists are still sleeping by 10 am. He can't work them up of course.
- There is a flux of clients needing breakfast in the restaurant and the personnel there are not enough to serve them.
- Tourists in one of the rooms ask him to do something extra for them.

Because of all this, Mr. Rego sometimes doesn't complete his planned tasks. When asked of what would be more important to him, delivering good quality service or delivering service in time, his response was;

“entregar o trabalho a tempo, para satisfazer o cliente”

meaning delivering service in time to satisfy clients. In the interview the employee also admitted to more than once not have kept the time of the tourists and some of the consequences he suffered are;

- One of the tourists actually shouted at him.
- He lost the tip he would have got if otherwise.
- The tourists reported him to his supervisor who shouted at him and threatened to fire him if it happens again.

This shows how different time management perceptions are and the repercussions it has. In as much as Mr. Rego tries to satisfy the tourists, when things go the other way, he suffers the consequences. He doesn't just suffer from the tourists themselves but from his employer. The researcher thinks, he also gets another share of punishment from his colleagues. All this because of not failed to keep time of a tourist.

4.7 Time Management and Job Performance

The theoretical models of time management ties time management directly to job performance.

The following sentiments from interviewed tourists back up these theories.

4.7.1 Tourism Business Management

For an employee to be considered performing well in their job, they should be efficient. As mentioned above, efficiency means being able to manage time. Apart from efficiency, to rate the effectiveness of the servers in a centre, the employers also takes into consideration;

- Relationship with tourists
- Keeping time
- Appearance

Therefore time management is positively related to job performance. When one manages their time, one is able to perform better in their jobs since the job's perspective of time is so closely related to the Western's perception of time.

4.7.2 Foreign Tourists

4.7.2.1. Efficiency in work

Mr. and Mrs. Hall (tourists)

Mr. and Mrs. Hall are Americans. The researcher met them at the Queen Beach. Mr. Hall is a professional tourist in Mozambique. He has been to this centre several times. Whilst Mrs. Hall was there for the first time. When asked to rate the effectiveness of the servers in the centre, they said it was good. They think the employees do well in their relationship with tourists and appearance. They didn't say anything about efficiency in their work or in keeping time which are

two other points indicated by the researcher. The answer that Mr. and Mrs. Hall gave when asked ‘what forms of improvement would you like to see in the way the servers attend visitors’ give emphasis, to their perception about being efficient in their work and in keeping time. They said, there are fewer servants in the centre such that it’s difficult to be attended to when one is in a hurry. They also said time management is a challenge to the workers. This response contradicts what they said, that the employees’ effectiveness was good. It also shows that they are not always attended in time.

4.7.2.2 Better Organisation

Glenda and Peter English (tourists)

Glenda and Peter English are Americans whom the researcher met at Dororo national park. They are a brother and sister and have been to Mozambique several times because their parents work in Mozambique. They were on the park for 4 days this time and it wasn’t their first time to be there. They had been at the centre a couple of times. When asked about the effectiveness of the servers, they said it was good. They pointed out that the servers do well in relationship with tourists, efficiency in their work as well as keeping time and appearance. Glenda and Peter, when asked to elaborate on their response, Glenda said:

“The slow service is not the servers fault.”

When asked, ‘what could be done to improve the situation?’ she goes on to say:

“The kitchen needs to be better organized and the number of waiters needs to be increased.”

Even though Glenda and Peter had rated the effectiveness of the servers as ‘good’, they both mention that it needs improvement. They say what needs improvement is the way the servers take orders and bring bills. Sometimes one has to sit for about an hour before being attended to and another hour just to be given the bill at peak times. This is probably like this because they are few servers as they had already recommended that the centre needed to add more servers to its employees.

4.7.2.3. Appearance

Appearance is one aspect most tourists credit to job performance. They think appearance of the employees is very good. This could be because they use special outfits. Normally, they use a uniform made of African clothing which most foreigners appreciate and think it is cool.

4.7.3 Local Tourists

“Eu nao gostaria de ser avaliado o meu trabalho atraves de meu maneira de gerir tempo. Cada quale sabe, o que fazer na hora certa.”

Mr. Antonio meant that, he thinks it is unfair to evaluate someone’s job performance by looking at how these individuals manage their time. He says that each person knows what to do at certain or correct time. This is the African perception of the conception of time management. People manage time depending on where they are, what they are doing and what they believe in. Whenever they have something to do, they actually create time to do that at a proper time.

4.7.4 Employees of Tourism Centres

“As vezes recebeu insultos de ser ineficiente enquanto a culpa do atrazo nao meu.”

This was a complaint from Vicente Matos a guard at Queen beach. Apart from guarding especially tourists’ vehicles from the other side of the river, Vicente Matos is responsible for calling the boat to ferry tourists when it is parked on the other side. Vicente uses the tree shown in the picture below. Each time, clients arrive; Vicente has to raise the red flag on the tall pole below to call the transporters. Sometimes the transporters may delay for various reasons like:

- Waiting for clients who want to go to the other side
- The transporters are not in the boat, because they have been called to the office for one reason or another,
- The transporters didn’t just notice the flag for one reason or another.

When such an incidence happens, some tourists who are not very patient start insulting Vicente. In this case, it’s not Vicente’s fault though he suffers the consequences. This delay can have impact on revenue generation in that, the tourists may really get frustrated and not come back to the beach. Some may even prefer to go back at that instant. If they are Westerners, their plan would have been distorted because they work according to the clock. Some things, they may actually have to forgo to be able to accommodate the delay. This to African tourists would not really mean the same. It may mean time created to talk about a certain topic, to catch up on the current affairs or even to strengthen the relationship at a place not programmed to be.

Figure 4. 13: A Flag Raised By a Guide at Queen Beach to Call Transporters



Source: Primary Data, 2013

The picture above shows the flag that is used to call the ferry to come and get the people from the other side of the shore. It is used to call attention. In other words it is used as a timer.

4.8 Theoretical models of Time Management

One of the objectives of this research was to examine theoretical models of time management.

This was thoroughly explored in the theoretical review of literature.

4.9 Time Management in the Western culture and African culture

The researcher also managed to compare and contrast time management in Western and African culture. Despite the fact that this was also explored in the theoretical review of literature, the interview by the researcher brought out some aspects which clearly spell the comparison of the two. Some questions were made to get an idea of what the perception of key informants of time management.

