
Time Management as a Tool for Organizational Survival in the Private Sector; a Study of Transport Firms in Anambra State

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Abstract: *The study examined the time management as a tool for organizational survival in the private sector; a study of transport firms in Anambra State. As a survey research design, a structured instrument developed by the researcher to reflect strongly agree, agree, undecided, disagree and strongly disagree popularly refereed as five (5) points likert scale was used to obtain information from the respondents. The population of the study comprised of 1081 staff selected from transport firms in Anambra state. 207 were sample size gotten through gorg & ball formular. 172 copies of questionnaire was duly completed and returned showing 94.68% response rate. Research hypotheses were tested using ANOVA method which was carried out with the aid of statistical package for social science (SPSS) version 23. Findings from the study revealed that, setting goals strategy has significant effect on organizational survival of transport firms in Anambra State. Setting priorities strategy has no significant effect on organizational survival of transport firms in Anambra State. Time scheduling strategy has significant effect on organizational survival of transport firms in Anambra State. In view of the findings, the study recommended that Employees in the organization attempts too much task. Avoiding too much task; make sure you delegate the right task to the right person. Every person must treat time very carefully, because nothing affects the bottom-line of an organization more than time effectiveness of its people (some executive do nothing serious about*

Keywords: : *Time management, transport firms, setting goals strategy, Setting priorities strategy, Time scheduling strategy*

1.1 Background to the Study

Time is the era during which activities or processes take place. Abimiku, (2014) maintain that time as a rare resources which requisite must be properly managed else nothing can be managed. Time management entails of tools and activities that assistance individual efficiently to manage and stage-manage his or her time. This is very imperative concept for one and all to attempt, learn and master over the course of his career. Through real time management one can increase specific or group productivity and experience large turnover that will top to a more filling over all work and life experience. Setting goals, delegation, decision making and delegation are key elements for perfecting time management. Time management employ exactly what is sound like –effective organization of time, planning for the future, scheduling activities, writing to do list and avoid time waster activities (Maganga, 2014)

Time is the valuable resource for everyone. It has equal importance for personal and for professional success. Time is constant and irreversible Onuorah, (2019). Effective time

management is a major challenge managers in Nigeria are facing today as they have a lot of duties to perform within a limited time. Performance in an organization revolves round the monetary costs, efficiency (i.e. ability to do something well or achieve a desired result without wasted effort) and effectiveness (i.e. doing the right things more than performing them efficiently). Time can be a tool for higher productivity in many organizations therefore it is needed to successfully utilized and not squandered on unprofitable things. In the corporate world, it is for the most popular saying that "time is cash", this adage is prominent Managing individuals' time can be the apparatus that will augment their possibilities by clinging entirely to it.

Time management involves keeping a schedule of the tasks and activities that have been deemed important. Keeping a calendar or daily planner is helpful to stay on task, but self-discipline is also required. The most efficient "to-do" list in the world will not help someone who does not look at or follow his own daily (Ojokuku & Obasan, 2011). Time management is the optimized usage of time to achieve easier life. It is a tool which consists of a wide set of rules and personal skills that impact directly on stress mitigation in workplaces, families and social ambiances (Akhavan & Eynolghozat, 2013). It is also the key to high performance levels and affecting not only the productivity of employees, but also helps to cope with pressure more efficiently (El-Shaer, 2015)

Managers often complain that they never get everything accomplished. Something always seems to occur and prevents them from completing tasks which they had hoped to finish the same day. As a result, they find themselves spending more hours at work and still fall further behind. Everyone has exactly 24 hours per day to complete work and enjoy a personal life, and it is those with better time management skills are able to get more accomplished work result. The company faces a number of problems and challenges centering on inefficiencies due to its time management such as lack of Job security, poor working conditions of employees, lack of adequate maintenance of human resource policy, lack of proper structuring of the organization which is required to have a new trend that would enhance its efficiency and make it feasible, poor team building and lack of self-discipline (Maganga, 2014).

Despite the importance of time in the provision of goods and services in an organization, not much attention seems to have been paid to it. In Nigeria, workers are not time conscious and such duties or task are not being discharged as at when needed. With regards to this, productivity turns out to be low, due to delay in performances of various tasks. Due to poor output, most organization's objectives are no longer providing satisfaction to customer needs. However, these are the developments that prompt the researcher to identify the following problems in the course of this study. Therefore, it is in the light of this that this study will examine time management practices as tool for organizational productivity. The examines time management as a tool for organizational survival in the private sector; a study of transport firms in Anambra State.

