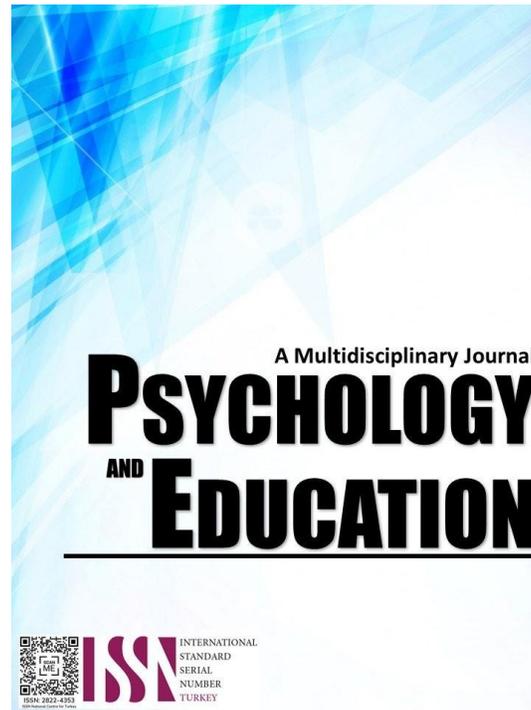


TIME MANAGEMENT, WORK ENVIRONMENT, MOTIVATION, AND PRODUCTIVITY AMONG EMPLOYEES IN A PRIVATE HIGHER EDUCATION INSTITUTION



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Time Management, Work Environment, Motivation, and Productivity among Employees in a Private Higher Education Institution

Jun Mark P. Valdehueza,* Edzen A. Espina

For affiliations and correspondence, see the last page.

Abstract

Employee productivity is a critical driver of institutional success, particularly in private higher education institutions. This study explores the interplay of time management, work environment, and motivation as determinants of employee productivity within such settings. The primary objective was to examine how these factors interact to enhance productivity. Employing descriptive correlational and causal research designs, data were collected from academic and administrative staff using validated survey instruments. Statistical analyses revealed that effective time management practices, a conducive work environment, and intrinsic and extrinsic motivational drivers significantly correlate with increased productivity. The findings underscore the importance of fostering supportive organizational cultures and implementing targeted interventions to optimize employee performance. This research contributes to the existing body of knowledge and provides actionable insights for policy-making and managerial strategies aimed at improving operational efficiency and staff well-being in higher education.

Keywords: *time management, work environment, employee motivation, productivity, higher education*

Introduction

Employee productivity is a critical determinant of institutional success, particularly in private higher education institutions where academic and administrative tasks require efficient management. Factors such as time management, work environment, and employee motivation significantly influence workplace performance. As these institutions strive to deliver high-quality education while maintaining operational efficiency, understanding how these elements interact becomes increasingly important.

Despite extensive research on productivity drivers, private higher education institutions remain understudied in comparison to corporate and public sector organizations. The unique challenges faced by private universities—including limited funding, high competition, and the need to retain qualified personnel—necessitate a tailored approach to understanding employee productivity. This study seeks to fill this research gap by exploring how time management, work environment, and motivation impact productivity in private higher education settings.

Prior studies highlight the significance of these three factors. Effective time management reduces stress and enhances job performance (Britton & Tesser, 2014). A conducive work environment, including adequate physical space, lighting, and air quality, fosters employee engagement and efficiency (Chaudhary & Sharma, 2019). Additionally, employee motivation, both intrinsic and extrinsic, has been linked to higher productivity (Gagne & Deci, 2014). However, research integrating these variables within private educational institutions is limited, making it essential to examine their collective influence on employee performance.

This study aims to provide a comprehensive analysis of the interplay between time management, work environment, and motivation, identifying best practices and offering actionable recommendations for private universities seeking to enhance employee productivity.

Research Objectives

This study aimed to examine the interrelationships between time management, work environment, motivation, and employee productivity within a private higher education institution to provide empirical insights and recommendations for enhancing workplace efficiency. Specifically, it seeks to:

1. Assess the level of time management among employees by evaluating their practices in:
 - 1.1. task prioritization; scheduling; (c
 - 1.2. deadline adherence;
 - 1.3. time tracking; and
 - 1.4. break management
2. Analyze the work environment by examining factors such as:
 - 2.1. physical workspace;
 - 2.2. noise levels;
 - 2.3. lighting;
 - 2.4. air quality; and
 - 2.5. technology and tools
3. Determine the level of employee motivation, focusing on:
 - 3.1. incentive programs;
 - 3.2. career development opportunities;

- 3.3. recognition and feedback;
- 3.4. job satisfaction; and
- 3.5. work-life balance
4. Measure employee productivity in terms of:
 - 4.1. output quality;
 - 4.2. efficiency;
 - 4.3. attendance;
 - 4.4. engagement; and
 - 4.5. performance ratings
5. Explore whether significant relationships exist between time management, work environment, motivation, and productivity.
6. Identify which variables, whether individually or in combination, have the greatest influence on employee productivity, thereby offering practical recommendations for optimizing performance in private higher education institutions.