4.9.1 African Perception of Time Management

4.9.1.1 Tourism Business Management

Since the employers are both not Africans and are after business, they do not understand the African Perception of Time management. To them, time management is the Western concept of time. Time management is related to job performance. Though in reality, somehow they let time manage them. When they ask employees to attend to tourists needs as they arise and not rely on their planned tasks, they are letting time manage them. They tell the employees to be flexible. But this flexibility has limits too. There is no way the employees can meet all the needs of the tourists in time if the request is done at the same time. The employees need to be respected in the way they manage their time too. If there are serious repercussions, then they need to be trained in managing the time in the way they are supposed to do. They come from different cultures with different ways of managing time.

4.9.1.2 Foreign tourists

Looking to the fact that foreign tourists are all from different backgrounds, countries, religion etc, it is important to note that each has their own culture. From the results of data generated by the researcher, it is clear that even some foreign tourists hide their sentiments and go by what is there. This is the reason why most of them said there wasn't any problem with the servers keeping time as mentioned above. They said the servers were effective in keeping time though at times, we found the same people complaining about the servants being few and therefore being a bit slow.

4.9.1.3 Local tourists

a. Dividing time into activities that one has to do.

From an African perspective of time, time management has to do with what one has to do at a given time not actually what one has planned to do. As mentioned above, the question is 'what exactly does one has to do?' It may be different from what one has planned to do. As long as one knows what they want to do, they don't need to plan it. From the researchers view, if there is no plan then, it doesn't really matter what order is followed to do the tasks. This means, time management has nothing to do with priority.

B. Time that one has

The interesting point in Mr. Salomão's definition of time management is the expression or the emphasis on how much time one has. This makes one wonder whether the number of hours each person receives per day differs from person to person. Recalling back from the research's review of literature, this maybe the reason why some African cultures belief that, they have all the time they need because they are ahead of the Greenwich Mean Time (GMT). GMT is a time reference used in the world. London's time is considered as GMT. Therefore African is always ahead of this reference time regardless of the season.

4.9.1.4 Employees of Tourism centres

As discussed above, employees at tourism centres are all obliged to keep either the time of their bosses or the time of tourists. To back up this information, an excerpt from Erica Zandamela says;

“Nao vejo razao pelo quale tenho que fazer um plano para o meu dia, porque meu dia depende de movimento das pessoas e do meu chefe”.

In English, Erica is saying that, she doesn't see any reason why she should make a daily plan. Her day depends on the number of tourists present and what her boss decides for her. The more tourists there are at any centre, the more the employees are prone to changing their planned tasks. This is the reason why on some days, their lists of unplanned task were longer.

Another employee, Carlos Taule also said;

“Nao posso dizer o que eu faco mesmo aqui se nao amanha a senhora vai me ver eu a fazer outra coisa e ser suprendida. Faco tudo.”

This employee is saying that he can't really say what his job is or else I will be surprised seeing him doing other things. He says that he does everything that need to be done in the centre. This shows that there is no clear job description on what the workers do. They can be asked to temporarily help in other sectors of the tourism centre depending with the needs. Some activities they have to do will not be on the list or planned for, but because it is important at that time, to their employers or the tourists themselves.

4.10. Western Perception of Time Management

4.10.1 Tourism Business Management

Rational use of time

On the other hand, this could mean that since all are given the same numbers of numbers but how each person utilizes them makes a difference. One may use it productively whilst another can waste it not really doing something productive, though the question of productivity is relative.

4.10.2 Foreign Tourists

“Even if I am just here for pleasure I still have to always check whether I am doing my activities in time or not. Whether at work, home or even this tourism centre, a day still has 24 hours and if I paid my money to be here then I should utilize it”

Albertina Alberto the Brazilian was saying that, she is still time conscious. If she is late she may actually forego some activities. For example, elephants at Dororo national park go for drinking at 7am; if by any chance she oversleeps she will miss this action and yet she would have paid to enter the park. The park has two safaris per day. The first safari is at 6.30am and the second one is at 3pm. Actually, from a group discussion, most informants said that 6.30am is a bit early especially for those with kids. At the same time 3pm is a bit late especially if someone doesn't want to sleep at the park. This is because the safari drive takes 3 hours and when they come back it would be 6pm of which no one is allowed to move at that time. Considering that it takes 30minutes to the entrance gate, one would be forced to sleep over again.

To some extent, this Western perception of time management is the one that is used in most businesses to generate revenue.

4.11 The processes of planning and execution of daily tasks in relation to time management.

Whilst interrogating the processes of planning and execution of daily tasks in relation to time management, there are so many themes that came up.

4.11.1 Daily Diary Study

Respondents were asked to complete a table of daily plans where they were supposed to include the date, starting time in the morning and finishing time in the evening. These times, for employees were the times that they start work until finishing. For tourists the time was the time they get up until the time they go to bed as long as they were at the centre. For those who had just come for a day, it would mean the time they arrived at the centre till the time they left the centre. To identify the daily plans, respondents had to use numbers.

Informants were also asked to rank the tasks according to what they thought was of priority to them. After ranking the tasks in priority they had to indicate using numbers 1-5, where 1 was the lowest and 5 was the highest in the rank, to rate the importance, urgency and attractiveness of the tasks. At the end of the day, respondents had to approximate a percentage which tells how much of a task they were able to complete and say why they are assigning that percentage. This process was done for both planned and unplanned tasks.

The daily diary study demonstrated that informants only completed some part of their preplanned tasks, even when the researcher had asked them to think about the importance, urgency, and attractiveness of tasks and prioritize their task. Work interruptions and unplanned tasks are quite probably only part of the reasons that they did not execute their plans, and the researcher anticipates motivational aspects to be another important reason. It is expected that motivational aspects affect whether and how people engage in time management behaviors, but also affect performance outcomes of work.

4.12. Planned Tasks and Unplanned Tasks

4.12.1 Employees of Tourism Centres

For employees, there are a lot of tasks which are not planned. In other words, most of the time they are doing tasks which are not planned. What they have planned is sometimes the last thing to be done. For example;

4.12.1.1 Aninha Rufo (employee)

Aninha Rufo is one of the oldest employees at Queen beach. She works in the accommodation area. She does the cleaning and making sure that all rooms have all the necessary equipments needed. If there is anything missing or anything not working properly, the employee reports to the supervisor who then reports to the logistic manager.

On day 1, Aninha Rufo had planned to clean all the rooms' first then check on if all the equipments were working or not then substitute those not working. But because there were many people coming on that day, Aninha did not manage to do her work. She had to help transporting people from the other side of the beach since Queen beach is sort of an island. Because she was there, the supervisor had to organize someone else to do the cleaning of the rooms. This implies two employees not doing what they had planned to do.