1.5 Research Hypotheses

The following research hypotheses are formulated

H₀₁: Multitasking has no significant effect on organizational survival of transport firms in Anambra State

Ho₂: Setting priorities strategy has no significant effect on organizational survival of transport firms in Anambra State

Ho₃: Time scheduling strategy has no significant effect on organizational survival of transport firms in Anambra State.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Time Management

Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity. For every industrial sector, time management is tantamount to the success of organizing any event. Time management refers to numerous techniques and skills that can help a person to make use of the available time in the most efficient way and to accomplish goals, tasks and projects within the predetermined period of time. Time management skills vary from, but are not limited to, prioritizing tasks, planning, scheduling, organizing and the delegation of functions. However, it also includes an analysis of the time spend for different activities as well as close monitoring that allows one to improve his time management skills (Wendy & Olori, 2017).

2. 1.2 Goal Setting

Goal setting is crucial in time management. When an individual is goal oriented, he/she will likely manage his/her time more effectively. Goal setting gives focus to where an individual will channel his/her time, energy and resources. To effectively manage your time, set long range and short range goals with key step to be taken to ensure their realization. For example, as a persona; assistant to a member of the House of Assembly, set goals of what you intend to achieve during your term in office. Break these goals into medium and short range objectives. Then list out key tasks that will lead to the achievement of these objectives. Let your goals be SMART (Specific, Measurable, Achievable, Realistic and Time bound). Remember the saying, ' if you don't know where you are going, anywhere will take you there' (Mankelow and Carlson, 2013).

2.1.3 Establishing Priorities

It is absolutely important that set priorities among these tasks counts in time management. People often set priorities on the basis of path of least resistance, default and inspiration. These methods increase the likelihood of achieving less important goals at the expense of important ones. However, there are several priority selection techniques that can be adopted.

ABC Analysis of Establishing Priorities This involves categorizing priorities in the following order:

A - Tasks that are perceived as being urgent and important,

B - Tasks that are important but not urgent,

C - Tasks that is neither urgent nor important.

Priority attention is given to goals listed as A and B. Research of high-performing organizations suggests that the most successful people spend 65 to 80 percent of their time on activities that are “important, but not urgent.” The typical person spends about 15 percent of his or her (50-60 percent) time on those activities that are “urgent, but not important” activities such as interruptions and handling other people’s priorities.

2.1.4 Scheduling time

Larco, Fransoo & Wiers, (2017) argues that time management is not straightforward task as it requires individual to change the behaviour by creating realistic time frames and putting completion dates on the items on to-do list. Set deadlines, post them where you cannot help but see them on your computer screen. The managers or individuals in the organization must develop a feeling for the passage of time and the habit of scheduling their time (Rich, 2012). There are things to consider such as calendar that helps in scheduling meetings, events and activities which assist one to know where organization is going and what to do in advance. It helps the organization to hold purposive meeting, however meetings are very potential in the organization development because they help in solving problems, deal with crises, building teams, therefore the chair person should recognize the importance of those who attend and keep the stakeholders connected through scheduling the meeting indicating where to start and the end with clear agenda. The meeting that is effective needs a well prepared agenda, communicated to all those who will participate along with details like time, date, location invite only those who will contribute to agenda, and make sure that the venue is well prepared and set up in the configuration that will best meet the needs

2.1.5 Organizational Productivity

The international labour organization (I.L.O.) publication "Higher Productivity in Manufacturing Industries" has defined productivity as the ratio between output of wealth and the input of resources used in the process of production". The European Productivity Agency (EPA) has defined productivity as follows. "Productivity is an attitude of mind. It is a mentality of a progress, of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday and continuously. It is the constant adaptation of economic and social life to changing conditions. It is the continual effort to apply new techniques and methods. It is the faith in human progress. One thing common to all these concepts of productivity is the desire to portray some one's ability to produce or the rate at which production is carried Professor Mehta defines productivity as the "ratio of output to the corresponding labour", He places the validity of this definition on its popularity. Salter accepts the measure of labour productivity as output per man hour because it has a perfectly respectable ancestry.

