Time Management Strategies of Non-Teaching Personnel in Camarines Norte State College, Daet, Camarines Norte Philippines: Basis for Improvement

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ABSTRACT

This study was undertaken to determine the time management strategies of non-teaching personnel in Camarines Norte State College (CNSC) as basis for improvement. Descriptive-correlational survey method was used in the study to gather data from 73 respondents. The period covered of the study was from 2022 to 2023. The study included the profile of the non-teaching personnel along age, sex, marital status, employment status, position, years in service, and other designation. It also covered the time management strategies in terms of time planning, time attitudes and time wasters. Likewise, the factors affecting the time management strategies of non-teaching staff and other strategies were determined to improve the time management strategies of non-teaching personnel of CNSC. Somers' Delta Correlation Coefficient (d) and the Contingency Coefficient (C) were employed to test the significant relationship between the profile and the time management strategies of the non-teaching personnel along time planning, time attitudes, and time wasters.

Based on the findings of the study, the following conclusions are drawn: 1) the profile of the respondents of the study were in the age bracket of 25 to 35, majority are female and married and most of them are with permanent status, has served six to ten years in service, and most of them handle designations; 2) the time management strategies of the non-teaching personnel along time planning were often observed those indicators presented while along time attitudes all indicators were always observed by the non-teaching personnel, and along time wasters, the overall results in the identified indicators are seldom observed; 3) there is no significant relationship between the profile and the time management strategies of the respondents along time, planning, time attitudes, and time wasters. This means the time management along time planning, time attitudes and time wasters does not affect by profile in terms of age, sex, marital status, years in service and designation; 4) the factors that affect the time management strategies of the non-teaching personnel are the interruption and distraction, stress, and multitasking respectively; and 5) proposed other time management strategies were designed to address key problems that identified in the factors as the basis for improvement of the time management strategies of the non-teaching personnel.

From the conclusions of the study, hereby recommended are the following: 1) the management may sustain the hiring of the young and much energetic personnel that can contribute to the work areas and help in providing new skills and to build a workforce for the future. The management may hire an additional support personnel to avoid delegation of multiple designation to the personnel; 2) the management may consider adopting regular consultation with the non-teaching personnel in order to harmonize in the institutional activities. Likewise, the non-teaching personnel may practice of the use of calendar of activities of their offices for them to become guided on the daily or weekly activities of their office tor unit, and also, may continue to practice the application of the 8S program in their workplace; 3) the non-teaching personnel as well as the management may continue the practice of the application of the time management strategies in their workplace in order to sustain the realization of the goals of the institutions; 4) the management may consider to create a separate calendar of activities intended for the administrative level as well as to strictly implement the use of the form of request for the use of CNSC facilities/amenities and to observe what has been committed to the Citizen's Charter. Likewise, the management may consider to conduct a training or send the personnel to attend trainings related to stress

management, and to conduct an annual team building for all employees. Further, hiring of additional support staff, improving turnaround time of the applicants, reviving of the Record Management Information System (RMIS) and Supply Management Information System (SUPMIS) as well as procuring an upgraded Student Information and Accounting System (SIAS), and conducting regular consultation meeting to the non-teaching personnel and other best practices may consider of the management, and; 5) the non-teaching personnel and the management may consider adapting the proposed time management strategies in order to enhance the performance of their employees towards achievement of goals of the institution; and 6) the future researchers may conduct further studies related to time management strategies of the personnel with supervisors as the rater and third-party audit.

Keywords: Time management strategies, time planning, time attitudes, time wasters

INTRODUCTION

Time management is the process of planning and controlling how much time to spend on specific activities. The ability to manage your time effectively is important. Good time management leads to improved efficiency and productivity, less stress, and more success in life (CFI Team, 2022).

Time management is the coordination of tasks and activities to maximize the effectiveness of an individual's efforts. Essentially, the purpose of time management is to enable people to get more and better work done in less time. The elements of time management include organization, planning and scheduling to best take advantage of the time available. Time management techniques also take into account an individual's particular situation and their relevant capabilities and characteristics. The importance of time management is in its ability to assign meaning to time, letting people make the most of their time. Good time management skills help employees deliver quality work and meet their goals effectively. Time management also helps managers to understand what employees are capable of and to set realistic goals. Having poor time management skills cause employees to miss goals and deliver poor work, become overly stressed out and anxious, and run short of time. When time is used inefficiently, it has deleterious effects on employees, management and the company. All work takes time, but some tasks are more valuable than others. Reallocating time to higher-value work improves both productivity and work-life balance. Further, having a good time management creates a healthier workplace overall (TechTarget, n.d).

Time management variables of goal setting, setting priorities, time scheduling and time utilization have been established to make significant contributions to non- teaching staff administrative effectiveness; hence, a need for non-teaching staff of universities to pay adequate attention to these elements of time management, failure of which achievement of overall university goals would be a mirage, considering the important roles the non-teaching staff play in the overall attainment of the university goals and objectives. Therefore, non-teaching staff in the university system must budget and legitimate the time to accomplish set out goals as well as compare the total estimated time for expected maturity task. These tasks and functions can be productively addressed by them; if they acquire the necessary time management skills. Time cannot only be planned, organized and implemented but must also be evaluated to show its efficient use in accomplishing set objectives and goals. However, for these goals to be achieved, joint human efforts are needed. For this reason, government therefore, employed the services of some well-trained personnel who help to stir and manage the affairs of the university, these personnels are in-charge of the university administration. Some of the roles of non- teaching staff in the universities system include providing students' and staff support services, attendance of meetings, and taking comprehensive minutes of meetings, response to official mails and memos among others. The effective discharging of these duties would go a long way in determining the effectiveness of the entire university system. The main purpose of time management is to set and accomplish organization goals within a given period outside which the goals was irrelevant. Timely discharge of administrative tasks and responsibilities was great concern to administrators and managers in various sectors of the economy including the education sector (Victor, 2017).

Furthermore, Kashyap (2022) cited that time management is the process of planning and exercising conscious control of the time spent on specific activities to work smarter than harder. It is a juggling act of various things that help you increase efficiency and strike a better work-life balance. Improving your time management at work allows you to enhance your performance and achieve your desired goals with less effort and more effective

strategies. However, failing to manage time or poor time management skills at work can result in: missed deadlines and appointments, procrastination and lack of focus, lack of professionalism, inefficient workflow and low work quality, unwanted stress, poor professional reputation, strained workplace relationships, financial penalties, work and life imbalance.