4.12.2 Foreign Tourists

Albertina Alberto (tourists)

Albertina Alberto is a Brazilian tourist who has been to Dororo national park several times. This time she came with her boyfriend Alberto Manuel. Despite that the two have been to Dororo national park before, they had never been there at the same time. They were going to stay for 3 days. On day 1, she made plans to go and see the animals first before having breakfast. She and the boyfriend also made other plans for the day. Despite the fact that they woke up a bit late on this day and a bit hungry, they still had to stick to the plan. They had to see the animals before breakfast for sure. She confessed that this was one of her weaknesses (I wonder why she called it a weakness) that she is so fond of making plans and she always tries to stick to the plans whenever it's possible. It is interesting to note that she called this a weakness considering that many theories of time management assume planning and executing daily tasks a true way of managing time as we can see from review of related literature in chapter 2.

4.13 Perception on How Time Management Impacts On the Tourism Industry Revenue Generation

4.13.1 Tourism Business Management

Time is money. Despite the fact that there are many factors which may affect revenue generation in a tourism centre, data generation shows that managing time is one of them. It is important to

consider the different cultures or background of the tourists when serving them. After this, they are served accordingly.

4.13.2. Foreign Tourists

Participants demonstrated that most tourists need to be served in time. This may be because of their culture or probably so that they are in time for the activities they planned to do. A client who is not happy with the services even of keeping time may not come back. If they don't come back because of inefficiency then, who knows how many people they are going to tell and these may also stop coming too. When this happens, it is money being lost in the business.

4.13.3 Local Tourists

Local tourists are local and from Africa, they are considered to have a different culture altogether. They are normally treated differently from their counter tourists because of these differences. Sometimes they are served last without even noticing it. In one of the observations done by the researcher, there is a time when the researcher observed some Americans being attended to promptly and yet Mozambicans were attended too after a long time. In some way, this was trying to satisfy both clients. The servers had observed that by doing this assuming that Mozambicans were not time conscious.

Figure 4. 14: A Photo of a Local Tourist Going Back to the Mainland with the Employees of Queen Beach



Source: Primary Data, 2013

4.13.4. Employees of Tourism Centres

They got it from the bosses, to generate revenue; they need to attend to tourists promptly. Any delay may make the tourists go and go forever. They actually mentioned that most of what they do is to gratify the employer and the tourists and not really themselves.

4.14 Comparison and Contrasts of Theoretical and Empirical Data on Time Management

There are some similarities and differences on the theoretical and empirical data on time management. Going back to our theoretical data, it mentions three types of behavior which are: time assessment, planning, and monitoring. The review shows that, so far, only one theoretical model of time management has been introduced and tested (Macan, 1994). In this model, time management behaviors are assumed to effect job performance via perceived control of time. In other words, the model holds that the engagement in time management behaviors is related to a higher perceived control of time, which in turn is positively related to job performance and personal well-being. As mentioned in chapter 2, planning into some detail increases the perception of control of time and the perceived ability to perform one's work. Only limited support for this model was found. It was found only in the employers of tourism centres. But the theory in practical does not apply in the tourism centres. Because no matter how much they want to apply it to their employees, it is difficult as the employees do not perceive time in the same way. For the employees, they have no time to manage. Their time is managed by their employers and most of the times by the tourists themselves.

An empirical study is presented which was designed to evaluate parts of Macan's (1994) model with data gathered at two points in time. In this way, the relationships between time management behavior, perceived control of time, and job-related outcomes could be studied for a certain period as well as investigating the direction of the suggested relationships. With respect to different types of time management behavior, the researcher limited the study to planning behavior given that the review of related literature showed that it is considered to be the most

important type of time management behavior. But from the data generated again, the point which was raised was that sometimes, the employees do not make plans. When they do, it's hard for them to stick to them. Their plans are with their bosses and the tourists. Unfortunately, it's not possible to sit down and plan their day with tourists. When asked in the focus group about their daily plan, the employees said, the only plans they can make are of when they wake up until the time they go to bed and when they finish work until the time they go to bed. What happens during the day depends on a number of factors. But the time of starting or finishing work also depends a lot on the number of tourists. In one of the observations, the researcher saw employees receiving bus fare to get a bus home. It was an incentive because they had stayed late. Under normal circumstances, they don't receive bus fare. They use their own monies or else they walk home.

When asked about their perception of time, most employees testified that most of the tasks they do are just to satisfy the bosses. They are too mechanical. They hardly do anything that gratifies them. They are told to do what at what time. If it's not done then they suffer some consequences. Even when they think doing something at a certain time is appropriate but as long as their employer or tourists do not agree, they can't do it. They will have to do what the tourist want at the time they want or else they leave and there won't be any revenue generated.

4.15 Net Effect of Time Management practice in Revenue Generation in Tourism Sector in the Sofala Province

There are so many perspectives to time management; the Western, Eastern and African perspective. All of them are equally important. They all depend on individuals. They differ from one person to another. One doesn't have to be from the West to observe the Western perspective, neither from Africa to observe the African perspective of time. What is needed as we found out from the data gathered is that one has to observe one perspective where it is needed. This is to say that if one is attending to a Westerner then they have to behave like Westerners. The reverse is also true. If for example one decides to do it the other way; using the African perspective of time to the Westerners, the Westerners may not appreciate it. If they don't, then they may not come back to a specific tourism centre and go to others where they are treated accordingly. This therefore means that time management practice does have an effect on revenue generation in tourism sector in Sofala province.

4.16 Summary

The chapter presented the data that was generated from the field and identified the emerging themes and their subthemes. The emerging themes from the data presented are; other factors influencing tourism revenue, concepts of time, practice of time management, theoretical models of time, time management and job performance which are divided into sub themes of efficiency in work, better organization and appearance. Discrepancy in the conception of time is also discussed, considering the Western and the African conception of time whereby the westerners

are proved to apply rationality in their use of time whilst the Africans are proved to be creating time and dividing the time that they have into the activities they have to do but not strictly. The last emerging theme was the processes of planning and execution of daily tasks in relation to time management whereby the daily diary study and planned and unplanned tasks are the sub themes. Lastly the chapter presents the net effect of time management practice in revenue generation in tourism sector in the Sofala province

CHAPTER 5

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction:

Work has to be delivered timely and under continuously increasing time pressure. Time management was introduced as a method to help employees cope with these demands. Time management books and training programs have become quite popular among managers and employees. Surprisingly, relatively little scientific research has been devoted to the effects of time management training programs and time management on job performance or work strain.

