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## Time Management as a Tool for Organizational Survival in the Public Sector: a Study of Citizenship Leadership Training Centre, Apapa - Lagos State

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### Abstract

The objective of this study is to examine the effect of time management on organizational survival in the Nigerian public sector with specific reference to Citizenship Leadership Training Centre. The study used primary and secondary sources of data and the main instrument for the collection of data is a structured questionnaire. The study focused on eighty seven (87) employees of Citizenship Leadership Training Centre, Apapa, Lagos State. Stratified sampling technique was used. The data collected were analyzed using percentages and descriptive statistics, while the stated hypotheses were tested using Pearson Correlation Coefficient, Spearman Rank Correlation Coefficient and Analysis of Variance (ANOVA) respectively. The finding showed that time management practice is related to employee efficiency and effectiveness in the public sector. Also, the study confirmed that time management practice is related to efficiency and effectiveness in the public sector. The study also revealed that there is significant relationship between time management and organizational survival and performance in the public sector. The study therefore recommended among others that proper time management requires motivational incentives for the accomplishment of governmental objectives and the attainment of organizational goals in the public sector. The study concluded that time management is one of the necessary conditions for organizational efficiency and it is one of the strategies that can engender organization survival especially in the public sector. Thus, efficient and effective time management is a condition for organizational productivity. To this end, organizations should be able to establish an appropriate culture for effective execution of time management and make progress accordingly.

**Keywords:** Time Management, Public Sector, Organisation, Leadership, Efficiency, Productivity

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### **Background to the Study**

To survive and succeed in the competitive world in today's increasingly hostile and fast-moving business environment, organizations have to manage time efficiently. Proper management of time plays a vital role in motivating the employees and thus improving the performance of the organization (Channar, Shaikh, Pathan & Mughal, 2014). The competitive environment we live in today encourages people from as early as their elementary education to plan and manage time effectively. The high performance required by competitive conditions forces organizations and directors to use time effectively and stipulates the search to control time (Pehlivan, 2013). Consequently, time is a necessity for every organization in achieving its goals and objectives.

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).

It is instructive to note that time management is one of the necessary conditions for managers' efficiency and it is one of the strategies for improving the conditions of organization survival and it can be established in an organization successfully if the appropriate cultural backgrounds are already in place for the system. Therefore, organization should be able to establish an appropriate culture for effective execution of time management and make progress accordingly (El-Shaer, 2015; Iz & Özen, 2010). Time management skills helps managers to better utilize their scarce time resources, allow them to put their attention on the matters of highest priority that results improved job performance (Valleria, 2009).

In spite of significance of time management, organizations do not treat time management as an essential ingredient of survival (Adebisi, 2013). Empirical evidence shows the existence of a positive relationship between use of time and key outcomes such as physical health, psychological well-being, job satisfaction, productivity and effectiveness (Chang & Nguyen, 2011; Adebisi, 2013). However, finding a relation between organizational survival and time management is the major aim of this research.

### **Statement of the Research Problem**

The Civil Service in Nigeria is of a colonial creation. The system bequeathed to Nigeria by the British colonialists, was narrow in structure and objectives, and meant to successfully extract financial and material resources (Anazodo, Okoye & Chukwuemeka, 2012). Civil Service as it is currently fraught with inefficiency, ineffectiveness, indiscipline, red-tapism, bureaucratic bottlenecks, among others (Abdussalam, 1990). Despite the various reforms of different governments, the Nigerian civil service is still slow in responding to technological changes and modern organizational methods, characterized by poor work arrangement, highly hierarchical operational structure, un-streamlined organizational structures, inadequate remuneration of civil servants vis-a-vis their counterparts in other -sectors in the face of ever-increasing inflation, absence of basic work materials, tools and equipment and a grossly indisciplined

workforce. In the public sector, lots of man-hour is wasted on unproductive activities. This problem of wasted man-hour seems to have been taken for granted in Nigeria and it has not been deliberately addressed in our reform agenda. Despite the importance of time in the accomplishment of goals, all the past reforms have not address the issue of time management in the Civil Service (Ahmadu, 2007). The challenge of time management seems to be a missing link in the reforms.