In the present scenario, the Camarines Norte State College (CNSC) is on the process of complying the requirements of the Commission of Higher Education (CHED) Regional Office V for the conversion of the college to university. Aside from that the college also undergone a series of evaluation and accreditation from different accrediting agencies of the college. Hence, the concerned offices or units need to prepare the required documents and other requirements for the said evaluation and accreditation in order to be compliant on the findings and recommendations during their visit. Aside from that, other activities related to the academic and administrative level such as attendance to meetings, trainings, workshop and other unplanned related activities were also conducted by the college. Further, preparation of reports and requests, meeting the deadlines and submission of the required documents as well as handling other functions aside from their main functions are some of the factors that can affect the time management strategies of the personnel.

Moreover, it was a challenge to those non-teaching personnel handling supervisory position on the delegation of their tasks especially the unit or office with a limited number of personnel but catered more clients and handling other functions. Similarly, the non-teaching support staff of CNSC were aware and conscious of their time that despite of those involved offices or personnel in the different activities, evaluation and accreditation they still manage their time efficiently and effectively in order to meet the demands in work and provide an excellent service to the clienteles. This indicates that the non-teaching personnel of CNSC are highly committed on their work and able to perform their duties and responsibilities in order to achieve the strategic goals of their unit or of the college.

In that scenario, the researcher prompted to study the time management strategies of non-teaching personnel in Camarines Norte State College. The study explores the time management strategies of the non-teaching personnel in terms of time planning, time attitudes and time wasters. This study also determined the factors that needs improvement of the factors that may be identified that can affect the time management strategies of the respondents and also in order to address those factors and assessed their efficiency in work as their basis for improvement.

This research aimed to describe the time management strategies of non-teaching personnel of the main campus of Camarines Norte State College in Daet, Camarines Norte, Philippines as basis for improvement. Specifically, this study sought to answer the following questions:

1. What is the profile of respondents in terms of:

   age;
   sex;
   marital status;
   employment status;
   years in service; and
   designation?

2. What are the time management strategies of non-teaching personnel in Camarines Norte State College along:

   time planning;
   time attitudes; and
   time wasters?

3. Is there a significant relationship between the profile and the time management strategies of non-teaching personnel in Camarines Norte State College?

4. What are the factors affecting the time management strategies of non-teaching personnel in Camarines

Norte State College?

5. Based on the findings of the study, what other strategies may be done to improve the time management of non-teaching personnel in Camarines Norte State College?

It tested the hypothesis that there is no significant relationship between the profile and the time management strategies of non-teaching personnel of Camarines Norte State College. The study focused on the time management strategies of non-teaching personnel in Camarines Norte State College. The period covered of the study was from 2022 to 2023. The scope of the study includes the profile of the respondents in terms of age, sex, marital status, employment status, years in service, and designation. It also covers the time management strategies along time planning, time attitudes and time wasters. Likewise, significant relationship between the profile and the time management strategies of non-teaching personnel in Camarines Norte State College as well as the factors affecting the time management strategies of non-teaching personnel; and the other strategies may be done to improve the time management strategies of non-teaching personnel in Camarines Norte State College.

Moreover, the study used descriptive-correlational research method. The respondents of the study are limited only to the permanent and casual non-teaching personnel with office functions in CNSC Main Campus. The researcher employed purposive sampling in selecting the non-teaching personnel with office functions that can answer the survey questionnaire. There were 81 respondents, however, only 73 respondents answered the survey questionnaire wherein 51 are permanent and 22 are casual which composed of the frontliners, secretaries, bookkeepers, accountants, budget officer, cashier, registrar, board secretary, engineers, administrative officers, administrative aide and assistants, and other administrative personnel of Camarines Norte State College. The survey questionnaire was distributed through google form and printed copies. Further, the study would be significant to the following individuals, offices, and organizations:

CNSC Non-Teaching Personnel: The study will help them improve their time management in the workplace along time planning, time attitudes and time wasters. This will also beneficial for them to realize the importance of applying the principle of time management in their workplace as to its order of priority. Further, for them to realize the effective time management strategies may improves work their both productivity and work-life balance that creates a healthier workplace in overall.

CNSC Administrators: This will study will guide them to become more aware of the factors that may affect the time management of the non-teaching personnel in terms of time planning, time attitudes, and time wasters as their basis in crafting interventions to address such factors. With that, it will encourage and motivate the non-teaching personnel to work in a conducive environment that will help them to increase productivity and efficiency in their work functions. This will also help them as their basis to increase the number of support staff or personnel to cater needs of the clienteles of the college in order to produce quality or work and services to the clienteles and community as well as to provide enabling environment that would facilitate effective administration and better time management of both non-teaching and administrators as well as the community. With the support of the management by providing and considering those in needs to improve in their workplace, it will encourage and motivate their employees to work efficiently and effectively in order to achieve the strategic goals of the college.

CNSC Academic Institution: The study will be of great help for them to have a conducive environment and better delivery of services of non-teaching personnel to their clienteles. By considering and applying the results of the study, the academic institution will have facilitative personnel that will provide an excellent service to the clienteles and offer a smooth flowing transaction. As a result, it will encourage more students, clients and applicants to become part of their institution. Further, by providing support and assistance to the personnel, it will lead to have a more committed and motivated employees that will work and serve for them and to the clienteles.

Other Government Institutions: The study will help them to become more aware on the needs of their support personnel to become more motivated to perform their duties and responsibilities in their units or offices. The study may be used as their baseline to consider the findings that may be adopted in their respective units to boost the efficiency of their personnel in terms of time management strategies. Further, the result of this study will be

a guide in order to improve and enhance the performance and delivery of service to the community and how to management their time effectively to achieve their goals and targets of the organization.

The Researcher, herself: The study gives her awareness on the importance of the time management in the workplace and personal life. It also helps her ideas on how to manage her time effectively and efficiently as to the order of its prioritization. In addition, it also helps her to realize the application of the different time management strategies along time planning, time attitudes and time wasters that will boost her abilities and skills. This study will also help her as her guide in improving her work performance and consider those factors that may affect her time management strategies as well as to realize the planned and unplanned goals so that at the end of the day everything will takes in place and for her to have time for herself.

Future Researchers: The study will provide information and awareness on the importance of the time management strategies in the workplace and other aspect of life. The study will help them to consider and apply the results in terms of the indicators of the parameters along time planning, time attitudes, and time wasters. This will also serve as their basis in making a further study based on the findings of the study and may consider other indicators not covered by the study.

METHODOLOGY

This section presents the discussion of the research design, population of sample size and sampling, research instrument, data gathering procedure and statistical treatment of data.

The descriptive-correlational research was used in the study. The descriptive method was used to gather the data on the profile of the respondents in terms of sex, age, civil status, educational attainment, employment status, years in service, and designation. It was also used to determine the time management strategies along time planning, time attitudes and time wasters; and the factors affecting the time management of non-teaching personnel. Likewise, correlational method was employed to determine the significant relationship between the profile and the time management strategies of non-teaching personnel of Camarines Norte State College.

