

Time Management and Organisation Performance

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Abstract: *The current study was carried out on time management and organisation performance. Time management in every areas of life, especially the business environment is gaining more and more attention as time awaits no one and therefore it is expected that everyone adequately plan and implement time management. Following the high level of competition and the regular invention of technologies and its application to carrying out businesses, it has become imperative that in addition to keeping abreast with trends, deliberate policies must be put on ground with respect to how time will be managed by scheduling activities and ensuring balance across board. This study acknowledged the importance of time management and recommended that: first, Business owners or top level management must ensure that where the organization practices job rotation, that each organization member should accordingly be a beneficiary; secondly, upholding the principles of communicating and reporting following the established police and culture of the organization thereby prohibiting the act of a junior staff bypassing his immediate boss and interfacing with a much senior boss. And thirdly, As much as possible, some level of authority be released to heads of teams saddled with the responsibility of accomplishing task, so that in the event of little adjustment from established protocol to effectively accomplish task, such person can take such decision for the purpose of executing the task.*

1.0 Background of the study

In a post conflict society, sustainable development cannot be attained without deliberate and conscious effort for proper time management. Over the years, it has remained pertinent for businesses in particular and the society at large to keep abreast with trends and consequently gain competitive advantage, which also remain a tool for survival and growth of any business, especially in a rapid growing and changing business environment. Because of this ever changing situations that has characterized the business environment, it becomes appropriate for the right thing to be done at the right time, using the right tools and materials. It is therefore not possible to achieve the aforementioned without making reference to time and time management. Time is the continuum through which events pass from the future through the present to the past Anand (2007). Furthermore, time is a mental construct which compares the perception of time to “clock” time (Macan, 1994), finally, time is a social construction, a convenience that cultures agree on (Lewis & Weigert, 1981; Marks, 1977). In this study however, time can be seen as a measure with which activities are scheduled. Since time is the measure that center activities on it, it therefore denotes how important time is in carrying out any activity. According to Ziekye (2016) the supply of time is very limited, while the demand for it is

limitless. Consequently we can talk of time management. It is however important to mention that no organization or business has direct control over time but can only control what they do in line with time available. Hence, time management doesn't mean having any influence on time but influencing activities according to time.

1.2 Statement of the problem

The constant changing nature of the general business environment to a large extent is putting many businesses out of business. This is largely attributed to the fact that businesses now take for granted, forecasting and trends of business, not taking time into account, and consequently affecting the general society, especially, in a post conflict society, by planning and adjusting their activities and programmes to fit into available time. Attempting to achieve so much within a limited time has really been a problem to an average business and consequently shifting the focus away from what can actually be attained and consequently keeping the business away from attaining the aggregate business goal. Furthermore, over concentration on the activities of rivals not minding the financial, personnel and technological strength of the rival, has ended up leaving even more limited time for businesses to concentrate on their strength by adjusting it to time.

1.3 Aim of the study

Sustainable development in post conflict society cannot be attained without conscious and deliberate time management, by all the actors of the society, including organizations. Hence, the current study aim is time management and organisation performance. Specifically, the study is to enunciate the importance of the subject under consideration and some of the factors in an organization that has affected the practice of time management and yet taken not seriously by some businesses, which have not only affected the business organization, but also the society.

2.1 Literature review

2.2 Theoretical framework

Theory is very necessary as it aid research and provides the basis on which judgment on current studies can be based (Pepple et al., 2022). theoretical framework is other people's theory relevant to the current research (Kivunja 2018). As noted by Jacard & Jacob (2010).each theory provides guide for research within the field. In the current study, will be based on system theory. According to Baridam (2002) An interdependent or interrelated parts which form a unified, or complex whole is known as system. However, Macmillan and Gonzalez (1973) stated that the definition of system will not be complete without the notion of system environment. Environment is an entities, a change in whose attribute affect the system, and also those entities whose attributes are changed by the behavior of the system (Macmillan and Gonzalez, 1973). As concluded by Markowitz et al (1963) At any point in time, the status of the system can be described by observing the current value of those system. This theory is therefore relevant to the current study because, the issue of time management is such that all aspect of the business must be factored in to have a result oriented comprehensive time management, as failure to neglect any aspect of the business could bring about total system collapse.

2.2 Conceptual review

2.2.1 Time management

Time is the resource on which the accomplishment of activities are centered on. On the other hand, Management is the organizational process that includes managing resources, strategic planning, setting; objectives, employing and deploying the financial and human assets for goal attainment (Reed, 2012). Consequently, time management is a deliberate activity which ensures that activities scheduled are carried out in accordance with plan. Crutsinger (1994), time management is about determining what should be done by first and foremost setting goals, deciding which events are considered most important and realizing that other activities or events will have to be scheduled around them

Ziekye (2016), see time management as the act or process of exercising cognizant control over the amount of time exhausted on specific activities, with the aim of increasing efficiency or productivity. Therefore,

time management is a deliberate activity and failure to do what is to be done within the specified time will definitely bring about negative impact on the attainment of set goals under consideration. Furthermore, the activity of time management is such that require professional understanding, hence, skills. Time management skills include prioritizing tasks, planning, scheduling, organizing and the delegation of functions (Francis and Olori, 2017).