The objective of this study was to find out if time management had an influence on revenue generation in the tourism sector. The assumption of the researcher was that, there was conflict of interest and culture on time management in the tourism industry. A case study was therefore carried out in Sofala province at the tourism centres. A qualitative paradigm was used. In this study, the researcher did not just analyse how time management affects revenue generation but gave a comprehensive interpretation of data obtained by means of a thick description of different perceptions of time management. The data of the study were gathered through;

- Observations
- Interviews
- Daily dairy study

The researcher does not claim to have answers to the problems that emerged in time management in the tourism sector. But probably future researchers could use this research for further studies.

This chapter therefore presents the summary of the study findings and conclusions that arise from them. The chapter further gives recommendations to all the major stakeholders that are involved in generating revenue in tourism centres. The chapter therefore ends with suggestions on areas where further studies can be carried out to improve the revenue generation in tourism industry through time management.

5.2 Summary of Findings from Review of Related Literature

The review demonstrated that human time is the most precious natural resource one has. It is well managed when things that ought to run smoothly are doing so and desired ends are being achieved by its economical use. Review of related literature also revealed that time management behaviors were generally found to have a positive effect on perceived control of time, job satisfaction, stress reduction, job or academic performance, and health, although results were sometimes contradictory. Managing time positively affect daily output, career and financial goals, and, ultimately, success. This is the Western perception of time management. Some evidence for individual differences in time management was found. Time management training has been shown to enhance time management skills and some studies found a relation with outcomes such as job performance. The African concept of time is indifferent. Africans expect the years to come and go in an endless rhythm like that of day and night like the results obtained in chapter 4. On the other hand Westerners take this precious commodity as a non renewable

source, as demonstrated in the review of related literature. Like Edward Young said 'time wasted is existence, whilst time used is life'.

Managing time can be compared to controlling time. But surely one cannot control time in the sense of stopping it, slowing it down or speeding it up. But one can apply it economically to the tasks one has to accomplish. By looking at the tasks one has to accomplish, the end result is the most important factor. The end result in tourism sector is revenue generation.

Sometimes people complain that they lack time. And yet everyone has all the time that is there for them. Time comes in different guises. Basically, at work there is discretionary time – the time which one can choose to spend as they will– and committed time. Committed time is time that is booked for one reason or another. However, if one is alert one may find portions of it which are actually free time. Waiting in a bus queue is a good example, one is committed to be standing there, but one need not waste the time.

5.3 Summary of Findings from Empirical Data

Even though time management is very popular, there seems to be relatively little scientific research focusing on the way in which people manage their time and on the processes involved in tourism to get revenue. From the data gathered, time management was a poorly defined concept; hence a new definition is proposed. The concept of time management differs from one

person to another. It also depends on a given situation. There is a difference between the Western perception of time and the African perception of time.

In Western culture, time is a commodity which must be utilized, sold or even bought, whereas for the African culture, time must be created. When Westerners are in contact with Africans, they both expect the Westerners' perception of time to be used. This is the reason why Westerners think Africans misuse or waste time when they see them just sitting. These judgments are based on not knowing exactly what time means to African people. And in places like this tourism centres, the Western perception of time is used.

Time management training programs should then be developed to serve different kinds of people. This could be done by means of a 'diagnostic' or screening tool, for instance in the form of a diary study. Prior to the actual time management training after which people with the same kinds of problems with time (for instance personal planning problems), same culture, same perception could be invited to participate in custom-made programs. Whatever is learnt in these programs the most important thing to note is in tourism sector, all time management perspectives should be taken into consideration because there are different people from different cultures involved. Most of these people are the tourists and these are they that bring revenue.

5.4 Conclusion

Human beings must not be a slave of time. Instead human beings must make as much time as they want and then utilize the time in the best way, 'ceteris paribus', meaning all the other factors

being constant. Some people seem to have been born with a natural understanding of time management. Fortunately for the rest of us, it's a skill that can be learned and developed.

5.4.1. Net Effect of Time Management on Revenue Generation

The perspective that is dominant in Mozambique is Africans. But in the tourism sector, there should be a hybrid, a mixture of the two. The net effect is that African practice of time management negates revenue generation. It negates it in that firstly some tourists are westerners and therefore are very time conscious and want to be treated that way. For local tourists or African tourists even though they are not very particular about time, they are particular about fairness and discrimination. Once you serve them last thinking they are not particular about time and serve the westerners first they feel discriminated and may not visit the centre again thus hindering revenue generation.

5.4.2 Communication

Communication also plays a good deal in time management in tourism. Hoover (2007) states that communicating effectively, that is, relating information clearly saves everybody involved time and effort. The researcher agrees with Hoover, for example when tourists communicate what they want effectively like in the beginning of a day or end of day, this saves time of employees. Their time to go and ask what is needed or sometimes waiting for tourists to wake up is saved. Imagining that in a tourist centre, the cooks there use firewood to cook. If they put it on to make coffee early in the morning, to make early morning coffee for guests and the guests wake up at

10am. It would be time and resources wastage and thus a minus in revenue of the tourist centre. This could have been avoided if there was communication between the cooks and the tourist.

5.4.3. Being on Time

Being on time and in time are different. It is important to understand the difference. "On time" - there is an expected time. For example if one is meeting friends for dinner at 7. To be on time will be not too make them wait. "In time" - there is a deadline. If people skip a deadline, they miss the chance to do something. Being on time from sun up to sun down is important. Poor time-management practices almost always affect daily schedule. If one fails to accurately estimate how long it takes to accomplish what they have to do and to build in time to deal with unexpected interruptions. Being punctual is a gesture of respect for the other person's time. To be punctual, one needs to make a habit of planning ahead. Being known as a punctual person is a plus if one wants to position oneself as a superior time manager. Being punctual to meetings and appointments reduces time wasting. A punctual person is a walking advertisement for superior time management.

5.4.4. New Insights and knowledge

- It is unlikely that a single time management tool will ever be capable of supporting all aspects of a person's time. People act differently in different situations, when at work, at home or at a tourist centre. Knowing how best to treat them at tourist centre makes a

difference in income generation. When not treated well, they may not come back and thus the centre loses revenue.

- There is no single definition of time management. Time management is a very personal affair. We all have different needs, interests and priorities. Tourists come from different cultures and each culture has its own time management perspectives which should be respected because this is what would enhance revenue in tourist centres.
- Time management is how one is able to utilize his or her time depending on a given situation, interest, need and priority. Therefore employers and employees need to know how each tourist utilizes his/her time so as to attract them.
- There are people who manage time and there are many who are managed by time. The Westerners' perception of time is rigid, making the Westerners being managed by time. They work by the book. They stick to their plans. They work a lot with the planned tasks. On the other hand the African perspective of time shows that they manage time. When they seem to be seated not doing anything specifically, it's because they will be waiting for time or are in the process of making time. They will be waiting for events to happen so that they use them to measure their time. By doing this they will be creating time. When the events happen, the Africans will be able to say when this and that happened, that's when something happened. For example my baby was born in the year of floods. Even the economic life of Africans is deeply bound to their concept of time management. The religious concepts and practices are connected with this concept of time.
- Africans are trying to get accommodation in the western's time management but sometimes their culture fails them.