The respondents of the study were the non-teaching personnel with office functions in Camarines Norte State College Main Campus in Daet, Camarines Norte, Philippines comprised of the permanent and casual employees. The researcher employed purposive sampling in selecting the respondents intended to the personnel with office functions who can only answer the survey questionnaire. There were 81 respondents however only 73 answered the survey questionnaire, wherein 51 are permanent and 22 are casual non-teaching personnel in Camarines Norte State College.

The respondents of the study are the non-teaching personnel in Camarines Norte State College. The permanent and casual personnel composed of the frontliners, secretaries, bookkeepers, accountants, budget officer, cashier, registrar, board secretary, engineers, librarian, administrative officers, administrative assistants, administrative aide, and administrative personnel of Camarines Norte State College.

The study used a survey questionnaire to assess the time management strategies of the non-teaching personnel of Camarines Norte State College. It is a modified research instrument related to time management prepared based on previous studies.

The survey questionnaire had undergone series of consultation and face validation with thesis advisory committee in order to ensure that the objectives of the study were met. The first part of the questionnaire focused on identifying the profile of the respondents. The second part was the time management strategies of non-teaching personnel along time planning, time attitudes and time wasters. The third part of the survey questionnaire covers the factors affecting the time management strategies of non-teaching personnel, and the last part are the suggested other strategies to improve the time management strategies of the non-teaching personnel.

The research started with the list of the non-teaching personnel to identify the sample size and the preliminary survey questionnaire was presented to the thesis advisory committee for comments and suggestions and checking of the content. After complying all the comments and suggestions, the researcher distributed the revised survey

questionnaire to the thesis advisory committee for further comments and suggestions. The researcher revised the survey questionnaire based from the given suggestions by the advisory committee. After finalizing the revised survey questionnaire, the researcher sought the approval of the thesis advisory committee for the conduct of dry run.

The validation of the questionnaire was done through a dry run to the 20 non-teaching personnel from other satellite campuses of Camarines Norte State College to validate the content and reliability of the questionnaire. The online survey via google form was done during the dry run. To test the instrument, the researcher tallied the responses and had it tested using the Cronbach Alpha Reliability Test. The Cronbach's alpha was a measure of internal consistency. Based on the reliability test, the questionnaire obtained an internal consistency of which considered as good as questionnaire with a value of .840 (p=.840) and a confidence level of 95 percent.

After the conduct of the dry run and test for reliability, the researcher administered the survey to all target respondents to gather necessary information to answer the problems stated via a google form and printed copy of survey questionnaire. Lastly, when all the questionnaires were retrieved, the results and responses of the respondents were tabulated, summarized, analyzed and interpreted.

The data and information gathered were interpreted using the various statistical tools and techniques. Descriptive and correlational statistics were primarily used to analyze the quantitative results. Descriptive statistics were used to define the variables. Correlational techniques were used to demonstrate statistically when and how closely the two variables are associated. The statistical tools employed were weighted mean, frequency count, percentage, ranking, Contingency Coefficient, and Somer's Delta Correlation Coefficient.

Percentage and frequency were used to describe and analyze the profile of the respondents as to sex, age, civil status, educational attainment, employment status, years in service, and designation. The weighted mean and percentage were utilized to get the mean rating of the time management strategies along time planning, time attitudes, and time waster. Ranking was employed on the factors affecting the time management strategies of non-teaching personnel.

The correlation statistics was used to assess whether there is a significant relationship between the profile and the time management strategies. The Somers' Delta Correlation Coefficient (d) and the Contingency Coefficient (C) were employed to test the significant relationship between the profile and the time management strategies of the non-teaching personnel along time planning, time attitudes, and time wasters.

RESULTS AND DISCUSSION

This part of the paper discusses the results, analyses, and interpretation of data gathered on time management strategies of non-teaching personnel in Camarines Norte State College.

Profile of the Respondents

Tables 1 to 6 present the profile of the respondents in terms of age, sex, marital status, employment status, years in service, and designation.

Age. Table 1 shows the profile of the respondents in terms of age. The age level of the respondents was grouped into five from 25 to 34, 35 to 44, 45 to 54, and 55 to 64 with a total frequency of 73. The data showed that ages 25 to 34 with 34.2 percent got the highest result. These were followed by the age bracket of 35 to 44 or 28.8 percent and the age bracket of 55 to 64 or 23.3 percent while the ages 45 to 54 with 13.7 percent got the lowest result.

Table 1 Profile of the Respondents in Terms of Age

Age	Frequency	Percentage (%)
25-34	25	34.2

35-44	21	28.8
45-54	10	13.7
55-64	17	23.3
Total	73	100

The table revealed that the age group of 25 to 34 got the highest percentage. This implies that the institution preferred to hire young professionals who can offer longer service and can carry out different tasks and can contribute to the achievement of the goals of the institution as well can perform and deliver the services offered by their respective offices. This also implies that employees in that age bracket are considered more committed and productive at work since they are just starting their careers and they still familiarizing the processes of the transactions in their respective offices.

In support of the findings, Machado & Portela (2013) cited that the 25-34 age group received promotion. Firms promote younger workers because older workers have been promoted earlier in their careers and are already at higher levels in the hierarchy. Further stated that, when workers are hired above the age 34 threshold, they find their time to promotion lengthened and this length is amplified with age workers aged 35 to 44.

Moreover, the non-teaching personnel belonging to 45 to 54 years old got the lowest result. This implies that those age brackets are the senior non-teaching personnel of the institution. It indicates that they were quite mature, not only in age but also in their work disposition since they serve longer in the institution, they can easily manage and strategize their time effectively because they are more familiar in all the transaction processes and procedures in their respective offices and they have expertise in their field of work.

It can be inferred that employees belonging to more than 40 years old age bracket have higher feelings of engagement towards work due to the level of their expertise in carrying out various tasks every day being different from those young and middle age employees. They tend to gain various levels of work engagement which was considered very subjective based on the different factors that can influence the level of their interest, commitment, and drive (Deligero and Laguador, 2014).

Sex. Table 2 presents the profile of the respondents in terms of sex in which the majority are female non-teaching personnel with a frequency of 49 or 67.1 percent as compared to the male non-teaching personnel with a frequency of 24 or 32.9 percent.

Table 2 Profile of the Respondents in Terms of Sex

Sex	Frequency	Percentage (%)
Male	24	32.9
Female	49	67.1
Total	73	100

The majority of the non-teaching personnel are female, which implies that the institution are mostly dominated of females non-teaching personnel who work for the office functions. It indicates that more female applied for the office work position rather than men. This shows that female that in terms of paper works they are more detailed and organize. Further, female are more capable to handle a multitasking work that usually done in an office handling more clients.