Methodology

Research Design

This study employed both descriptive-correlational and causal research designs. The descriptive-correlational design used to describe and measure the relationships between various variables, focusing on time management, work environment, employee motivation, and productivity in a private higher education institution. This approach answer "what" questions about the current state of these variables, identifying patterns and correlations without altering them (Bhandari, 2022). Specifically, it examine how factors such as time attitude, goal setting, and time utilization relate to employee productivity.

In addition, the causal research design explored potential cause-and-effect relationships between time management practices and employee productivity. This design determined whether variations in time management strategies directly influence productivity outcomes. By investigating whether changes in time management lead to improvements or declines in productivity, the study provided insights into the strength and directionality of these relationships.

By combining both designs, the study offers a comprehensive analysis: the descriptive-correlational design revealed the nature of the relationships, while the causal design tested the impact of time management on productivity, deepening our understanding of these dynamics.

Participants

The participants of this study are the non-teaching staff currently employed at Liceo de Cagayan University across its three campuses: Liceo Main Campus, Rodolfo N. Pelaez Campus, and Paseo del Rio Campus. The study targets a total population of 226 non-teaching staff members from various departments. The comprehensive list of these employees was obtained from the Human Resource Department to ensure accurate and up-to-date information.

The recruitment procedure for participants involves a combination of purposive and convenience sampling methods. Initially, potential participants are identified through the Human Resources database. Emails and flyers are used to invite eligible employees to participate voluntarily. The appropriateness of these techniques is supported by studies such as Smith (2015), which highlight their effectiveness in capturing targeted samples in organizational research.

Instrument

The research utilized a structured survey questionnaire divided into four sections, namely time management, work environment, employee motivation, and employee productivity. Time management was adapted from Britton and Tesser (2014) and assessed task prioritization, scheduling, and deadline adherence. Work environment was based on Heerwagen et al. (2015) and evaluated workspace conditions, noise levels, lighting, air quality, and technology. Employee motivation utilized elements from Ryan and Deci (2017) and focused on intrinsic and extrinsic motivators such as career development, recognition, and incentives. Employee productivity was modeled after Pichler et al. (2016) and examined efficiency, engagement, attendance, and output quality. The questionnaire underwent validation and reliability testing, with a pilot study conducted among 30 respondents, resulting in a Cronbach's Alpha of 0.87.

To ensure the accuracy and reliability of the research instrument, expert validation was conducted by a panel of specialists in human resource management and organizational behavior. Content validity was established by aligning the questionnaire with key research objectives and existing literature. Construct validity was tested using factor analysis, confirming that all items measured the intended constructs. Reliability was assessed using Cronbach's Alpha, which yielded a coefficient of 0.87, indicating high internal consistency. A pilot study was conducted with 30 respondents to evaluate clarity, relevance, and usability. Adjustments were made based on feedback to improve the instrument before full-scale deployment.



Procedure

Before initiating data collection, the researcher obtained approval from the Human Resource Department, the Office of Research, Extension, Planning, and Innovation, and the University Research Ethics Board at Liceo de Cagayan University. Once permission was granted, the study identified the target respondents, consisting of university employees, using stratified random sampling and Slovin's formula to ensure a representative sample. Participants were fully informed about the study's purpose, procedures, and their rights before providing informed consent. Their participation was entirely voluntary, and they were assured that all collected data would remain confidential and anonymized, with no personal identifiers included in any publications.

The survey was designed to be concise and convenient, requiring approximately 10 minutes to complete. Respondents were given adequate time to answer, and any ambiguous responses were clarified with the researcher's assistance. Upon completion, participants were thanked for their cooperation. The study adhered to strict ethical guidelines, including clear inclusion and exclusion criteria. Only employees who had been with the organization for at least six months were eligible to participate, while temporary and part-time employees were excluded. Additionally, participants had the right to withdraw at any time without providing a reason.

To ensure data security and privacy, all collected information was anonymized, encrypted, and stored securely in compliance with GDPR guidelines, with access restricted to authorized researchers. The study declared no conflicts of interest, ensuring unbiased reporting of findings. Minimal risks were involved in participation, but employees contributed to organizational improvement by sharing insights on workplace productivity. As a token of appreciation, respondents received small incentives for their time. Furthermore, the study emphasized community engagement, with findings shared with participants and key stakeholders to promote transparency. Results would also be published in peer-reviewed journals, with de-identified data available upon request to support future research. This structured approach ensured that ethical considerations, data integrity, and participant confidentiality were upheld throughout the research process.

Results and Discussion

The findings of the study revealed that employees demonstrated a very good level of time management, as indicated by high mean scores across various sub-variables, including task prioritization, scheduling, deadline adherence, time tracking, and break management, with an overall mean of 3.98. The results suggest that employees effectively prioritize tasks, adhere to schedules and deadlines, track their time efficiently, and manage breaks well. These findings highlight a well-developed ability to balance workload and productivity, which can contribute to overall workplace efficiency and effectiveness.