2.3 Importance of time management

The notion of time management cut across every facets of life. However, in the current study, it is only limited to the business environment. Hence, time management play the following importance

- i. **Determination of progress and situation report:** Every task is usually scheduled to be accomplished within a given time. And it is as a result of time management that the task accomplished in relation to the time expected that the progress and situation report can be drawn to further guide decision making, especially if the pace of task accomplishment can aid the attainment of set goals.
- ii. **Evaluation of skills and competences:** Many times, employees may not possess the requisite skills despite the fact that they claim to have it. Time management can actually detect if the claims of the employee over certain things, especially when it has to do with skill and speed, are true.
- iii. **Status of staff strength:** The number of staff in every organization is one that must not be taken for granted, as over or under employment will definitely affect the profit of the business. Hence, it is important to balance staff strength to organization task. And time management can be used to ascertain the degree to which available staff match available task.

2.4 Factors that negates time management

i. **Poor delegating skill:** Delegation is the transfer of authority to make decisions and complete specific tasks (Alonso, Dessein, and Matouschek, 2008). The ability to adequately delegate is one of the most important skills a manager and leader can possess Rita and Mbah (2020). While it appear a conventional activity, the ability to determine what aspect of a job that can be delegated and the tendency of the task being discharge in accordance to specification could bring about issues in the organization

ii. **Poor communication and reporting structure:** Every formal organization is expected to have structure that aid communication and determine how reporting flows within the organization. A system that is characterized by nepotism and consequently allow a junior staff to communicate and report to a senior boss without passing through the line and principles of immediate boss will undoubtedly bring about time management issues. When this is obtainable, the immediate boss may have planned a different activity and schedule, while the opinion of the senior boss may differ and consequently, question the integrity of time management

iii. **High concentration of power and authority:** Power and authority refers to the backing to make and implement policies. Where the power is highly concentrated at the top and in situations where little adjustments are required to have task accomplished, maybe as a result of changing situations, will keep such task unaccomplished until directives are given from the top. In this scenario time management will be negated because until the top acknowledge and issue directives accordingly the discharge of such task will be kept on hold and this will definitely exceed the scope of time originally scheduled and consequently the entire time management system.

iv. **Poor job rotation practices:** Job rotation is a practices which allow organization members to be moved from one task point to another thereby permitting such members to have understanding of the required knowledge of each of such task points. However, where this practices is carried out to the favour of selected few, the victims are naturally unsatisfied with carrying out task in line with team spirit and consequently, errors are bound to happen which will equally affect the original time allocated to accomplish such task and consequently, time management.

2.5 Empirical review

Adeyinka (2012) examined the relationship between effective time management and high performance in organizations, and found that the relationship is positive. Adebayo (2015) investigated the relationship between students' time management and academic performance in Nigeria's higher institutions. The results showed that calculated r-value was 0.798 and the table r-value was 0.195 at 0.05 level of significance. It reflected that r-cal was greater than r-table and the result showed that there is a significant relationship between students' time management and their academic performance in higher institutions. Ojo and Olaniyan (2008) stated that effective time management is the key to high performance levels.

Ojokuku & Obasan (2011) worked on the topic —Time management and organizational performance with the objective to examine the concept of Time Management in the public sector. A survey was carried out using sets of questionnaire among 1500 civil servants randomly selected in South-west Nigeria. The findings from collected data showed a positive relationship between time management and organizational performance. Osawe (2017) researched the topic —Time management: An imperative factor to effective Service delivery in the Nigeria public service. The findings of the broad literature review indicate that time management is a panacea to effective service delivery in the public service. As concluded by Adebisi, (2013) Organizational productivity can be improved through effective time management

3.0 Conclusion and recommendation

Time management has been confirmed through empirical and conceptual studies to play an essential role in the performance of an employee and organization, and consequently, the society at large. Furthermore, it is equally important to state that it is not just time management but also the skill required to carry out the concept of time management. However, the current study in addition to mentioning some of the importance of time management, have equally identified some factors that have the ability to negatively influence time management. These factors are largely taken for granted by organisations. Finally, to fully appreciate the principles of time management, the current study recommends the following

- i. Business owners or top level management must ensure that where the organization practices job rotation, that each organization member should accordingly be a beneficiary
- ii. Upholding the principles of communicating and reporting following the established policy and culture of the organization thereby prohibiting the act of a junior staff bypassing his immediate boss and interfacing with a much senior boss
- iii. As much as possible, some level of authority be released to heads of teams saddled with the responsibility of accomplishing task, so that in the event of little adjustment from established protocol to effectively accomplish task, such person can take such decision for the purpose of executing the task.

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