This inferred by Berman (2018) that in the workplace, women are more productive than men. Likewise, according to *Hive (2020),* women work ten percent harder than men in today's offices and have a slightly equal or more completion rate than men. Furthermore, despite that women are assigned more work, 55 percent of women and 45 percent of men-women still produce more results than men. This was because women are good

at multitasking, less prone to distraction, work flexibly, and have a work-family balance (Madell, 2018).

Further, males got the lowest result as to the sex profile. This implies that male can also work an office function similar with women. Further, some of those male personnel of the institution handling supervisory position. Time management was applicable to both men and women, it was a matter of prioritizing one's tasks. Likewise, male has an ability to think quickly and make a flexible decision.

On the other hand, Hive (2020) cited that it has to do with the kind of work allotted to them, noting that women are assigned and spend more time on non-promotable tasks than men. These non-promotable tasks are any activity beneficial to the organization but does not contribute to career advancement. So basically, things men do not want to do are begin handed to women.

Marital Status. Table 3 presents the profile of the respondents in terms of marital status. The table shown below describes the information on the frequency and percentage of the single, married, widowed, and separated marital status of the respondents. The data shows that majority of the respondents were married with a frequency of 41 or 56.2 percent, and separated status got the lowest result with a frequency of 13 or 2.7 percent.

Table 3 Profile of the Respondents in Terms of Marital Status

Status	Frequency	Percentage (%)
Single	26	35.6
Married	41	56.2
Widowed	4	5.5
Separated	2	2.7
Total	73	100

The table revealed that the married status has the higher frequency in the non-teaching personnel. Majority of the non-teaching personnel in CNSC were married, however disregard of their marital status, the application of time management strategies in their workplace is necessary. This shows that married personnel were more dedicated to work due to their mature role and responsibilities over their families and in work; however, in terms of the circumstances that they have to extend the time to work on urgent reports and other unintended activities, they cannot stay longer or beyond office hours especially those personnel with young children to attend to. According to Deligero and Laguador (2014), married employees have higher dedication to work compared to those unmarried due to their more matured role and responsibilities over their families.

Likewise, separated status of the non-teaching personnel got the lowest result. This implies that the two respondents who declared that they were in separated status but still not legally separated. This indicates that regardless of their marital status, the time management is applicable to all the non-teaching personnel of CNSC. Likewise, being single parent or separated status cannot affect the work of the non-teaching personnel and they can still do their office functions.

Moreover, it can be inferred that in terms of civil status, married or separated employees saw higher costs than single, unattached employees if they leave the organization. Singles were more likely than married or separated employees to be positively disposed toward unattractive employment alternatives outside. A married status seems to look at the greater costs involved in inter-organizational mobility and less likely than single or male individuals to consider employment alternatives elsewhere (Perpetua, 2019).

Employment Status. Table 1 presents the profile of the respondents in terms of employment status wherein most of the non-teaching personnel are with permanent status with a frequency of 51 or 69.9 percent while the casual status with frequency of 22 or 30.1 percent.

Table 4 Profile of the Respondents in Terms of Employment Status

Status	Frequency	Percentage (%)
Permanent	51	69.9
Casual	22	30.1
Total	73	100

The table revealed that most of the non-teaching personnel are in permanent status implying that the institution has more items for permanent positions and most of them are qualified for their current position. Further, the college was currently implementing the revised organization and staffing standard for SUCs-Phase 1. In this case, CNSC has opened a number of plantilla positions that tend to increase the number of permanent non-teaching personnel. It also indicates that some of the permanent personnel were newly promoted in their position. However, some personnel promoted to permanent positions have difficulties in terms of allotting time to perform their duties and responsibilities especially personnel having multiple functions and as well as offices with limited personnel that cater more clients.

In addition, as stated in the Senate Bill No. 131 which was an act providing for a permanent appointment to all casual and contractual employees of the government who have rendered the prescribed years of service and for other purposes as stated under Section 3 permanent appointment for long-time casual and contractual employees of the national government agencies and local government units - subject to the provisions of the 1987 constitution and applicable civil service laws, rules and regulations and the provisions of this act, all incumbent casual and contractual government employees who have rendered at least five (5) years of continuous, exemplary and outstanding service in the case of national government agencies, or a total of six (6) years of continuous, exemplary and outstanding service in the case of local government units as of the date of the approval of this act shall be entitled to security of tenure.

On the other hand, the non-teaching personnel with casual status has the lowest result. Some of those personnel in casual status were newly hired employees or serving for a couple of years or either they remain in that status because they are not qualified yet for permanent positions, however, since they serve for long time, they tend to become a permanent. This indicates that in terms of time management both permanent and casual personnel can strategies effectively perform well their tasks and other office functions.

Furthermore, under Section 6 of the Senate Bill No. 131, the selection process of casual and contractual employees stated that the casual and contractual employees who meet the required length of service shall undergo the screening process as prescribed in the merit selection plan of the agency or as determined by the pertinent selection board or hiring authority.

Years in Service. Table 5 presents the profile of the respondents in terms of age. The data shows that the highest frequency of 24 or 32.9 percent were the non-teaching personnel with six to ten years in service, while the lowest frequency of 3 or 4.1 percent were the non-teaching personnel with 26-30 years in service.

Table 5 Profile of the Respondents in Terms of Years in Service

Years in Service	Frequency	Percentage (%)
1-5	17	23.3
6-10	24	32.9
11-15	11	15.1
16-20	8	11.0

21-25	5	6.8
26-30	3	4.1
31 and above	5	6.8
Total	73	100

Non-teaching personnel with six to ten years in service got the highest result implying that non-teaching personnel are commonly newly promoted in their position. The results are associated with the results in Table 1 in which the non-teaching personnel with an age bracket of 25 to 34 are the highest in number and Table 4 wherein the non-teaching personnel with position of permanent status.

Moreover, as stated in the Senate Bill No. 131, which was an act providing for a permanent appointment to all casual and contractual employees of the government who have rendered the prescribed years of service under Section 5 stated that computation of length of service requirement of continuous service shall be waived if the service of the official/employee concerned prior to the completion of the said years was interrupted by not more than two (2) years, taken cumulatively, due to either abolition of his/her position.

Furthermore, non-teaching personnel with 26-30 years in service has the lowest result in terms of years in service. This implies that non-teaching personnel have served the institution for a longer period and some of them are in the age bracket of 45 to 64 years as shown in Table 1. This shows that those non-teaching personnel have an extensive experience providing public service and have formed a strong feeling of commitment to the institution. Further, in that years in service, some non-teaching personnel were in the nearing age of retirement.