This study therefore examines time management among civil servants and by implications justifies its inclusion in future reforms. Also, several studies on time management have focused largely on organizational effectiveness, efficiency and performance, and mostly in developed countries, little has been written about effective time management in developing countries and most especially in Nigerian literature. Although, scholars like Ojokuku & Obasan (2011), Adejo (2012), Adebisi (2013), Channar, Shaikh, Pathan & Mughal (2014), have conducted studies on time management, the results from such few studies remain inconclusive. Most of these studies did not attempt to empirically analyze time management as a tool for organizational survival in public sector. Previous attempts focused particularly on character development, organizational culture, employee productivity and organizational performance. It is on this premise that this study will try to address the identified gap in the literature.

### **Objectives of the Study**

The main objective of the study is to examine time management as a tool for organizational survival in the Nigeria Public Sector, with specific reference to Citizenship Leadership Training Center. Other specific objectives are to:

1. Examine the relationship between time management practice and employee efficiency and effectiveness in the public sector.
2. Determine whether time management is related to public service delivery in the public sector.
3. Determine the relationship between time management and organizational performance in the public sector.

### **Research Questions**

In this study, attempt is made to provide answers to the following research questions:

1. Is there any significant relationship between time management practice and organizational survival in the public sector?
2. Is there any relationship between time management practice and employee efficiency and effectiveness in the public sector?
3. Is time management related to public service delivery in the public sector?
4. Is there any relationship between time management and organizational performance in the public sector?

### **Statement of Research Hypotheses**

This research is geared towards testing the following hypotheses;

1. **H<sub>0</sub>**: There is no significant relationship between time management and organizational survival in the public sector.  
**H<sub>1</sub>**: There is a significant relationship between time management and organizational survival in the public sector.
2. **H<sub>0</sub>**: Time management practice is not related to employee efficiency and effectiveness in the public sector.

- H<sub>1</sub>:** Time management practice is related to employee efficiency and effectiveness in the public sector.
3. **H<sub>0</sub>:** Time management is not related to public service delivery.  
**H<sub>1</sub>:** Time management is related to public service delivery.
4. **H<sub>0</sub>:** There is no significant relationship between time management and organizational performance in the public sector.  
**H<sub>1</sub>:** There is a significant relationship between time management and organizational performance in the public sector.

## Literature Review

### Time Management: Historical Evolution

The practice of time management dates back to the days of the Industrial Revolution of Europe. Prior to the industrial revolution, most people led simple one-dimensional lives as small-scale farmers, artisans etc. (Adebisi, 2013). The concept of time management at this time depended on weathers, seasons, daylight etc., For example, daylight hours determined work hour. The sun and the moon determined time keeping and time management. Adebisi (2013) argued further that the industrial revolution, however, popularized the use of machines in factories and electricity rendering the concept of daylight hour insignificant. The invention of mechanical clocks further made it possible to manage time more effectively.

This development was further strengthened as a result of the shift from agrarian to industrial economies, and the popularization of the views of scholars and popular politicians such as Isaac Newton and Thomas Jefferson. Benjamin Franklin's statements 'Time is Money' and 'time is the stuff of which life is made' no doubt inspired people to take time more seriously. The Scientific Management Theory as popularized by F.W. Taylor further established the practice of time management. Taylor opined that the cause of inefficiency was due to workers tendencies to work slowly and lack of incentives to work fast. He therefore advocated for the establishment of specific work targets and payment of workers for the tasks and goals met. This mandated better usage of time and became the basis for modern time management approaches (Nayab, 2011).