5.5 Recommendations

The following are recommendations to different stakeholders.

5.5.1 Tourism Sectors

In whatever ways you can, in your business, you need to seek leverage. In terms of work productivity, leverage is, in essence, the difference between the base cost for your hour and the amount of money you get for it or from it. One good way to evaluate your personal effectiveness is measuring and monitoring this differential, hour by hour, for a week.

Managers should set appropriate goals and then specifically choose to spend time on productive tasks that will help achieve those goals that is not to waste time on things that don't bring more life to your business.

Developing a personal sense of time includes developing a personal sense of the value of other people's time. Never look at other people's time like it's an extension of yours, to do with it what pleases you.

Have a clock available where visitors can see it, and don't be afraid to glance at it a few times.

Tourism organizations could encourage their employees to engage in time management behaviors in order to reach a perceived control of their time and occupational self-efficacy.

They could train employees in managing time, but also appraise and reward them in doing so.

Managers could focus on employees' perceived control of time, and introduce changes in the work setting (e.g. relating to workload and job autonomy), when employees feel that time is not sufficiently under their control.

This research has clearly demonstrated that perceived control of time is associated with positive performance and well-being outcomes of work and therefore, managers should look for possibilities to support employees to perceive time to be under their control.

5.5.2 Employees of Tourism Centres

“Everyone knows that time is limited, but few are aware of that fact.”

Time management should be fun. It doesn't have to be a complicated daily chore. Keep it as simple as possible and do what you are supposed to do and when you are supposed to do it.

5.6 A way forward

Although this research has made a substantial contribution to the effects of time management on revenue generation research, many topics and questions remain to be addressed in future studies. Future studies could focus on investigating causal relationships, in order to establish the antecedents and consequences of engaging in time management behaviors in tourism sector. This study was purely qualitative, but a quantitative study would be needed to determine causality. At

least three criteria should be met; there should be a statistical significant association between the variables of study (co variation), this association should not be due to effects of other variables (non-spuriousness), and a change in the ‘causal’ variable should bring about a change in the ‘effect’ variable and not the other way around (temporal order of events) (Taris, 2000).

Time monitoring could also be studied in relation to other self-regulation tactics to determine its discriminant validity. The same is true for pacing styles. To determine the discriminant validity of the pacing styles, the relation with personality variables, such as conscientiousness and time urgency, should be investigated.

Another suggestion for future research is the focus on motivational aspects with respect to engaging in time management behaviors in general and in particular with respect to execution of work as planned. As stated in Chapter 4 of this dissertation, a much observed phenomenon in organizations is the fact that people set tasks for themselves, but do not complete or not even start executing what they had planned for themselves. The employers and the tourists in such instances determine what tasks are to be carried out. Unfortunately they do not determine in time for the employees to plan the unplanned tasks.

Future studies might expand on the selection of time management behaviors. In Chapter 2, the researcher looked at time management behavior to be composed of three types of behaviors: (1) time assessment behaviors, (2) planning behaviors, and (3) monitoring behaviors. In the same chapter, only one aspect of time assessment behavior (task assessment), several planning behaviors, and one aspect of monitoring behavior (time-monitoring) were studied. The

researcher chose these particular time management behaviors. Future research could focus on investigating other time management behaviors at work.

Finally, another avenue for future research concerns studying the effects of time management interventions, such as time management training programs aimed at teaching the different perceptions of time management behaviors and how to interrelate the two, to establish the practical value of our suggestions.

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APPENDICES

APPENDIX I: A Interview Guide for Tourists Visiting Tourism Centres In Sofala.



A Interview guide for tourists visiting tourism centres in Sofala.

Hello, my name is Amalia Dickie, a student at Zimbabwe Open University. I am carrying out a research on A Critical Analysis of the Influence of Time Management to Revenue Generation In The Tourism Sector in Sofala; Mozambique. I promise that the information provided on this sheet will solely be used for research purpose. Thank you in advance!

N.B. Please don't hesitate to provide any other relevant information if there is need.

A. Introduction

- i. Gender: Female _____ Male _____
- ii. Nationality: Mozambican _____ Others _____ Specify _____
- iii. Age: 18-30 _____ 31-40 _____ 41-60 _____ 60 and above _____
- iv. How long has your current visit been in this location?
0-3days _____ 4-7days _____ more than 1 week _____

B. Tourism

- i. Have you been in this tourist centre before? _____

If yes, when _____,

ii. How often do you come here?

a. This is my first time. _____

b. Once a year or even less. _____

c. Twice or more a year _____

iii. How many times have you been in this centre?

iv. Are you often served by the same people when you visit? _____

v. Would you choose different servers if given the choice? _____

If yes, give reasons.

C. Planning and Execution of Daily Tasks

i. Do you make plans of what you want to do in a day when you are at home/work? _____

ii. Do you make plans for daily activities when on holiday or visiting tourist centres? _____

Why or why not?

iii. Are you able to do all the things you plan to do? _____

If no, why not?

iv. How do you feel when your planned tasks are not completely finished?

v. What are the reasons for not completing your planned tasks?

- vi. While executing my daily activities, I regularly check
1. Whether I will attain my goals. _____
 2. Whether my daily activities are on schedule. _____
 3. Whether I am making the best use of my time. _____
 4. Whether I have performed what I intended to do. _____
 5. Whether I can use my time in a better way. _____
 6. Whether there is progress. _____

D. Time Management Behaviours

- i. Are you always in a hurry when you ask the servers to serve you something? _____
- ii. Do you think they understand or match your urgency? _____

Explain.

- iii. How would you weigh the time management of the servers?

- iv. Is time important when people are on holiday? _____

Give reasons.

- v. What aspects of services do you think needs a lot of skills in time management?
 - a. Responding to a requests immediately _____
 - b. Serving hot food _____
 - c. Spending very little time talking, even with clients _____

d. Others _____ Specify

E. Time Management and Job Performance

i. How do you rate the effectiveness of the servers in this centre?

A. Excellent _____ B. Very good _____ C. Good _____ D. Fair _____ E. Bad _____

ii. Which aspects of their job do you think they do well?