2.2 Theoretical Framework

Maslow Theory

This is very popular theory known as hierarchical needs theory, developed by Abraham Harold Maslow an American psychology professor. He teaches the importance of matching time management with our other needs as human. He built a hypothetical pyramid, where our physiological level needs (food, water, shelter,) were put at the base of the pyramid, while self-actualization was placed on the top of the pyramid. In between these two extreme levels, belonging, love, and self-esteem were positioned. The 5 levels were examples of different strata of human life. The theory doesn't specify the time period required to attain them, but it focuses on understanding your needs, differentiating them, and setting time limits on getting each done so that you do not encroach on other essential areas of your life. The second and most central point of Maslow's theory is that people tend to satisfy their needs systematically, starting with the basic physiological needs and then moving up the hierarchy. Until a particular group of needs is satisfied, a person's behavior will be dominated by them. Thus, a hungry person is not going to be motivated by consideration of safety or affection, for example until after his hunger has been satisfied. Maslow later modified this argument by stating that there was an exception to the rule in respect of self-actualization needs. For this group of needs it seems that satisfaction of a need gives rise to further needs for realizing one is potential.

Maslow's theory provided a useful early framework for discussions about the variety of needs people may experience at work and the way in which their motivation can be met by managers. One criticisms of the theory is that systematic movement up the hierarchy does not seem to be a consistent form of behavior for many people. Alderfer (1972), for example, argued that individual needs were better explained as being on a continuum, rather than in a hierarchy. He considered that people were likely to move up and down the continuum in needs - existence needs (ie the basic of life), relatedness needs (ie social and interpersonal needs) and growth needs (ie personal development needs).

2.3 Empirical Review

Francis. and Olori (2017) The study investigates the relationship between Time Management and Organizational effectiveness in manufacturing firms in Port Harcourt. The study adopted quasi-experimental research design since it is a cross sectional survey. The population of the study is 192, and the study focused on the population since the population size is small. The data were analyzed using Spearman's Rank Order Correlation Coefficient Statistic through the use of Statistical Package for Social Sciences (SPSS). The findings revealed a positive and significant relationship between Time Management and Organizational effectiveness. Hence, the study therefore concludes that Time Management affects Organizational effectiveness in manufacturing firms in Port Harcourt, and recommended that management should actively engage in prioritizing that will facilitate and improve organizational effectiveness in the organization. They should also delegate responsibility in order to improve customer's satisfaction and organizational effectiveness. They should encourage proper scheduling of work to various units in the organization to ensure organizational effectiveness. Effective

organizational structure should be set up for proper control of the organizational resources that will ensure organizational effectiveness in the organizations. The research study could not cover the service organizations. Hence, there is need to examine the extent to which time management affect organizational effectiveness in manufacturing firms in Port Harcourt.

Cross and Jiya (2020) assessed effective time management on organizational performance of Northern Nigeria Noodle Company Ltd. Survey Research design was adopted for the study. The main objective of the study is to examine the effects of time management on employees' performance. The specific objectives are to: Determine the impact of effective time management on employee's performance in NNNC and identify the factors that influence effective time management on employee's performance in NNNC. Effective time management not only affects the productivity of your employees, but also helps to cope with stress, conflicts and pressure more efficiently. It also helps them maintain a healthy work-life balance and keeps them motivated. The findings of the study reveal that there is a positive relationship between the organizational performance and effective time management. Based on the findings, it is recommended that an increase in proper time management will bring about a corresponding increase in the organization performance, all things been equal and in order to create a time-conscious organization that one will have to become more time efficient, the organization itself must streamlines its time management process.

Peter and Mbah (2020) examined the effect of time management on organizational productivity in the manufacturing industry, using three manufacturing firms from the senatorial zones of Anambra state as a case study. Based on this, three specific objectives, three research questions and three null hypotheses were formulated. Theoretical and empirical literatures related to the study topic were extensively reviewed and survey research design was adopted by use of questionnaire for data collection. 560 employees which was the population of study were the survey respondents. Due to the small size of population, the entire population was used in the data analysis. The survey responses have been studiously analyzed and ascribed to the tenets of the theories. The methodology applied was the quantitative approach. Simple percentages were used to analyze research data while one way analysis of variance was used to test the null hypothesis. The study found that the overall regression model is statistically significant. The findings of the study show that the case study companies already implement time management in its daily routines. However, this is not adequately effective. The study, therefore establishes the fact that effective time management is an essential factor and a great tool that enables a firm manage its financial future and improve productivity.