Stephen (1994) in his popular book, 'First Things First' identified four generations of time management approaches that are in use since World War II: (i) first generation: the use of traditional and rudimentary approach based on clock-based reminders and alerts; (ii) second generation: the use of planning and preparation of work schedules and events, including setting time-based goals; (iii) third generation: prioritization of various tasks and events, and controlling tasks using schedulers; and (iv) fourth generation: the fourth generation of time management approach is the contemporary approach. This approach, like the third generation approach, aims at prioritizing various tasks and events, but aims at prioritization based on importance of the task rather than the urgency. This approach also concentrates on the efficient and proactive use of the various time management tools.

Moreover, time management was introduced as a method for effectively coping with time issues on the job. The method consists of tips and techniques to determine which goals to pursue in the short term, how to translate these goals into tasks and activities to be performed immediately, how to plan and prioritize them on a daily basis, and how to avoid work interruptions that distract from executing these tasks (Claessens, 2004). He argued further that

since its introduction, there has been tremendous popular attention for the implementation of time management techniques at work and time management training programs.

### **Conceptual Framework**

#### **Time Management:**

To Abd-el-Aziz (2012), time management is a set of certain skills and methods to achieve targets, goals and objectives such as setting goals, analyzing, allocating and organizing the available time is known as time management. In the same vein, El-Shaer (2015) describes time management as a set of principles, practices and system that help to use your time to accomplish what you want. It is the art of planning, organizing, scheduling, budgeting and evaluating of when and how long it takes to perform an activity and control time rather than letting time control us. It is the key to high performance levels and affecting not only the productivity of employees, but also helps to cope with pressure more efficiently.

Odumeru (2014) also sees time as the most precious asset available to man, this is because time is a myth; an asset that cannot be recovered stored or transferred. In his view, 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.

#### **Organizational Survival**

The concept, organizational survival has been defined by different scholars from different perspectives. Larsen & Lomi (2002) assert that organizational survival involves firm becoming increasingly vulnerable to challenges by innovations, technology, customers and growth. Hence, organization should be progressively responsive to these challenges and have the ability to take advantage of new market realities and opportunities.

Osibanjo, Abiodun & Obamiro (2011) also see organizational survival as a primary goal or objective every organization should have. They further stressed that the goal of organizational survival underpins all other goals. Paying attention to this goal contributes to the satisfaction and execution of other organizational goals. This suggests that every organization should see survival as an absolute prerequisite for its serving any interest whatsoever.

#### **Theoretical Framework**

There are several theories that could be applied to understanding of the concept of time management. However, this study is situated within the context of Pareto Principle (80-20 Rule). Vilfredo Pareto (1848-1923) was an Italian economist and philosopher who formulated 80-20 rule. His observations were based on the fact that 80% of land in Italy was owned by 20% of population. His research work became the thumb rule of many business organizations, where 80% of productivity came from 20% of working employees. This 20% comprised the most efficient people who conducted their work within a specific span of time, thereby contributing to high rate of productivity. Based on this theory, business and quality management pioneer, Dr. Joseph Juran said that, 'vital few, trivial many' build organizations (Koch, 1998).

The 80-20 rule could be applied everywhere where time plays a major role to uplift productivity and success of organizations. The key element of this theory is the 20% that matters the most. If you consider all the things that you are doing entire day, you will actually find out that it is the 20% of your work that produces the net result. Thus, you should try different ways that will



allow you to effectively manage the minor portion (Njagi & Malel, 2012). Moreover, the relevance of this theory to time management is that it allows individual to manage his or her limited time daily productively, as you have to categorize your work and activities for achieving the goals.

### **Time Management, organizational Performance and Employee Productivity: What Nexus?**

The need for time management has gained popularity and thus its importance not only as a motivating element behind employees' performance and productivity on job, but as the bases for the overall performance of the organization. Thus, in the business world, time is one of the most important assets for any organization. Unfortunately many businesses fail to keep up with or realize the “time” factor (Ojokuku & Obasan, 2011). However, proper management of time is also important for the managers, employees and the organization. Manager's work is closely related to time as he has to fulfill numerous working demands in limited time. Effective leaders manage time, the more likely opportunities exist to resolve issues and complete projects in a timely manner, which could result in organizational success, better performance and increased productivity (Aniwura, 2011).