This conforms to the study of Maati (2015) found that most employees opt for early retirement because employer tends to encourage older workers to retire early to give away to young workers who are just entering the labor market and can work faster and easily master certain task to avoid any delay and failure at work.

Designation. Table 6 presents the profile of the respondents in terms of designation. As shown on the table the information on the designation, frequency, and percentage. The table shows that the non-teaching personnel with designation got the highest result with a frequency of 45 or 61.6 percent, while the non-teaching personnel without designation got a frequency of 28 or 38.4 percent.
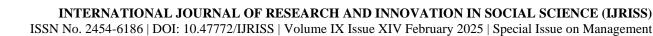
Table 6 Profile of the Respondents in Terms of Designation

Designation	Frequency	Percentage (%)
With Designation	45	61.6
Without Designation	28	38.4
Total	73	100

Most of the non-teaching personnel have designation implying that either casual or permanent employees in the Main Campus of CNSC handle designation aside from their actual functions. This indicates that those non-teaching handling designations are capable or qualified to handle such multiple work functions and have an experienced related to their designation. However, it also indicates that some of the offices lack of support staff because more than half of them handling designations.

This conforms that time management strategies could be in the form of prioritizing tasks, setting realizable goals, delegation of responsibilities, setting standards, avoiding distraction, division of labor, and giving special attention to a particular task among others. Timely discharge of administrative tasks and responsibilities of great concern to administrators and managers in various sectors of the economy including the education sector (Victor, 2017).

Moreover, some of the non-teaching personnel without designation perform their main functions. They can

manage their time effectively to accomplish their daily tasks. Likewise, those non-teaching personnel not

handling designations maybe because they were not yet qualified to handle such designations and also some of them were newbie in their current position. This also indicates that those personnel without designations were the support staff in their respective unit or office and most of the personnel handling designations are with higher position.

Pineda (2023) emphasized that it should take into account the amount of work that needs to be done to achieve those goals. Establishing achievable objectives enable employees to feel a sense of accomplishment when they reach them while providing them with enough challenge so they do not become bored. By breaking down larger projects into smaller milestones, workers were more likely to stay on track rather than getting overwhelmed by all the tasks at hand.

Time Management Strategies of Non-Teaching Personnel in Camarines Norte State Colleg along Time Planning, Time Attitudes, and Time Wasters

Tables 7 to 9 present the time management strategies of the non-teaching personnel in CNSC along with time planning, time attitudes, and time wasters. Each parameter was defined by the set of indicators that included in each of the following tables.

Time Planning. Table 7 presents time management strategies of non-teaching personnel in CNSC along with time planning. As shown on the table the indicators, weighted mean, and interpretation. The data shows that the over-all weighted mean as to time planning was 3.99, interpreted as often. The indicators with highest results were setting goals each week ready at the beginning of the week with a weighted mean of 4.30, interpreted as always; second highest was an effective strategies getting things done as planned with a weighted mean of 4.27 interpreted as always, while the third highest was scheduling the preparation of the different request of the clients got a weighted mean of 4.08, interpreted as often. Moreover, the three lowest results comprise of writing reminder notes every week with a weighted mean of 3.08, setting goals for the academic year and delegating other tasks to subordinates with a weighted of 3.49, and creating detailed timeline activities got a weighted mean of 3.84 which all interpreted as often.

Table 7 Time Management Strategies of Non-Teaching Personnel in CNSC along Time Planning

Indicators	Weighted Mean	Interpretation
1. I have set of goals each week ready at the beginning of the week	4.30	Always
2. I make a list of the things I have to do each day	4.04	Often
3. I have a weekly schedule on which I record fixed commitments	4.07	Often
4. I break complex tasks down into achievable chunks	3.88	Often
5. I have effective strategies for getting things done as planned	4.27	Always
6. I set goals for the academic year and delegate other tasks to my subordinates	3.49	Often
7. I schedule the preparation of the different requests of the clients	4.08	Often
8. I write reminder notes every week	3.08	Often
9. I create detailed timeline activities	3.84	Often
10. I use the electronic file management to organize the approach of work	3.88	Often
Over-All Weighted Mean	3.99	Often

The table shows that setting goals each week ready at the beginning of the week interpreted got the highest results which interpreted as always. This implies that in terms of time planning, the non-teaching personnel practice the time planning in their workplace. Further, all non-teaching personnel and other employees of the institution were required to submit an Individual Performance Commitment Review (IPCR) semi-annually that spells out their targets to be accomplish in a specific period as the basis of the evaluation of their work performance based on their functions.

Moreover, it can be inferred that in the study of Jiang et al. (2023), revealed that learners who set mastery goal spent higher proportion of time on deep learning than learners from the other groups. The results proved mastery goal setting as an effective prompt for boosting workplace learning effectiveness. Organizations and institutions can take setting mastery approach goals as a prompt at the beginning of the training to increase learning effectiveness.

On the other hand, the lowest result was writing reminder notes every week which interpreted as often. This implies that not all non-teaching personnel practice writing reminder notes every week maybe because those who answered in this indicator practice writing daily reminder in their calendar of activities or have their own staff assigned in writing reminder notes in the calendar of activities of their office every week or month.

Moreover, Rugeiyamu's (2019) study revealed the process of filling in the forms, the attitude of employees towards OPRAS, and the use of OPRAS data to inform employee management. In the form-filling process, it was the midyear review and participation in rating during the annual performance review and appraisal section that at least influenced employees' performance while resources provision and attributes of good performance does not.

Time Attitudes. Table 8 presents the time management strategies of non-teaching personnel along time attitudes indicating that the time attitudes got an overall weighted mean of 4.48 interpreted as always. The data shows that the results in all indicators have the same interpretation as always with a slight difference in the weighted mean results; however, the highest result was prioritizing tasks according to their importance and urgency with a weighted mean of 4.73; the second highest was coming early to the workplace to do the urgent reports and other needed documents with a weighted mean of 4.7; and the third highest was promptly taking action on the concerns of clients or colleagues immediately with a weighted mean of 4.59. Moreover, keeping everything in its proper place and at the appropriate time with a weighted mean of 4.29; accommodating the request of the clients even beyond office hours got a weighted mean of 4.42; while always completing the tasks before due and managing vacant time to do something productive like doing the backlogs and organizing the document files got the same weighted mean of 4.48 were the three lowest results.