Similarly, the work environment was rated very good, with high scores in physical workspace, noise levels, lighting, air quality, and the availability of technology and tools, resulting in an overall mean of 4.31. These findings suggest that the workplace provides a comfortable and well-equipped setting, which can enhance productivity, job satisfaction, and overall well-being.

Employee motivation was also found to be high, particularly in areas such as incentive programs, career development opportunities, recognition and feedback, job satisfaction, and work-life balance, with an overall mean of 4.08. A well-structured motivation system can lead to improved performance, lower turnover rates, and a more engaged workforce. These results highlight the organization's success in fostering a positive and supportive work environment that enhances employee enthusiasm and commitment.

In terms of productivity, employees received high ratings in output quality, efficiency, attendance, engagement, and performance ratings, with an overall mean of 4.09. However, correlation analysis showed that most factors related to time management, work environment, and motivation did not have a significant relationship with productivity. Exceptions were lighting ($p=0.018$), air quality ($p=0.025$), and the overall work environment ($p=0.047$), which were found to have a significant impact on productivity. This suggests that while employees maintain high performance, their productivity can be further influenced by physical workplace conditions. A well-lit and well-ventilated environment appears to contribute positively to efficiency and engagement, reinforcing the importance of optimizing these factors to sustain and enhance workplace productivity. These results highlight the need for organizations to prioritize environmental improvements alongside other performance-enhancing strategies.

Further regression analysis indicated that time tracking ($p=0.031$) had a significant negative influence on productivity. This indicates that as the intensity or emphasis on time tracking increases, overall productivity tends to decrease. One possible interpretation is that extensive time tracking might be perceived as overly monitoring or micromanaging employees, which could disrupt their workflow or create additional pressure, ultimately leading to reduced performance.

Conclusions

Conclusions Based on the findings, the following conclusions were drawn:

Liceo de Cagayan University employees demonstrate a very good level of time management, particularly the Break Management. A very good break management skill demonstrated by Liceo de Cagayan University employees suggest a disciplined and efficient

approach to time utilization. This implies that they are capable of maximizing their break periods effectively, ensuring proper rest and rejuvenation without negatively affecting their productivity.

Liceo de Cagayan University employees perceived their work environment as very good, particularly the lighting. The perception of very good lighting in the work environment at Liceo de Cagayan University implies that employees benefit from a well-illuminated workspace, which can enhance productivity, reduce eye strain, and promote overall comfort.

Liceo de Cagayan University employees are highly motivated, particularly the Job Satisfaction. The high job satisfaction among Liceo de Cagayan University employees implies that they feel valued and content in their roles, which enhances their motivation.

Liceo de Cagayan University employees exhibit a high level of productivity, particularly the Attendance. The high level of attendance among Liceo de Cagayan University employees implies a strong sense of responsibility and commitment to their work. This suggests that employees prioritize their duties and maintain a reliable presence, which contributes to overall productivity.

The significant relationship between respondents' work environment and productivity implies that the conditions in which employees work directly impact their efficiency and performance. A positive and well-structured work environment likely increases productivity.

The variable that most significantly predicted or influenced employees' productivity was time tracking. The finding that time tracking is the most significant predictor of employees' productivity implies that effective monitoring and management of work hours play a crucial role in enhancing performance. This suggests that employees who consistently track their time are more likely to stay focused, meet deadlines, and efficiently allocate their efforts to tasks.

The study recommends several actions for Liceo de Cagayan University and similar institutions to enhance workplace efficiency and employee satisfaction.

First, the university may implement a more efficient and user-friendly time management system by utilizing digital time-tracking tools, providing training on accurate time logging, and fostering a culture of accountability through assessments and feedback.

Second, creating a quieter and more conducive work environment can be achieved by installing soundproofing materials, maintaining equipment to reduce noise, and establishing policies to regulate workplace sound levels.

Additionally, the institution may develop more meaningful employee reward programs by conducting surveys to identify preferred incentives, allocating financial resources for sustainable funding, and organizing recognition events. Improving the evaluation process is another key recommendation, which can be accomplished by refining performance criteria, providing constructive feedback, and offering professional development opportunities.

Moreover, integrating research-based strategies into workplace management can help identify factors affecting productivity and lead to the development of targeted training programs, mentorship initiatives, and wellness programs.

Lastly, a more strategic approach to workplace management may involve refining policies on task prioritization, improving the physical workspace, strengthening incentive programs, and promoting work-life balance initiatives. By aligning these measures with employee needs and institutional goals, the university can cultivate a more productive and engaged workforce.

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Affiliations and Corresponding Information

Jun Mark P. Valdehueza, MICB

Liceo de Cagayan University – Philippines

Dr. Edzen A. Espina

Liceo de Cagayan University – Philippines