Time management skills helps managers to better utilize their scarce time resources, allow them to put their attention on the matters of highest priority that results improved employees' job performance and productivity. Today's competitive world requires various demands to be accomplished in limited time period. Organizations must also ensure that they meet the demands and requirements of customers, and are adaptable to specific requirements, responds to the changes in the external environment and the demands of the situation (Valleria, 2009).

Scott (2002) made it clear that one of the fundamental challenges in effective time management is remembering the difference between “urgent” and “important”. Urgency alone cannot make a task important. It is connection to our personal principles and business priorities that determines the importance of a task. With a clear personal mission and objectives, time can be scheduled with a definite purpose in mind. Good time management is essential for coping with the pressures of modern life without experiencing too much stress. Time management makes you important and respected, and organizes thing around you which result to optimal performance and productivity (Adebisi, 2013).

Oddey (2012) posited that brilliant leaders with vision, determination and focus build such high performing organizations that deliver effective services and products to its clients at all times. Such organizations are good time managers and instrument of change through efficient and effective management of time and resources. In such potential organization, there is renewed rigor and a yearning for continuous learning, application of new growth strategies through research and development and growth taking into consideration the value and essence of time.

Time is tied to every activity of the organization. It sets smart goals and measures its successes and failure taking into consideration time. This clearly shows the importance of time and its positive or negative impact on organizational performance. For effective time management for organizational performance, managers as well as employees can decide which tasks fall into the categories of essential tasks, important task and low value tasks by asking which tasks are most valuable to the organization (Zucas & David, 2008).

The effectiveness of organizations depends upon the effectiveness of their time utilization. According to Philpot (2011), In order to make more efficient and effective use of your time, you must be able to plan for the future and prioritize the present. Time increases productivity and thus productivity increases profits. In spite of its high significance, Adebisi (2013) observed that organizations do not treat it as the essential ingredient of survival.

Burke et al. (2013) refer to several studies where the time management and work motivation of employees increased customer loyalty and employee performance. Adejo (2012) also revealed that effective time management is an important key to organizational performance. His findings indicate that there is a positive relationship between adequate time management and organizational performance. Time management is a key to achieve organizational objectives regardless of location, size and nature of the business.

### **Time Management and Quality Service Delivery**

Proper time management is widely recognized as key to the effective service delivery and customer satisfaction (Popescu, Avram & Dana, 2012). Service Quality is defined by the relationship between the expectations of customers and how they perceive their experience (Parasuraman, Zeithaml & Berry, 2008). Service quality can be measured in terms of five main dimensions namely; Tangibles, Assurance, Responsiveness, Reliability and Empathy (Parasuraman et al., 2008). Tangibles refer to the appearance of physical facilities, equipment, personnel and communication materials. Assurance refers to knowledge and courtesy of employees and their ability to convey trust and confidence. Responsiveness refers to the timely willingness of employees to help customers and provide prompt service. Reliability refers to the ability to perform the promised service dependably and accurately. Empathy refers to the timing, caring, individualized attention that organizations provide its customers (Barkhuizen, Mogwere & Schutte, 2014).

Schneider, White & Paul (2008) maintain that employees can only deliver a quality service if the organization supports them through motivation, resources, training, management practices, assistance and time management. In particular, talent practices such as skills, continuous training, time management, competence development, career development plans and sound performance appraisal systems are keys to the enhancement of service quality of an organization (Popescu et al., 2012). Other researchers also highlighted talent attraction and retention practices as an important determinant of quality service delivery in an organization (Scott & Revis, 2008; Zheng, 2009).

### **Empirical Review**

There are few previous works carried out by scholars on time management, employee productivity, organizational growth, service delivery and organizational survival. Channar, Shaikh, Pathan & Mughal (2014), examined the impact of time management on employee productivity and the overall performance of the organization. They assessed the level of time management in public and private sector organizations. Close ended questionnaires were administered on 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 productivity and motivation and also increases the performance of the organization.