Zahid, Saba, Pervez and Shahabuddin (2014) assess the level of time management in public and private sector organizations and then to find the impact of time management on employee satisfaction and the overall performance of the organization. Close ended questionnaires were administered from 260 male and female faculty members and students of public and private universities of Hyderabad and Jamshoro districts. Data was analyzed through independent sample T-test and correlation. The results of the test indicated that employees of both type of organizations act on time management almost equally. The result also indicated that females are more time conscious as compared to males. The result also showed that time management

increases employee satisfaction and motivation and also increases the performance of the organization.

Ziekye. (2016) determined and identify the factors that affect time management in Ghana and examining the relationship between organizational effectiveness and time management. A model was designed based on the literature, linking factors of time management with time management and organizational effectiveness. Four hypotheses were built based on the literature and the models were tested in perspective of the previous studies and literature. Findings: The literature and various studies concluded that factors such as strategic planning, organizing/prioritizing and personal responsibility / accountability as principal indices of time management cumulatively have positive impact on organizational effective performance. The more these important time management principles or indices are employed by any organization or management, the more efficient and effective their time management practice becomes. Also there exists a positive relationship between time management and organizational Effectiveness. The more efficiently time is managed by the staff and employees of an organization, the more productive and effective the organization becomes. Responsibility/discipline for enhancing institutional time management which leads to productivity and organizational effectiveness. The organizations should therefore design their rules, processes, policies and organizational structures in such a manner that gives room for the implementation and operationalization of among other factors, these three fundamental imperatives. This will surely lead to organizational growth and development.

Nchuchuwe, Ajulor and Qazeem (2021) focused on time management as an indispensable leadership tool for attaining goals in the Nigerian public organizations. This study adopts qualitative techniques. It reviews previous field works and theories. In addition, materials were gathered from the internet, journals and textbooks. It therefore reveals that many public organizations failed not because the expected resources are not available, but the kind of leader that possesses quality of leadership skills especially in terms of time management, are not in position. This study therefore suggests some tips to manage time and to appear as a good leader in the public organizations. Among others tips, a prioritized and organizing daily work plan or schedule is suggested for public organizations

Osawe, (2017) examined how time, which is available to all, yet scarce, can be managed to enhance effective and efficient service delivery in the public service. The article also beams a search light on organization of activities towards effective time management, as well as, the relationship between supervisors and subordinates as regards time management. The study discovered that Nigeria public servants are faced with time management problems which have become a hindrance to effective service delivery. Nevertheless, the article advances certain measures, which if adopted by the public servants will promote the virtue of time management that can lead to employee effectiveness and efficiency in the public service. Among others, employees in the public service should be encouraged to prioritize their activities, maintain a proper time audit in their work place, be prepared to adjust to the best use of time. They should be on guard against unscheduled visitors and telephone calls. Also meetings should be held during specific hours of the day, while other times should be devoted to work. These recommendations should be seen as strategies for effective work habit in the Nigerian public service.

Akintayo, et al (2020) investigated the impact of time management on business performance in banking industry in Nigeria. Survey research design was adopted and a total of 477 respondents were selected using stratified sampling technique. A structured questionnaire was used for data collection and descriptive inferential statistics was used for analysis at 0.05 alpha level. Findings revealed that there is significant contribution of time management practice to business performance. Also, it was ascertained that there are differences between male and female respondents' perception on business performance based on time management practice. It was recommended that organization should specify the time bound for performance of a specific task with strict enforcement using internal mechanism. Also, importance should be attached to the time frame for job performance and compliance among the workforce and form part of appraisal format for promotion at the workplace.

Asiedu, (2019) examine the extent to which time management affects employee performance and to identify the measures to improve on the nature of time management. The study adopted a quantitative approach because it gives an advantage of describing the respondent's personal characteristics, opinions, attitude, perceptions and preferences. The key source of data was a structured questionnaire for the staffs of Fan Milk Ghana Limited. The total number of respondents was 80 out of 150 personnel. The data analysis method used was statistical package for social sciences (SPSS version 20), it was further analyzed using tables and figures. The findings showed that Time Management enables the organization studied to survive competition and get more business. It was concluded that there is a significant and positive relationship between time management practices and employees performance. The researcher recommends that Fan Milk Ghana Limited should adhere strictly to effective time management in order to provide quality services to their customers to gain competitive advantage and be successful.

