



TIME Management and Employee Productivity in Selected Local Government Councils in Delta State

Manajemen Waktu dan Produktivitas Karyawan di Dewan Pemerintah Daerah Terpilih di Negara Bagian Delta

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ABSTRAK

Studi ini secara khusus meneliti beberapa dewan pemerintah setempat di Negara Bagian Delta untuk melihat bagaimana manajemen waktu memengaruhi produktivitas pekerja. Kuesioner terstruktur digunakan sebagai alat pengumpulan data utama untuk penelitian ini, yang juga mencakup sumber informasi sekunder dan primer. Penelitian ini menggunakan sampel tujuan dengan fokus utama pada 336 karyawan. Teori Kuadran Manajemen Waktu, yang diciptakan oleh Covey R. Stephen pada tahun 2009, digunakan sebagai kerangka teoretis analisis dalam penyelidikan ini. Teori ini dapat diterapkan di mana saja di mana peningkatan produktivitas karyawan dan kesuksesan organisasi sangat bergantung pada manajemen waktu yang efektif. Dengan menggunakan SPSS versi 23.0, data yang dikumpulkan dianalisis menggunakan persentase, analisis regresi linear, dan analisis regresi ganda masing-masing.

Kata kunci: manajemen waktu, produktivitas karyawan, dewan pemerintah daerah

ABSTRACT

This study looked specifically at a few local government councils in Delta State to see how time management affected worker productivity. A structured questionnaire served as the primary data collection tool for the study, which also included secondary and primary sources of information. Purposive sampling was used in the study, which had 336 employees as its primary focus. The Theory of Time Management Quadrant, created by Covey R. Stephen in 2009, served as the theoretical framework of analysis used in this investigation. The theory could be used anywhere that increasing employee productivity and organizational success is largely dependent on effective time management. With the use of SPSS version 23.0, the collected data were analyzed using percentages, linear regression analysis, and multiple regression analysis, respectively.

Keywords: time management, employee productivity, local government councils

• INTRODUCTION

The recent advancements in technology and the rise in the amount of time workers spend on social media during regular business hours have made it more difficult for managers to maximize or manage employee time at work. Many managers are unsure of how to address this issue, and some are even afraid of adopting the right strategy to boost worker performance. Typically, management does not address problems within their organizations by enforcing rules and implementing programmes to encourage efficient use of employee time. An organization's ability to use its employees' free time wisely for their varied tasks may have an impact on how well it performs. Additionally, the majority of organizations frequently struggle with time management in their efforts to accomplish goals. Effective time management has been linked to both individual and organizational success, according to earlier research (Claessens, Roe & Rutte, 2009). According to Adebisi (2013) and Okereka (2015a), an organization's productivity is determined by how well its goals and objectives are achieved while taking efficiency and cost into account; achieving profitability while minimizing expenses is a key component of positive organizational productivity, which leads to increased organizational efficacy and efficiency. Effective time management can be considered a vital component of success when it comes to workers and the productivity of organizations. In Nigeria right now, local government councils frequently struggle with effective time management. Even though time management is crucial in an organizational setting, it is frequently overlooked when examining organizational behaviour, particularly in local government councils. Inadequate infrastructure, deficient technology, unenthusiastic staff, and poor organizational planning are frequently cited reasons why Nigerian local government councils struggle with effective time management. Managers in organizations frequently lament the lack of time available to complete tasks, which forces them to put in

longer hours and occasionally even work overtime (Okereka, 2016). Time management abilities have thus grown in significance as an essential factor for managers in today's organizations. While taking into account the availability of additional resources, time management helps organizations identify needs and wants based on their priority (Adebisi, 2013).

Even with all the benefits that time management can offer an organization, workers still struggle to arrive at work on time, particularly in local government councils where tardiness has become the norm. Every country strives to achieve high productivity in every area of its economy in order to achieve sustainable economic feasibility. Despite the importance of time management, Adebisi (2013) noted that Nigerian organizations do not view time management as a necessary component of organizational survival. One key strategy for increasing productivity inside an organization is time management. Nigerian workers' low productivity is nothing new. Indeed, previous reports have indicated that Nigeria's average industrial capacity utilization is less than 50%, and this trend has not altered (Onuorah, 2019). Future research on time management should focus on the multifaceted nature of time management behaviours, according to Claessens et al. (2009). Still, the majority of the studies that followed on time management approached it as a one-dimensional, all-encompassing idea (Mohammad & Sumaya, 2014; Kamaruddin, Omar, Muda, Saputra & Ismail, 2017; Daniel & Santeli, 2020). Furthermore, there is a dearth of empirical data regarding local government employees, specifically in Nigeria. The majority of earlier research on time management practices used samples of workers from Western and Asian nations. Additionally, a number of studies have been conducted in an effort to clarify how time management affects organizational productivity. Effective time management is a magic bullet for organizational productivity, according to the majority of these studies (Adejo, 2012; Odumeru 2013; Ngasa 2015; Osawe 2017; Onuorah, 2019; Peter et al., 2020).

Nonetheless, there are few studies on time management and worker productivity in Nigerian local government councils. Therefore, the purpose of this study was to look into how time management affects worker productivity in government settings in a few Delta State local government councils.

• Objectives of the Study

The general objective of the study was to examine the effect of time management and employee productivity in selected local government councils in Delta State. The specific objectives are to:

- Examine the effect of goal setting on employee productivity in selected local government councils in Delta State.
- Ascertain the effect of time scheduling on employee productivity in selected local government councils in Delta State.
- Explore the effect of time prioritization on employee productivity in selected local government councils in Delta State.