Mamman (2013) evaluated time management and public service delivery in the Nigerian Civil Service. The research was conducted based on evaluation and survey research designs. The results showed that there is low appreciation of the process of time management and its principles among the civil servants in Nigeria. There are also traces of time wastage or mismanagement by the civil servants during working hours which hinder effective public service delivery. The study recommended inclusion of time management issue in all subsequent civil service reforms.

Adebisi (2013) investigated time management and its effect on the survival of business. Fourty three (43) small and medium scale enterprises were selected for the study. Data were collected with the aid of questionnaire administered to 120 personnel of the enterprises. Findings revealed that time management enable most of the businesses studied to survive competition and get more business. The study therefore concluded that there is significant and positive relationship between time management practices and the survival of business. The study also recommended that businesses and including individuals should cultivate the habit of time management so that they become successful and survive in what they do.

Ojokuku & Obasan (2011), using econometric approach and a sample of one thousand five hundred(1500) civil servants randomly selected in South-West Nigeria, assessed the impact of time management on organizational performance with great emphasis on government parastatals. The findings revealed the existence of a positive relationship between adequate time management and organizational performance because time management is essential in all human activities and serve as a good tool for the attainment of any organizational objectives and goals irrespective of the volume.

It is instructive to note that the adoption of theoretical framework in the management and social sciences greatly helps in the analysis and even understanding of concepts from some theoretical point of view and/or orientation. Therefore, the theoretical framework of analysis adopted in this study is the Pareto Principle (80-20 Rule). The Pareto Principle (80-20 Rule) posited that 80% of productivity came from 20% of working employees. This 20% comprised the most efficient people who conducted their work within a specific span of time, thereby contributing to high rate of productivity. The 80-20 rule could be applied everywhere where time plays a major role to uplift productivity and success of organizations.

### **Research Method**

The data collection procedure for this study are the two major sources of research data commonly used by the social and management scientists, which are primary and secondary sources of data. The primary source of data include questionnaire and in depth interview, while the secondary source include; journals, articles, textbooks and other publications.

Descriptive survey research design was used. The study population consists of workers of Citizenship Leadership Training Center, a Federal Government Parastatal under the Federal Ministry of Education located in Apapa, Lagos State. The major data collection instrument that was used for this study is structured questionnaire. The organization has an estimated population of Eighty Seven (87) employees which include forty two (42) senior staff, twenty-seven (27) middle level staff and eighteen (18) junior staff which also serve as our sample size. Sixty Eight (68) questionnaires were retrieved from the respondents which represents seventy eight percent (78%) of the sampled population as response rate. The responses were extracted,



organized, collated, presented and analyzed using statistical tools such as simple percentage, frequency distribution and other descriptive statistics, while Pearson Correlation Coefficient, Spearman Rank Correlation Coefficient and Analysis of Variance (ANOVA) were used to test relevant hypotheses. These were made possible through the use of Statistical Package for Social Scientists (SPSS).

To ensure the face and content validity of the instrument, researcher's supervisor and specialists in the field of public sector administration were asked to judge the appropriateness of the items of the instrument, using the following criteria: relevance of items to the purpose of the study and hypotheses, appropriateness of content and structure of the statement for face and content, validity.

To determine the reliability of the instrument, the Cronbach's Alpha method of internal consistency was used. The results obtained are 0.722 for employee efficiency and effectiveness, 0.713 for public service delivery, 0.806 for organizational survival and 0.774 for public sector performance. These results are within 0.70 acceptable values suggested by Sekaran (2004).

### **Data Analysis and Findings**

The data collected from the organization used for the study were classified into specific observed trends, and relationships were identified subject to interpretation. The four hypotheses earlier formulated constituted the basis of arrangement of tables for analysis. Hypotheses were structured to focus on the operational variables used in designing both the research questions and hypotheses.