A. Relationship with tourists _____

B. Efficiency in his/her work _____

C. Keeping time _____

D. Appearance _____

E. Others _____ Specify

iii. What forms of improvement would you like to see in the way the servers attend visitors?

iv. Do you think time management is a challenge to the workers in this centre? _____

v. If yes, what do you think could be done to improve it?

APPENDIX II: Um Guia de Entrevista para os Turistas que Visitam Centros de Turismo em Sofala.



Olá, meu nome é **Amalia Dickie**, estudante da **Universidade Catolica de Moçambique** em parceria com **Universidade Aberta do Zimbabwe**. Estou realizando uma pesquisa subordinado ao tema **Uma Análise Crítica da Influência do Gestão de Tempo a Geração de Receitas no Sector do Turismo na Província de Sofala, Moçambique**.

Prometo que as informações fornecidas nesta folha sejam utilizadas exclusivamente para fins de pesquisa. Obrigado com antecedência!

NB Por favor, não hesite providenciar com mais informacao importante se houver necessidade.

A. Introdução

i. Sexo: Masculino _____ Feminino _____

ii. Nacionalidade: Moçambicana _____ Outros _____ Mencione _____

iii. Idade: 18-30 anos _____ 31-40 anos _____ 41-60anos _____ 60 anos e mais _____

iv. Há quanto tempo qui vais ficar aqui neste centro?

0-3days _____ 4-7 dias _____ mais de 1 semana _____

v. Quantas vezes voce frequentou a este centro turistica?

B. Turismo

i. Você já esteve neste centro turístico antes? _____

Se sim, quando _____

ii. Quantas vezes você vem aqui?

a. Este é o meu primeiro vez. _____

b. Uma vez por ano, ou menos. _____

c. Duas ou mais vezes por ano _____

iii. Você freqüentemente é servido pelas mesmas pessoas durante a sua visita? _____

iv. Você escolheria pessoas diferentes para te servir dada a oportunidade? _____

Se sim, justifique

C. Planejamento e Execução das Tarefas Diárias

i. Você faz planos do que você quer fazer em um dia quando você está em casa / trabalho?

ii. Você faz planos para as atividades diárias quando esta de férias ou visitar centros turísticos?

Porque ou porque não?

iii. Você é capaz de fazer todas as coisas que você pretende fazer? _____

Se não, porque não?

iv. Como se sente quando suas tarefas planejadas não são totalmente terminadas?

v. Quais são as razões para não completar as suas tarefas planejadas?

vi. Durante a execução das minhas atividades diárias, eu verifico regularmente

1. Se eu vou alcançar meus objetivos. _____
2. Se minhas atividades diárias estão dentro do cronograma. _____
3. Se eu estou fazendo o melhor uso do meu tempo. _____
4. Se eu consigo realizar o que eu pretendia fazer. _____
5. Se eu posso usar o meu tempo de uma maneira melhor. _____
6. Se há progresso. _____

D. Comportamentos de Gestão de Tempo

- i. Você está sempre com pressa, quando pedir a alguém para servir-lhe algo? _____
- ii. Você acha que eles entendem a sua urgência? _____

Explique.

- iii. Você acha que os serventes tem noção de gestão do tempo? Explique.

iv. Será que gestão de tempo é importante quando as pessoas estão de férias? Explique.

v. Será tempo importante quando as pessoas estão de férias? Explique.

v. Que aspectos dos serviços num centro turístico que você acha que necessita habilidades na gestão do tempo?

a. Respondendo a um pedido rapidamente _____

b. Servir alimentos quentes _____

c. Passar pouco tempo a falar, até mesmo com clientes _____

d. Outros _____ Especifique

e. Gestão do Tempo e Desempenho no Trabalho

i. Como você avalia a efetividade dos serventes deste centro?

A. Excelente ____ B. Muito bom ____ C. Bom ____ D. Mais ou menos ____ E. Ma ____

ii. Em que aspectos de seu trabalho que você acha os serventes fazem bem?

A. Relação com turistas _____

B. Eficiência em seu trabalho _____

C. Manter tempo _____

D. Aparência _____

E. Outros _____ Especifique

iii. Quais as formas de melhoramento você gostaria de ver no modo como os serventes assist
visitantes?

iv. Você acha que a gestão do tempo é um desafio para os trabalhadores deste centro? _____

Se sim, o que você acha que poderia ser feito para melhorá-lo?

APPENDIX III: An Interview Guide for Employees in Tourism Centres in Beira.



Hello, my name is Amalia Dickie, a student at Zimbabwe Open University. I am carrying out a research on A Critical Analysis of the Influence of Time Management to Revenue Generation In The Tourism Sector in Sofala; Mozambique.

I promise that the information provided on this sheet will solely be used for research purpose.

Thank you in advance!

A. Introduction

- i. Gender: Female _____ Male _____
- ii. Nationality: Mozambican _____ Others _____ Specify _____
- iii. How long have you been working in this company?
0-2 years _____ B. 2-5 years _____ C. 5 years and above _____ D. Specify _____
- iv. Type of tourist centre: A. Hotel _____ B. Restaurant _____
C. Park _____ D. Beach _____ E. Others _____
Specify

B. Organize Your Time

i. Do you need to work fast to finish your work? Explain.

ii. Are you free executing your work the way you want?

iii. Do you have control of what is happening at work? Explain.

iv. How do you plan your short term goals and daily work activities?

v. Do you feel it difficult to control your time, keep to your schedule or others take it away from you? Explain how.

C. Planning Behaviour and Perceived Control of Time at Work

i. What do you do when you start working?

ii. Do you plan tasks for yourself?

iii. Do you set priorities?

iv. What kind of tasks do you work on first?

D. Time Management

i. Have you had any time management training before? _____ If yes;

Where and when?

ii. What did you learn from it and how is it helping your management of time today?

iii. Does your performing well especially in time management depend on luck?

iv. How often are you asked how long it will take to... and when?

v. What is the reaction of tourists when you don't keep their time

a. They get frustrated. _____

b. They don't give tip. _____

c. They shout at you. _____

d. They report to the management. _____

e. They don't come back. _____

f. They are not worried. _____

g. Others _____ Specify _____

vi. Under normal circumstances, whose time is you forced to keep?

a. Yours _____

b. Your clients _____

c. Your employees _____

vii. Do you think tourists are too strict when it comes to keeping time? Yes _____, No _____

Explain

viii. In which way does time management affect revenue of a company?

ix. How would you describe your personal work style?

F. Time management and Job Performance

i. Do you know of any tourists who got frustrated because of poor time management?