Table 8 Time Management Strategies of Non-Teaching Personnel in CNSC along Time Attitudes

Indicators	Weighted Mean	Interpretation
1. I use my time effectively in accomplishing the tasks	4.58	Always
2. I accomplish the things to be done each day	4.49	Always
3. I keep everything in its proper place and at appropriate time	4.29	Always
4. I always complete tasks before they are due	4.48	Always
5. I prioritize tasks I have to do according to their importance and urgency	4.73	Always
6. I promptly take action on the concerns of the clients or colleagues immediately	4.59	Always
7. I process the request of the clients on or before the scheduled time	4.52	Always

8. I manage my vacant to do something productive like doing the backlogs and organizing the documents files	4.48	Always
9. I come early in my workplace to do the urgent reports and other needed documents	4.70	Always
10. I accommodate the request of the clients even beyond office hours	4.42	Always
Over-All Weighted Mean	4.48	Always

Legend:

4.21-5.00   - Always

3.41-4.20   - Often

2.61-3.40   - Sometimes

1.81-2.60   - Seldom

1.00-1.80   - Never

As shown in Table 8 the indicators of the time management strategies of non-teaching personnel along with time attitudes show that the highest result in the given indicator was prioritizing tasks according to their importance and urgency which interpreted as always. Non-teaching personnel observed the effective time management strategies in their workplace. This indicates that the non-teaching personnel have the ability to management their time and work according to its importance and urgency in order to meet and accomplish their targets and deadlines of the particular reports or transactions in their offices in a specific period. Likewise, the non-teaching personnel shows having directions in performing their tasks and have a timeline in accomplishing the required reports or request of the clients and other internal and external offices.

According to the Pickle Jar Theory of Time Management by Wright (2002), to manage one's time effectively, everyone needs to know the level of importance of each activity. Despite doing a lot of work throughout the day, the work does not appear to be productive at the end of the day. Every day, everyone fills out their time with important, less important, and unimportant activities. This shows the importance of applying the principle of time management technique that prioritizes tasks and responsibilities in a specific order. Likewise, it shows vital that lay-outing all the activities in a list and assign them was an element to prioritize the task adequately to realize that the completed tasks according to their significance and impact on everyone's personal and professional life.

Furthermore, keeping everything in its proper place and at appropriate time was the lowest result along time attitudes. This implies that although the non-teaching personnel observed this, still some of them were not good in terms of filing of reports or other documents in its appropriate place particularly the important and usual needed documents that used every time there was an evaluation or accreditation in the institution. This also implied that some of the offices were lack of designated filing cabinet or file box that caused of the missing of some important documents.

In addition, Atienza (2021) stated that a well-organized personal space, either at work or in a work-from-home setup, can help one do the important tasks first and then move on to the less strenuous ones. It also keeps distractions at a minimum and help to focus on one task at a time. In today's attention span of eight seconds, it takes so little to divert from what need to do. Getting organized was also help personnel to do more in less time. Since they have everything in place, it becomes easier to do your work smoothly and efficiently. This increases your productivity and the added time helps perform better because can have more in-between times to catch your breath.

Time Wasters. Table 9 shows the time management strategies of non-teaching personnel along time wasters which obtained an overall weighted mean of 2.56, interpreted as seldom. The highest result in the indicators was usually doing the multitasking work with a weighted mean of 3.99 interpreted as often, followed by avoiding

spending time socializing instead of working with a weighted mean of 2.86 which interpreted as sometimes; and the third highest was the spending more in answering the emails, phone calls and messages with a weighted mean of 2.53 which interpreted as seldom. Further, the lowest three results in the table below are focusing on unnecessary things during offices hours with a weighted mean of 1.81, spending a lot of time mucking around with a weighted mean of 1.85, and spending much time on trivial matters with a weighted mean of 2.21 which were all interpreted as seldom.

Table 9 Time Management Strategies of Non-Teaching Personnel in CNSC along Time Wasters

Indicators	Weighted Mean	Interpretation
1. I procrastinate over doing the difficult tasks	2.34	Seldom
2. I spend much time on trivial matters	2.21	Seldom
3. I easily distracted from the important tasks	2.42	Seldom
4. I spend more time in answering the emails, phone calls and messages	2.53	Seldom
5. I am always attending meetings and other activities	3.12	Sometimes
6. I usually do the multitasking work	3.99	Often
7. I find distraction very tempting	2.49	Seldom
8. I often avoid spend time socializing instead of working	2.86	Sometimes
9. I spend a lot of time mucking around	1.85	Seldom
10. I focus on the unnecessary things during office hours	1.81	Seldom
Over-All Weighted Mean	2.56	Seldom

Legend:

4.21-5.00   - Always

3.41-4.20   - Often

2.61-3.40   - Sometimes

1.81-2.60   - Seldom

1.00-1.80   - Never

Table 9 reflects the highest result on the time management strategies along time wasters which is to usually do the multitasking which was interpreted as often. The data implied that the non-teaching personnel can manage effectively their work and time even they were doing the multitasking. This also implied that the particular office with personnel usually doing the multitasking have a limited support staff to cater the demands of work in their respective offices that may cause of delayed in taking action in the requests or may sacrifice the quality of their work accomplishment.

Chrometa (2017) posits that procrastination is a challenge facing effective management of time in organizations. To overcome the above barriers to effective management of time, managers should ensure that organizational processes and operations are not delayed by employees, problems must be solved with the desired amount of immediacy and every employee must have a sense of time management.

The table shows that the lowest result is focusing on the necessary things during offices hours which interpreted as seldom. This implies that the non-teaching personnel spend their time and focus more on the important tasks that they need to accomplish in a day or in a specific period rather than focus on the unnecessary things. This shows that during office hours they do not engage with unimportant tasks not related to the office transactions. Likewise, this implied that the non-teaching personnel showed that commitment in their work functions and can catered all the request of the clienteles.

The finding conforms of the study of Victor (2017) that principals can manage their time for administrative effectiveness in secondary schools by adopting meetings management strategies. The study also revealed that principals do not adopt delegation strategies in managing time for administrative effectiveness in secondary schools in the areas of; allowing assistants to make decisions regarding assigned tasks, having complete faith in staff ability when delegating tasks, delegating to staff according to their abilities, and placing a limit for task completion when delegated among others.