### **Data Presentation and Analysis according to Test of Hypotheses**

The four hypotheses that were raised are tested in this study using appropriate statistical tests. The hypothesis one was tested using Analysis of Variance (ANOVA), hypothesis two was tested using Pearson Correlation Coefficient, hypothesis three was tested using Analysis of Variance (ANOVA), while hypothesis four was tested using Spearman Rank Correlation Coefficient at 5 percent level of significance and defined degree of freedom. The data for the analysis were obtained from the questionnaires administered.

### **Hypothesis One**

- H<sub>0</sub>:** Time management practice is not related to employee efficiency and effectiveness in the public sector.
- H<sub>1</sub>:** Time management practice is related to employee efficiency and effectiveness in the public sector.

**Table 1: ANOVA Test for Relationship between Time Management Practice, Employees' Efficiency and Effectiveness in the Public Sector**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	712607.10	50216.211		8.920	.000
	TMP	5013.334	4239.010	.379	4.515	.086
	EEE	4420.717	3782.901	.466	3.220	.081

a. Dependent Variable: ORS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.379 <sup>a</sup>	.261	.084	1.62040E5

a. Predictors: (Constant), TMP, EEE

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
3	Regression	7.034E10	2	7.348E10	44.201	.089 <sup>a</sup>
	Residual	6.883E11	20	3.011E10		
	Total	7.456E11	22			

a. Predictors: (Constant), TMP, EEE

b. Dependent Variable: ORS

**Source:** Computed by the Researcher, October 2015.

**Decisions:** The empirical result demonstrates that there exists a statistically significant *positive* relationship between Time Management Practice (TMP) and Employee Efficiency and Effectiveness (EEE), and Organizational Survival (ORS). The estimated result of the relationship shows a strong inverse relationship between TMP and EEE of the organization. The co-efficient of Time Management Practice (TMP) and Employee Efficiency and Effectiveness (EEE) were positive, indicating that every 1% changes in TMP and EEE would bring about 5013.334 and 4420.717 increase in ORS. However, the variables are statistically significant at the 5 percent level of significance.

The F-statistic (ANOVA) is to test the overall significance of the parameters in the model. In order to test the hypothesis, we use the F-Statistic or ANOVA. The decision rule for the test of hypothesis is that, we accept null hypothesis (Ho) if calculated F ratio is less than table F ratio, otherwise we reject null hypothesis (Ho) and accept alternative hypothesis (H1). From the result, it can be seen that F cal. < F stat. (i.e. 7.78 < 44.201). Obviously, F calculated value is 44.201 higher than F table value of 7.78. Therefore, we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1) that, time management practice is related to employee efficiency and effectiveness in the public sector.

**Hypothesis Two**

**H<sub>0</sub>:** Time management is not related to public service delivery.

**H<sub>1</sub>:** Time management is related to public service delivery.

**Table 2: Pearson Correlation Coefficient Test for Relationship between Time Management and Public Service Delivery**

<b>Correlations</b>		Better time management results in organized public sector and better service delivery	Lack of proper time management hinders quality public service delivery
Better time management results in organized public sector and better service delivery	Pearson Correlation Sig. (2-tailed) N	1  68	.497  68
Lack of proper time management hinders quality public service delivery	Pearson Correlation Sig. (2-tailed) N	.497 .136 68	1 68

**Source:** Computed by the Researcher, October 2015.

**Decisions:** According to Attar and Swers (2010), values of Pearson Correlation lying in the range (0.1 - 0.29) suggest low correlation, values in the range (0.3 - 0.49) suggest moderate correlation, while values in the range (0.5 - 1) suggest high correlation between variables. From the Pearson Correlation Coefficient test, the result indicates that there is a statistically significant positive relationship between time management and public service delivery ( $r=0.497$ ,  $p<0.136$ ),  $df = 1$  which was significant at  $P= .000$  ( $P < .01$ ), but this relationship is a moderate correlation. This implies that if there is a change in time management practice, then there would be a corresponding change in public service delivery in Nigeria. Therefore, the research hypothesis two which postulate that time management is not related to public service delivery is rejected.