Yes, _____ No _____

What happened?

What effect did it have?

ii. Do you manage to do many things in little time?

iii. Do you complete work within the time that you have planned for it?

iv. Do you put off deadlines? _____

v. What time do you finish work? _____ And what time
do you go home? _____.

vi. How do you feel when your work is not 100% complete?

vii. What is more important to deliver good high quality work or deliver work in time for tourists? Explain.

G. Time management and Task Assessment

Do you ever do the following?

1. Ask a co-worker to take over some of your tasks. _____

If yes, when? _____

2. Tell your boss that you don't have time to perform a certain task. _____

If yes, when? _____

3. Tell your boss that it is not part of your job to perform a certain task.

If yes, when? _____

4. Tell your boss that you give priority to other tasks than he suggested.

If yes, give an example.

APPENDIX IV: Uma Guia de Entrevista para os Empregados em Centros de Turismo em Sofala.



Olá, meu nome é **Amalia Dickie**, estudante da **Universidade Catolica de Moçambique** em parceria com **Universidade Aberta do Zimbabwe**. Estou realizando uma pesquisa subordinado ao tema **Uma Análise Crítica da Influência do Gestão de Tempo a Geração de Receitas no Sector do Turismo na Província de Sofala, Moçambique**.

Prometo que as informações fornecidas nesta folha sejam utilizadas exclusivamente para fins de pesquisa. Obrigado com antecedência!

NB Por favor, não hesite em providenciar com mais informacao se houver necessidade.

A. Introduction

- i. Sexo: Masculino _____ Feminino _____
- ii. Nacionalidade: Moçambicana _____ Outros _____ Especifique _____
- iii. Há quanto tempo você trabalha nesta empresa?
- A. 0-2 anos _____ B. 2-5 anos _____ C. 5 anos ou mais _____
- iv. Tipo de centro turística: A. Hotel _____ B. Restaurante _____
- C. Parque _____ D. Praia _____ E. Outros _____
- Especifique
-

B. Organizar o Seu Tempo

- i. Você precisa trabalhar rapidamente para concluir o seu trabalho? Explique.

ii. Você está livre executar o seu trabalho da maneira que você quer? Explique.

iii. Você tem o controle do que está acontecendo no trabalho? Explique.

iv. Como você planeja suas metas de curto prazo e atividades de trabalho diárias?

v. Você sente dificuldade em controlar o seu tempo, manter à sua agenda ou outros faz lo para se.? Explique como..

C. Comportamento de Planejamento e Percepção de Controle do Tempo no Trabalho

i. O que você faz quando você esta começando a trabalhar?

ii. Você planeja tarefas para si mesmo?

iii. Você defini prioridades?

iv. Que tipo de tarefas você faz em primeiro lugar?

D. Gestão do Tempo

i. Você já teve alguma formação em gestão de tempo ? _____ Se sim;

Onde e quando?

ii. O que você aprendeu como é que esta te ajudar na sua gestão do tempo de hoje?

iii. Será que o seu bom desempenho, especialmente na gestão do tempo depende de sorte?

iv. Quantas vezes você foi perguntado, quanto tempo vai demorar para...?

v. Qual é a reação dos turistas quando você não manter o seu tempo

a. Eles ficam frustrados. _____

b. Eles não dão gorjeta. _____

c. Eles gritam. _____

d. Eles quexam à gerencia. _____

e. Eles não volta. _____

f. Eles não estão preocupados. _____

vi. Em circunstâncias normais, quale o tempo você está obrigado a manter?

a. Seu _____

b. Seus clientes _____

c. Seus gerentes _____

vii. Você acha que os turistas são muito rigorosos quando se trata de manter o tempo?

Sim _____, não _____ Explique.

viii. De que forma a gestão do tempo afeta a receita de uma empresa?

ix. Como você descreveria o seu estilo de trabalho pessoal?

F. A Gestão do Tempo e Desempenho no Trabalho

i. Você sabe de algum turista que ficou frustrado por causa da má administração do tempo?

Sim, _____ Não _____

O que aconteceu? _____

Qual o efeito que isso teve? _____

ii. Você consegue fazer muitas coisas em pouco tempo? _____

iii. Você consegue completar o trabalho dentro do tempo planejado? _____

iv. Você adia prazos? _____

v. A que horas você termina o trabalho? _____ e a que horas

voce vai para casa? _____.

vi. Como você se sente quando o seu trabalho não é 100% completo?

vii. O que é mais importante para te, entregar o trabalho de qualidade alta ou entregar o trabalho a tempo para os turistas? Explique.

G. A Gestão do Tempo e Avaliação de Tarefas

Alguma vez, voce faz o seguinte?

1. Pedir um colega de trabalho para assumir algumas das suas tarefas. _____

Se sim, quando?

2. Dizer ao seu chefe que você não tem tempo para realizar uma determinada tarefa. _____

Se sim, quando?

3. Dizer ao seu chefe que não é parte de seu trabalho para executar uma determinada tarefa. _____

Se sim, quando?

4. Dizer ao seu chefe que você dá prioridade a outras tarefas do que ele sugerio. _____

Se sim, dê um exemplo.

APPENDIX V: An Interview Guide for Employers In Tourism Centres In Beira.



Hello, my name is Amalia Dickie, a student at Zimbabwe Open University. I am carrying out a research on A Critical Analysis of the Influence of Time Management to Revenue Generation In The Tourism Sector in Sofala; Mozambique.

I am kindly requesting you to respond to the questions. I promise that the information provided on this sheet will solely be used for research purpose. Thank you in advance!

ABILITY TO HANDLE STRESS

1. What has been the most stressful time management situation you have ever found yourself in at work? How did you handle it?
2. What have you done in the past to prevent a time management situation from becoming too stressful for you or your colleagues to handle?

ADAPTABILITY

3. Tell me about a time management situation in which you have had to adjust to changes over which you had no control. How did you handle it?
4. Tell me about a time when you had to adjust to a colleague's time management working style in order to complete a project or achieve your objectives.

ANALYTICAL SKILLS / PROBLEM SOLVING

5. Tell me about a time when you had to analyze information on time management and make a recommendation. What kind of thought process did you go through? Was the recommendation accepted? If not, why?
6. Tell me about a situation where you had to solve a difficult problem on time management. What did you do? What was the outcome? What do you wish you had done differently?

ATTENTION TO DETAIL

7. What process do you use to check that you have the right details from a customer?
8. Give me an example of a time you discovered an error that been overlooked by a colleague or client. What did you do? What was the outcome?
9. Tell me about a time that you were confused by a customer's request. What steps did you take to clarify things?