Test for Significant Relationship between the Profile of the Respondents and their Time Management Strategies

The test for significant relationship between the profile and the time management strategies of the non-teaching personnel along time planning, time attitudes and time wasters were computed using the Somers' Delta Correlation Coefficient (d) and the Contingency Coefficient (C). Table 10 shows that the time management strategies along those variables considered did not obtain any significant relationship along the profile of the respondents. It can be observed that the p-values of its corresponding test statistics are greater than 0.05 significant level (p-values>0.05). This leads to the acceptance of the null hypothesis, that there is no significant relationship between the profile and the strategies on time management of the respondents.
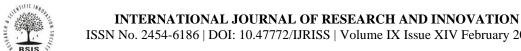
Table 10 Test for Significant Relationship between the Profile of the Respondents and their Management Strategies

Profile	Time Planning		Time Attitudes		Time Waster	
	Test Statistics	p-value	Test Statistics	p-value	Test Statistics	p-value
Age	-.006	.949	.064	.393	-.017	.861
Sex	.198	.396	.134	.249	.217	.461
Marital Status	.287	.684	.200	.385	.425	.189
Employment Status	.061	.965	.044	.705	.206	.518
Years in Service	-.063	.447	.075	.315	-.082	.327
Designation	.287	.088	.003	.977	.295	.138

This means that the indicators considered in the time management strategies does not vary significantly based on the profile of the respondents. In other words, the effect of these strategies on time management does not differ based on factors like age, sex, marital status, employment status, number of years in the field and designation. The finding further implies that the identified management strategies are likely to be equally applicable and effective for individual across different backgrounds. Hence, the effectiveness of the time management strategies was not influenced by specific characteristics of the respondents.

This conforms with the findings of Admad et al. (2019) which revealed that there was strong positive relationship between time management and academic achievement r=.778 of distance learning students. This strong correlation confirms that students learning was affected by their time management abilities. They can achieve or gained maximum learning by managing their time skills properly and effectively.

Likewise, the finding conforms further the study of Adams et al. (2019) that students' perceived control of time

was the factor that correlated significantly with cumulative grade point average. On average, it was found that time management behaviors were not significantly different across gender, age, entry qualification, and time already spent in the program.

Factors Affecting the Time Management Strategies of Non-Teaching Personnel in CNSC

This section discusses the factors affecting the time management strategies of the non-teaching personnel. Table 11 shows the indicators, frequency, and rank results of the common factors affecting the time management strategies of non-teaching personnel.

Based from the tabulated data, it could be noted that among the identified indicators of factors affecting the time management strategies of non-teaching personnel. The first top three highest ranking in the table are: interruption and distraction obtained the first rank with a frequency of 51; the stress obtained the second rank with a frequency of 45; and the third rank was the multitasking with a frequency of 41. On the other hand, the independent working with a frequency of 15, unnecessary gossip with a frequency of 19, and the lack of working tools with frequency of 28 got the least factors affecting the time management strategies of non-teaching personnel.

Table 11Factors Affecting the Time Management Strategies of on-Teaching Personnel in CNSC

Indicators	Frequency	Rank
1. Disorganization	38	4
2. Interruption and Distraction	51	1
3. Stress	45	2
4. Failure to prioritize	29	7
5. Independent work	15	10
6. Lack of Scheduling	31	6
7. Lack of communication	34	5
8. Lack of working tools	28	8
9. Multitasking	41	3
10. Unnecessary gossip	19	9

It can be noted that the interruption and distraction was the highest ranking among the factors affecting the time management strategies of the non-teaching personnel. This implies that the institution conducting different activities such as meetings, trainings, conferences, and other academic and administrative related activities especially the institution was complying the requirements of the CHED for the conversion of the college into university that may be the cause of the interruption and distraction during office hours.

Dudouskiy (2012) emphasized that interruption and distractions are key challenges to effective management of time. These factors can lead to loss of focus, that may result to inability of the organization to achieve expected result. Hence, an organization must overcome the above challenges through ensuring that unnecessary delay was minimized in carrying out its operations. Time management should be planned for and all activities should be done within the scheduled timeline. This will lead to increased employee performance and growth for the organization.

Table 11 shows that the independent work was the lowest result in ranking in the factors affecting the time

management strategies of the non-teaching personnel. The result implied that some of the non-teaching personnel can work independently and can accomplish their work even without the supervision of their immediate supervisors. Likewise, some non-teaching personnel can manage their time and do some strategies in order to accomplish their tasks independently but there were also some non-teaching personnel that cannot work properly without the supervision or guidance of their colleagues or supervisors.

Animasahun (2016) argued that some of the common time wasting outlets that must be prevented in order to enhance effective universities administration include: failure to set goals of pursuance; poor self-image; failure to determine who you are now; poor reasoning faculty; lack of planning for daily activities; there was time mentality; carry over syndrome; procrastination; harboring professional time wasters; lack of division of labour; lack of courage to say no; over reaction to issues and unconsciously involving in unplanned activities, among others. For many of them, lack of proper planning, poor communication, unclear direction, indiscipline, inadequate follow-up by supervisory personnel among others have endangered their effectiveness.

Proposed Other Strategies to Improve the Time Management of Non-Teaching Personnel in CNSC

Based on the results of the study, the proposed other time management strategies of non-teaching personnel were designed to serve as the basis for improvement. The content of the proposal was anchored on the highest five ranking results in the factors affecting the time management strategies of non-teaching personnel in Camarines Norte State College. The first five factors with highest ranking were composed of the interruption and distraction, stress, multitasking, disorganization, and lack of communication.

Table 11 presents the proposed other time management strategies of the non-teaching personnel as their guide to improve their time management in the workplace and to address those identified factors that can affects their time management strategies. The proposed other time management strategies were composed of the objectives, strategies, persons involved, time frame, and expected outputs.

Table 12 Proposed Other Strategies to Improve the Time Management of Non-Teaching Personnel in CNSC

Objectives	Strategies	Persons Involved	Time Frame	Expected Outputs
1.　　To plan the schedule of different activities of the college to avoid interruption and distraction	To consider creating a separate calendar of activities intended for the administrative level and to strictly implement the use of the form of request for the use of CNSC facilities/ amenities To strictly implement what has been committed by the administration in the Citizen's Charter	Administrative and Academic Officials Administrators, All Personnel	Annually or Semi-Annual Daily	Harmonize the schedule of different activities in the administrative level to the academic level conducted by the college Increase efficiency of the services of all personnel
2.　　To promote a stress-free work, environment and harmonize relationship of per-sonnel to one another	To conduct a training or sending non-teaching personnel to attend trainings related to stress management To consider the continuous	Administrative Officials Administrative Officials	Annually Annually	Awareness and application of the learnings in the trainings to improve their work performance

	conduct of annual team building activities for all employees of the college			Harmonious relationship of all employees to one another
3. To delegate the tasks of the personnel to avoid the multitasking	To properly delegate the tasks to the support personnel	Administrative Officials	Within year	Smooth flowing transact-ions and quality of work accomplishment of the personnel
	To hire an additional support staff and to improve the turnaround time of the applicants	Administrative Officials	Within year	Increase the workforce in order to lessen the unrelated tasks of the personnel
4. To create a common wide electronic filing management system To improve the con-tent of the enroll-ment system of the college	To innovate an electronic system or revive the Record Management Infor-mation System (RMIS) and Supply Management Infor-mation System (SUPMIS) of the college	Concerned Offices President, VPAA, Budget Officer, Information Technology Services Office	Within a year Within a year	Enable faster data retrieval Generate an accurate data and avoid error in the enrollment report and record of the students
	To consider procuring an upgraded Student Infor-mation and Accounting System (SIAS)			
5. To provide an avenue to raise the issues and concerns of the non-teaching personnel	To conduct a program or regular consultation mee-ting to the non-teaching personnel	Administrative Officials	Annually	Increase the communi-cation of one another and resolve the issues if there is