**Hypothesis Three**

**H<sub>0</sub>:** There is no significant relationship between time management and organizational survival in the public sector.

**H<sub>1</sub>:** There is a significant relationship between time management and organizational survival in the public sector.

**Table 3: ANOVA Test for the Relationship between Time Management and Organizational Survival in the Public Sector**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	592607.642	47925.021		9.197	.000
TMP	4612.291	4987.183	.468	5.815	.083
PSD	3547.120	3271.261	.372	4.840	.079

a. Dependent Variable: ORS

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.468 <sup>a</sup>	.392	.083	2.485140E5

a. Predictors: (Constant), TMP, PSD

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.478E10	2	5.978E10	3.522	.083 <sup>a</sup>
	Residual	6.293E11	20	4.563E10		
	Total	8.016E11	22			

a. Predictors: (Constant), TMP, PSD

b. Dependent Variable: ORS

**Source:** Researcher's Computation, October 2015

**Decisions:** The empirical result demonstrates that there exists a statistically significant *positive* relationship between Time Management Practice (TMP) and Public Service Delivery (PSD) of the organization, as indicated by a statistically significant *positive* relationship between Time Management Practice (TMP) and Public Service Delivery (PSD), and Organizational Survival (ORS). The estimated result of the relationship shows a strong inverse relationship between TMP and PSD of the organization. The co-efficient of Time Management Practice (TMP) and Public Service Delivery (PSD) were positive, indicating that every 1% change in TMP and PSD would bring about 4612.291 and 3547.120 increase in ORS. The variables are statistically significant at the 5 percent level of significance.

The F-statistic (ANOVA) is to test the overall significance of the parameters in the model. In order to test the hypothesis, hypothesis (Ho) if calculated F ratio is < table F ratio, otherwise we reject null hypothesis (Ho) and accept alternative hypothesis (H1). From the result, it can be seen that F cal. < F stat. (i.e. 3.522 < 7.78). Obviously, F calculated value is 3.522 lower than F table value of 7.78. Therefore, we reject the we use the F-Statistic or ANOVA. The decision rule for the test of hypothesis is that, we accept null null hypothesis (Ho) and accept the alternative hypothesis (H1) that, there is a significant relationship between time management and organizational survival in the public sector.

**Hypothesis Four**

**H<sub>0</sub>:** There is no significant relationship between time management and organizational performance in the public sector.

**H<sub>1</sub>:** There is a significant relationship between time management and organizational performance in the public sector.

**Table 4: Spearman Rank Correlation Coefficient Test for Relationship between Time Management and Organizational Performance in the Public Sector**

Correlations			Organizational performance is a function of effective time management	Proper time management is essential for organizational effectiveness and productivity
Spearman's rho	Organizational performance is a function of effective time management	Correlation Coefficient	1.000	.950**
		Sig. (2-tailed)	.	.000
		N	68	68
	Proper time management is essential for organizational effectiveness and productivity	Correlation Coefficient	.950**	1.000
		Sig. (2-tailed)	.000	.
		N	68	68

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** Researcher’s Computation, October 2015

**Decisions:** There is a significant relationship between time management and organizational performance in the public sector. The Spearman's Rank Correlation coefficient for perceived time management and organizational performance in the public sector was found to be 1.000 and 0.950 for hypotheses four with  $p = 0.000$ , implying that perceived time management will affect organizational performance in the public sector. This shows that the null hypothesis (H0) is rejected, while the alternative hypothesis (H1) is accepted, which shows that there is a significant relationship between time management and organizational performance in the public sector. That is, time management is a part of determinants for high public sector performance.

**Discussion of Findings**

The result of hypothesis one revealed that time management practice is related to employee efficiency and effectiveness in the public sector. The finding is in line with the work of Channar, Shaikh, Pathan & Mughal (2014), where they observed that time management increases employee efficiency, productivity, motivation and also increases the performance of the organization. Hence, efficient and effective use of time is a condition for personal effectiveness and individual productivity, and what often separate high from low performers is time management.