CLIENT FOCUS / CUSTOMER ORIENTATION

10. When have you had to deal with an irate customer? What did you do? How did the situation end up?
11. Tell me about a time you have "inherited" a customer. What steps did you take to establish rapport with them? What did you do to gain their trust?
12. How have you handled a situation in the past where your client has changed the request?
13. Give an example of a time you went well out of your way to ensure a customer received the best possible service from you and organisation. What was their reaction?

14. When have you ever gone out on a limb to defend a customer? What happened?

COMMUNICATION

15. What obstacles or difficulties have you ever faced in communicating your ideas to a manager on time management?

16. Tell me about a time in which you had to use your written communication skills in order to get an important point across.

DECISION MAKING

17. Tell me about a time when you had to make a decision without all the information you needed on time management. How did you handle it?

18. Give me an example of a time when you had to be quick in coming to a decision time management. What obstacles did you face?

19. What is the most difficult decision you've ever had to make at work on time management? How did you arrive at your decision? What was the result?

20. Give me an example of a business decision you made that you ultimately regretted on time management. What happened?

21. Tell me about a time when you experienced a loss for doing what is right on time management. How did you react?

22. Tell me about a business situation when you felt honesty was inappropriate. Why?

PLANNING AND ORGANISATION / TIME MANAGEMENT

23. Describe a situation that required you to do a number of things at the same time. How did you handle it? What was the result?
24. How do you prioritize projects and tasks when scheduling your time? Give examples.
25. Tell me about a something that you planned. How did your organize and schedule the tasks? Tell me about your action plan.
26. When has an event you organised not gone according to plan? What happened? Why? How did you feel?

APPENDIX VI: Credencial



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Faculdade de Economia e Gestão
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Beira - Moçambique
Tel: (+258) 23 329373 Fax: (+258) 23 329376

CREDENCIAL

Para: _____

Para quem julgar necessário, **A Universidade Católica de Moçambique** credencia-se a **Dra Amalia Merina Maua Dickie** Docente desta Faculdade de Economia e Gestão, e estudante de **Doutoramento** nesta Universidade, **Universidade Católica de Moçambique** em parceria com **Universidade Aberta do Zimbabwe** para realizar o trabalho de pesquisa subordinado ao tema *Análise crítica da influência do Gestão de Tempo na geração de receitas no sector turístico na província de Sofala, Moçambique.*

Sem mais assunto de momento, subscrevemo-me com elevada estima e consideração.

Beira, aos 28 de Dezembro de 2012

A Directora Pedagógica

Dra. Albertina Celeste Inacio Ribaue

APPENDIX VII: Diary



Number: _____

Time morning: _____

Date: _____

Time evening: _____

Complete the table below on your daily plan for today.

- Priority is ranked according to what is of priority to you.
- Important, Urgent, Attractive are filled in using numbers 1 till 5, 1 meaning the lowest and 5 being the highest in the rank.
- The last 2 columns are filled in at the end of the day.
- Do the same process for unplanned tasks too.

Priority	Planned Tasks	Important	Urgent	Attractive	Finished %	Explanation

	Total time of work Interruptions					
--	----------------------------------	--	--	--	--	--

Number: _____

Time morning: _____

Date: _____

Time evening: _____

Complete the table below on your daily plan for today.

- Priority is ranked according to what is of priority to you.
- Important, Urgent, Attractive are filled in using numbers 1 till 5, 1 meaning the lowest and 5 being the highest in the rank.
- The last 2 columns are filled in at the end of the day.
- Do the same process for unplanned tasks too.

Priority	Unplanned Tasks	Important	Urgent	Attractive	Finished %	Explanation
	Total time of work Interruptions					

Some more questions about your workday

1. Did you work overtime today? yes _____ no _____
2. *If yes, for how many hours?* _____ hours
3. Can you guess the total time spent on: planned tasks? _____ %
unplanned tasks? _____ % work interruptions? _____ %
private matters? _____ %
4. Did you skip tasks that you think you should have done?
yes _____ no _____
5. How satisfied are you in your job today?
1. _____ 2. _____ 3. _____ 4. _____ 5. _____

Thank you for your cooperation

Concluding remarks about your workday

APPENDIX VIII: Daily Diary Design in English



Numero: _____

Horas de manha: _____

Data: _____

Horas de tarde: _____

Preencha a tabela abaixo no seu plano diário para hoje.

- Prioridade é classificado de acordo com o que é prioridade para você.
- Importante, Urgente, Atrativo são preenchidos usando os números de 1 até 5, significando o 1 e o mais baixo e 5 sendo o mais elevado na classificação.
- As últimas duas colunas são preenchidos no final do dia.
- Faça o mesmo processo para as tarefas não programadas também.

Prioridade	Tarefas programadas	Importante	Urgente	Atrativo	Acabados %	Explicacao
	Tempo total de Interupcao					

	no trabalho					
--	-------------	--	--	--	--	--

Numero: _____

Horas de manha: _____

Data: _____

Horas de tarde: _____

Preencha a tabela abaixo no seu plano diário para hoje.

- Prioridade é classificado de acordo com o que é prioridade para você.
- Importante, Urgente, Atrativo são preenchidos usando os números de 1 até 5, significando o 1 e o mais baixo e 5 sendo o mais elevado na classificação.
- As últimas duas colunas são preenchidos no final do dia.
- Faça o mesmo processo para as tarefas não programadas também.

Prioridade	Tarefas não programadas	Importante	Urgente	Atrativo	Acabados %	Explicacao
	Tempo total de Interupcao no trabalho					

Mais algumas questões sobre o seu dia de trabalho

1. Será que você trabalho horas extras hoje? sim _____ não _____
2. Se sim, quantas horas? _____ horas
3. Você consegue adivinhar o tempo total gasto em: tarefas planejadas? _____% Tarefas não planejadas? _____% interrupções no trabalho? _____% Assuntos particulares? _____%
4. Você ignora tarefas que você acha que deveria ter feito? sim _____ não _____

5. Você está satisfeito no seu trabalho hoje?
1. _____ 2. _____ 3. _____ 4. _____ 5. _____

Obrigado pela sua cooperação.

Observações finais sobre o seu dia de trabalho.

APPENDIX IX: Bushbucks at Dororo National Park



Source: Primary Data, 2013

APPENDIX X: A Kudu at Dororo National Park



Source: Primary Data, 2013

APPENDIX XI: Sunset at Dororo National Park



Source: Primary Data, 2013

APPENDIX XII: An Antelope at Dororo National Park



Source: Primary Data, 2013