METHODOLOGY

3.1 Research Design

For the purpose of this study, survey research design will be adopted. The method is considered adequate and the most appropriate because it helps the researcher to describe, examine record and interpret the variables that exist in this study. A survey is a series of self-report measures administered either through an interview or a written questionnaire (Stangor, 2011). It is a well-accepted practice for collecting data in many fields of research, particularly, in the social sciences and organizational behaviour (Roztocki and Morgan, 2002).

3.2 Sources of Data

The data for this study will be obtained specifically from two sources namely: primary and secondary sources.

(a) Primary Source

In collecting primary data, three devices will be employed thus: personal interview, observation and questionnaire. In this study, questionnaires will be used to get information from the respondents

(b) Secondary Source

The secondary source involves the use of existing but related literature, which was produced by earlier researchers for the purpose of the study. Specifically; secondary data for this study will be obtained from journals, magazines, text-books, annual reports and internet.

3.3 Population of the Study

The population of this study comprise the senior staff of the selected transport firm in anambra state. The total population for the study is one thousand and eighty-one (1081) that are registered with Anambra state ministry of transport.

3.4 Sample size determinants

Given the nature of this study, it was difficult to cover the entire population of (1081), so a fair representative sample of the population therefore was imperative. Accordingly, the sample size for the study was determined by using the Borg & Gall (1973) formular for calculating sample size as follows

$$n = (1.960)^2 (0.05) [1081]$$

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$$n = (3.8461) (54.05)$$

$$= 207.881 \quad \Longrightarrow \quad 207$$

$$n = 207$$

3.5 Description of the Research Instruments

- i. The instruments for data collection will be structured questionnaire, and observation. The questionnaire has two parts. All the questions in part A provides general information about the respondents while the remaining questions in part B address the research questions. The questionnaire was designed in likert scale format;

3.6 Data Analyses Techniques

Data will be presented in tables and corresponding values in percentages. ANOVA results will be used for hypothesis testing

3.7 Decision Rule

In testing the hypotheses, the calculated value of the test statistic will be compared with critical or table value of the statistic. The critical or table value serves as a benchmark for rejecting or

not rejecting the null hypothesis. Therefore, the decision rule applied in this research is to reject the null hypothesis if the calculated value at 5% significance level with respective degrees of freedom is greater than the table value, otherwise do not reject

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaire. two hundred and seven (207) were administered among the selected respondents. However, one hundred and seventy-two (172) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were only based on the returned questionnaire. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned. The method used was percentage table technique and t-test for the hypothesis. The method was adopted because it possesses a unique estimating property which includes unbiased, efficiency and consistency when compared with other linear unbiased estimates.

4.1 Demographic Table

4.1.1 SEX

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	104	31.0	60.5	60.5
FEMALE	68	20.3	39.5	100.0
Total	172	51.3	100.0	

Sources: SPSS Output 2022

The above table reveals that the one hundred and four of the respondents which represents fifty-seven (60.5) persons were male respondents, while sixty-eight (68) respondents which represent 39.5% were female respondents. By implication, male respondents were more than female respondents by 21.0% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MARRIED	82	24.5	47.7	47.7
SINGLE	58	17.3	33.7	81.4
DIVORCED	15	4.5	8.7	90.1
SEPERATED	17	5.1	9.9	100.0
Total	172	51.3	100.0	

Sources: SPSS Output 2022

In the table above, out of the one hundred and seventy-two (172) respondents, eighty-two (82) of the respondents were married. While fifty-eight (58) respondents which represent 33.7 percent are single. Fifteen (15) respondents which represent 8.7 were divorced, while separated were seventeen (17), which represent 9.9. Thus marital status table help us to know the number of single, married, and divorce respondents that answered the distributed questionnaire.