The finding of hypothesis two showed that time management is related to public service delivery. The finding conforms to the work of Mamman (2013), who submitted that there is low appreciation of the process of time management and its principles among the civil servants in Nigeria. There are also traces of time wastage or mismanagement by the civil servants during working hours which hinder effective public service delivery.

The finding of hypothesis three indicated that there is a significant relationship between time management and organizational survival in the public sector. The finding is in accordance with the work of Adebisi (2013) who observed that time management enables most of the businesses studied to survive competition and get more business. The study also concluded that there is significant and positive relationship between time management practices and the survival of businesses in a competitive environment. The finding of hypothesis four revealed that there is a significant relationship between time management and organizational performance in the public sector. The finding conforms to the work of Ojokuku & Obasan (2011), who stated that there is a positive relationship between adequate time management and organizational performance because time management is essential in all human activities and serve as a good tool for the attainment of any organizational objectives and goals irrespective of the volume.

### **Conclusion**

Based on the summary of the major findings, it is appropriate to conclude that time is a valuable resource available to every organization and the challenge of time management seems to be a missing link in effective public service delivery in Nigeria. The findings of the study have revealed that civil servants do not really appreciate the process of time management and consequently do not adopt its principles. It was also discovered that there are traces of time wastage by civil servants during working hours. Government's ministries, agencies, parastatals and offices should realize the importance of time management to their survival in this modern day of service delivery. In some organizations, especially large corporations, arrival time, services time and waiting time can be measured. This means that managing service delivery also means managing time, as effective time management reduces service failure. Therefore, employees should be encouraged and motivated to stick to their time management practices as a strategy for productivity and survival in a competitive environment.

The study has also revealed that time management behaviors were generally found to have a positive effect on perceived control of time, job satisfaction, stress reduction, job performance, employee productivity and health. All employees must treat time very carefully, because nothing affects the bottom-line of an organization more than time effectiveness of its people. The benefits an organization will reap in future depend on what it does with its time now. Also, good leadership is the key to success, productivity and survival of any organization. The decisions and future of the organization lies at management level, but ensuring that decisions are made correctly and action is taken promptly lies on the individual's time management (Adejo, 2012). Better time management will improve employee productivity, make scheduling of jobs easier, make employee to perform tasks at their highest skill level, helping employee to prioritize and accomplish important task, recording and guiding the organization towards achieving its set goals.

## **Recommendations**

Based on findings, the following are recommended:

- 1) Organizational records should be standardized formats to save time, and should include time management tools such as; time log, schedule and Gantt chart which help employees to manage their time effectively. There should be clear policies, rules and regulations for employees to save their time and prevent time wasters. Employees at all levels should realize the time management practices and developed habits such as; setting goals, prioritized activities, using to do lists, delegation and avoid procrastination as a means of outperforming competitors.
- 2) Proper time management also requires motivation in form of higher remuneration and conducive working environment. Motivation involves setting of time for the accomplishment of all activities by governments at all levels, adequate provisions for the attainment of the organizational goals, mechanism for monitoring the attainment of the time set, objective performance appraisal should be conducted at the expiration of the time, and a commensurate compensation and adequate sanction should be adopted for any employees that meet set target and those that failed.
- 3) Leaders should also avoid procrastination because it is the most time killer. Whatever that needed to be done that will improve the performance of the organization should not be delayed. This will also reduce stress and last minute rush as people are judged with the manner they handle their services.
- 4) Organizations should train their employees in systematic time management so that they can achieve productivity results in a progressive period of time. Civil servants should be made to appreciate the process of time management practices and its principles through training and sensitization.
- 5) Effective time management requires use of certain facilities and equipments such as computers, organizers, calendars and diaries etc. These facilities and equipments should be made available so as to facilitate time management practice in the Nigerian Civil Service. They should minimize waste of time during working hours by avoiding issues leading to time wastage such as procrastination, gossips and prolong meetings etc.

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