The first highest rank under factors affecting the time management strategies of the non-teaching personnel was the interruption and distraction associated with planning of the schedule of different activities of the college in order to avoid interruption and distraction. This implies that some of the activities of the college are simultaneously conducted that may cause disruption and distraction of the office transactions. In order to address that issue, the researcher proposed strategies to create a separate schedule of activities for the year intended for the administrative level and to strictly implement the use of the form of request for the use of CNSC facilities/amenities in conducting an activity in order to harmonize and avoid overlapping of all activities conducted in the college. Also, the management may strictly implement what has been committed in the Citizen's Charter to improve the frontline services in order to increase the efficiency of their services most especially the frontliners of the college.

The second objective is to promote a stress-free work environment and harmonize the relationship of personnel to one another was anchored on the second rank in the factors affecting the time management of the non-teaching personnel which was the stress. Some of the non-teaching personnel lack trainings attended related to the stress management and there was no avenue for them to relax, enjoy and socialize to their co-workers after a tiring day. In order to address these issues, the researcher propose for the management to initiate a training or sending the non-teaching personnel to attend trainings related to the stress management for them to become aware on how to cope up to those issues that may cause of their stress and apply those learnings in the trainings to their workplace improve work performance in their workplace and also to provide an avenue to the non-teaching personnel and other employees of the college by continue to conduct of annual team building activities in order

to promote the harmonious relationship of all employees of the college.

Furthermore, the third objective is the delegation of the tasks to the personnel to avoid multitasking was based on the second rank in the factors affecting the time management strategies of non-teaching personnel which was the multitasking support staff are not enough to do the office functions especially those frontline offices that

catered more clients that cause of assigning multitasking functions to the personnel in order to cater those concerns and transaction of the office. To address that issue, the management needs to consider the proper delegation of work to their support staff and request to hire an addition support staff and to improve the turnaround time of the applicants in order to cater the demands in work and provide a quality of work and promote a smooth flowing of the daily transactions of the concerned offices.

Likewise, the fourth objective is anchored on the results in the factors affecting the time management of the non-teaching personnel which was the disorganization. The researcher proposed the strategy to avoid the disorganization was by creating a common wide electronic management system for the management to create a common wide electronic system for the college was anchored on the result in the factors which was the disorganization. This implies that the college has no specific and common system electronic management system that is why some offices initiate to innovate on how they convert their documents in electronic filing. In this case, the offices use different electronic application, the standard system was not observed due to lack of common wide system. To address this issue, the researcher proposed other strategy for the management to innovate an electronic filing management system by reviving the electronic filing management initiated by the previous management which was the Record Management Information System (RMIS) and the Supply Management Information System (SUPMIS) intended for record management and supply management systems in order to enable faster data retrieval of the documents. Likewise, the objective to improve the content of the enrollment system of the college may also address the issue for disorganization. This implies that some information of the students in the Students Information and Accounting System (SIAS) did not match in the generated report of the unit most especially the common error of the system having discrepancy on the subjects enrolled by the students which was inputted in the system by the enrolling personnel, but in some instance, the subjects enrolled by the student did not appear in the report, however, the computation assessment for the units enrolled was not changed. In this scenario, the management may consider upgrading SIAS in order to generate an accurate data to avoid an error on the enrollment report and record of the students.

The last objective is to provide an avenue to raise the issues and concerns of the non-teaching personnel as anchored on the results in the factors which was the lack of communication as the fifth in rank. This implies that the management has no specific activities or program intended for the non-teaching personnel only. The non-teaching personnel has no avenue to raise their issues and concerns to the management that was why the research arrive to include in the proposed other time management strategies the conduct a regular consultation meeting to the non-teaching personnel in order to hear their issues and concerns and make an action in order to address those issues as well to increase the communication of the non-teaching personnel to the management that can contribute to the achievement of the strategic goals of the college.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of the study, the following conclusions are drawn:

1. A CNSC non-teaching personally is typically in the age bracket of 25 to 35, female and married and mostly with permanent status, has served six to ten years in service, and handles designations;

2. The time management strategies of the non-teaching personnel along time planning were often observed the indicators presented, while along time attitudes all indicators were always observed by the non-teaching personnel, and along time wasters, the overall results in the identified indicators were seldom observed;

3. There is no significant relationship between the profile and the time management strategies of the respondents along time, planning, time attitudes, and time wasters. Thus, time management along time

planning, time attitudes and time wasters does not affect by profile in terms of age, sex, marital status, years in service and designation;

4. The factors that affect the time management strategies of the non-teaching personnel are the interruption and distraction, stress, and multitasking respectively;

5. Proposed other time management strategies were designed to address

key problems that identified in the factors as the basis for improvement of the time management strategies of the non-teaching personnel.

From the conclusions of the study, hereby recommended are the following:

1. The management may sustain the hiring of the young and much energetic personnel that can contribute to the work areas and help in providing new skills and to build a workforce for the future. The management may hire an additional support personnel to avoid delegation of multiple designations of the personnel;

2. The management may consider to conduct a program or regular consultation with the non-teaching personnel in order to harmonize the institutional activities. Likewise, the non-teaching personnel may practice the use of calendar of activities of their offices for them to become guided on the daily or weekly activities of their office tor unit, and also, may continue to practice the application of the 8S program in their workplace;

3. The non-teaching personnel as well as the management may continue to practice the application of the time management strategies in their workplace in order to sustain the realization of the goals of the institutions;

4. The management may consider to create a separate calendar of activities intended for the administrative level as well as to strictly implement the use of the form of request for the use of CNSC facilities/amenities and to observe what has been committed to the Citizen's Charter. Likewise, the management may consider to conduct a training or send the personnel to attend trainings related to stress management, and to continue the conduct of the annual team building for all employees. Further, hiring of additional support staff, improving turnaround time of the applicants, reviving the Record Management Information System (RMIS) and Supply Management Information System (SUPMIS) as well as procuring an upgraded Student Information and Accounting System (SIAS), and conducting regular consultation meeting to the non-teaching personnel and other best practices may consider of the management;

5. The non-teaching personnel and the management may consider to adopt the proposed other time management strategies in order to increase the performance of their employees towards achievement of goals of the institution, and

6. The future researchers may conduct further studies related to time management strategies of the personnel with supervisors as the rater and third-party audit.

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