4.1.3 Education qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid WAEC/NECO	52	15.5	30.2	30.2
B.SC/HND	93	27.8	54.1	84.3
MSC	20	6.0	11.6	95.9
PHD	7	2.1	4.1	100.0
Total	172	51.3	100.0	

Sources: SPSS Output 2022

The table above indicates that fifty-two (52) respondents which representing 30.2% maintain to acquired WAEC/NECO, while 54.1% percent of the respondents which represents ninety-three (93) is B.sc/HND. Twenty (20) which represent 11.6 percept have m.sc, while seven (7) have P.hd. This as the one of demographic item helps us to identify the education qualification of the respondent

4.1.4 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	20	6.0	11.6	11.6
26-33	42	12.5	24.4	36.0
34-40	47	14.0	27.3	63.4
41-50	20	6.0	11.6	75.0
51-BOVE	43	12.8	25.0	100.0
Total	172	51.3	100.0	

Sources: SPSS Output 2022

The above table reveals that the 11.6% of the respondents which represents twenty (20) persons were within the age bracket 18-25, while forty-two (42) respondents which represent 24.4% were within the age bracket 26-33. Again, 27.3% of the respondents which represents forty-seven (47) persons were within the age bracket 34-40, while twenty (20) respondents which represent 11.6% were within the age bracket 41-50. Lastly, forty-three (43) respondents which represent 25.0% were within the age bracket 51 and above. The implication of this is to enable us to know the age bracket of respondents that successfully returned their questionnaire.

4.2 Hypotheses Testing

Hypothesis one

Ho₁: Setting goals strategy has no significant effect on organizational survival of transport firms in Anambra State

ANOVA

Table 4.2.1

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	139.809	4	34.952	47.346	.000
Within Groups	90.065	183	.738		
Total	229.874	187			

Sources: SPSS Output 2022

In testing this hypothesis, the F-statistics and probability value in table 4.7 is used. Setting goals strategy variables have a F-statistics of 47.346 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that setting goals strategy has significant effect on organizational survival of transport firms in Anambra State

Hypothesis Two

Ho₂: Setting priorities strategy has no significant effect on organizational survival of transport firms in Anambra State

ANOVA

Table 4.2.2

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	182.143	2	45.536	40.358	.000
Within Groups	137.652	185	1.128		
Total	319.795	187			

Sources: SPSS Output 2022

Second hypothesis has f-statistics of 40.358 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that Setting priorities strategy has no significant effect on organizational survival of transport firms in Anambra State

Hypothesis Three

Ho₃: Time scheduling strategy has no significant effect on organizational survival of transport firms in Anambra State

ANOVA

Table 4.2.3

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.746	3	.373	7.286	.002
Within Groups	161.869	184	1.305		
Total	162.614	187			

Sources: SPSS Output 2022

The test conducted revealed that the large significance value ($F_{sig} < .002$) indicate no group differences. Since the F-value of 7.286 with a significance of .002 is less than .05 (i.e. $.002 < .05$), there exist no group difference. Therefore, Time scheduling strategy has significant effect on organizational survival of transport firms in Anambra State.

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Effect time management is a panacea to organizational effectiveness and not a placebo. Effective time management will improve staff productivity, make scheduling of jobs easier, make staff to perform tasks at their highest skill level, helping staff to prioritize and accomplish important task, recording and guiding the organization towards achieving its set goals. Being well organized in respect of the use of time does not necessary means a fixed state of quality. It can be acquired through learning and developing through consistent practicing and experience. Time will only work if the person is committed fully to it thereby removing any shred of doubts. The most important and crucial ingredient is “confidence”, this is split into two aspects. Firstly, one needs to believe and have the full confidence that learning is possible and also the development of the skills is possible as well. Secondly, the time management techniques must be trusted because if not, there is no way it can work. If the two aspects can be achieved, then the level of effectiveness will be immense.

5.2 Recommendations

From findings, it was obvious that effective time management is a tool for organization performance. Thus, it is recommended that organization should adhere strictly to effective time management in order to provide quality services to their customers. The following time management is also recommended:

- i. There is a positive relationship between the organizational high performance and time management. Thus an increase in proper time management will bring about a corresponding increase in the organization performance, all things been equal. In order to create a time-conscious organization that one will have to become more time efficient, and that the organization itself streamlines it process.
- ii. Management should make sure that they delegate the right task to the right person.
- ii. Make use of technology time savers and use the most appropriate form of technology I your organization
 - it). Laying emphasis on the importance of good time management at regular meetings is a great way of ensuring that all the employees are all aware of it

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