• Research Hypotheses

The following null hypotheses were formulated to guide this study:

H₁: Goal setting has no significant effect on employee productivity in selected local government councils in Delta State.

H₂: Time scheduling has no significant effect on employee productivity in selected local government councils in Delta State.

H₃: Time prioritization has no significant effect on employee productivity in selected local government councils in Delta State

• REVIEW OF RELATED LITERATURE

Time management techniques have been around since the European Industrial Revolution. The majority of people lived straightforward, one-dimensional lives as small-scale farmers, craftspeople, etc. before the industrial revolution. At this time, the idea of time

management depended on the seasons, the weather, daylight, etc. For instance, the work hour was determined by daylight hours. Timekeeping and time management were determined by the sun and the moon. However, Adebisi (2013) contends in addition that the industrial era popularized the use of electricity and machinery in factories, making the idea of daylight saving time irrelevant. More advancement in time management was made possible with the development of mechanical clocks. The transition from agricultural to industrial economies and the popularization of the ideas of intellectuals and well-liked politicians like Thomas Jefferson and Isaac Newton both contributed to the strengthening of this development. Time is definitely taken more seriously now that people know that time is money and that time is the stuff of life. These quotes are attributed to Benjamin Franklin. The practice of time management was further established by F.W. Taylor's popularisation of the Scientific Management Theory. According to Taylor, employees' inclinations to work slowly and the absence of incentives to work quickly are the root causes of inefficiency. As a result, he supported setting clear work goals and compensating employees for completing tasks and reaching objectives. Better use of time was required, and this served as the model for contemporary time management techniques (Njagi & Malel, 2012; Okereka, 2015b). Additionally, time management was presented as a way to deal with time constraints at work. The approach includes strategies for deciding which short-term goals to pursue, how to convert these into tasks and activities that must be completed right away, how to plan and prioritize them every day, and how to prevent work interruptions that interfere with carrying out these tasks (Fatile & Boniface, 2017). They contend further that since its launch, time management training initiatives and the application of time management strategies in the workplace have received a great deal of public attention.

The goal of time management is not to accomplish more tasks in a given day. It is about finishing the tasks that are most important. The capacity to prioritize tasks at work, home, and even in our private lives is known as time management. Time is the natural feature that prevents everything from occurring at once. You must complete an independent time survey and make an estimate of how much time you are spending in order to manage your time. A system, tools, practices, abilities, and set of ideas called time management aids in making the most of your time so that you can achieve your goals. Several of us seem to pick up time management skills out of necessity. When we acquire a skill out of necessity, it usually leads to the development of bad habits and underutilization of the skill, even though it may be helpful in general. The art of time management requires practice and patience to become proficient. It's also a skill that each person possesses differently. The creation of procedures and equipment to boost productivity and efficiency is referred to as time management (Cross & Jiya, 2020; Okereka & Okolie, 2022).

As a result, Drucker (1988) describes time as the executive's limiting factor. Therefore, it is essential that every administrator look for methods to enhance their time management. According to Odumeru (2013), time is the most valuable resource that humanity possesses since it is a mythical entity that cannot be replaced, stored, or moved. The act or process of organizing and exerting mindful control over the quantity of time spent on particular tasks, particularly to boost effectiveness, efficiency, or productivity, is what he defines as time management. Claessens et al. (2009) state that managers can improve work performance effectiveness by using time management techniques; time is undoubtedly a crucial administrative tool for administrators to perform their daily tasks. According to Mullins (2005), "the efficient use of time is one important underlying criterion, regardless of the traits or characteristics of an effective leader or the calibre of subordinate staff." As a result, time management

entails exercising conscious control over how much time is spent on particular tasks. Additionally, it is practiced to boost efficiency, effectiveness, and productivity as well as effective time management, goal-setting, prioritizing, and deciding what to do and what not to do, assigning tasks, reviewing and analyzing time spent, organizing workspace, maintaining focus and concentration at work, and inspiring oneself to work towards a goal (Fybin, 2012; Adagbabiri & Okolie, 2020). The goal of time management cannot be to accomplish more tasks in a given day. It is about finishing the tasks that are most important. Time is the natural feature that prevents everything from occurring at once. The creation of procedures and instruments that boost effectiveness and productivity is referred to as time management (Adejo, 2012). A few guiding principles must be adopted in order to manage time effectively. The goal to cultivate the necessary mindset for efficient time management, efficacy, analysis, teamwork, prioritized planning, and reanalysis are among the guiding principles, according to Mamman (2013). Effective time management comprises not only adhering to the previously mentioned principles but also identifying time wasters and putting forth effort to prevent or minimize them. El-Shaer (2015) makes a similar argument and says that one can learn time management skills by recognizing that they can set priorities that show what is important to them and what is not. Another way to make time is to realistically schedule your time and get rid of things that aren't very important.

- **Employee Productivity**

Organizations are social units of people who create their own distinct corporate identities with the goal of accomplishing particular objectives. Productivity is the process of achieving desired results within allocated resources. Productivity encompasses both efficiency and effectiveness. Effectiveness involves doing the right things, and efficiency involves doing things correctly (Ziekye, 2016). Mathis & John (2003) define

productivity as the amount and calibre of work produced while accounting for the value of the resources used. A company's competitive advantage increases with its productivity. This is a result of how effectively the resources were used. According to McNamara (2005), the outcomes are typically the employee's ultimate and stipulated outputs. Their results are quantified in regards to cost, quality, volume, or time, and they can be evaluated in terms of financial gains or community impact. Nosike and Okerekeoti (2022) state that measuring productivity is figuring out how long it takes an average worker to generate a given amount of output. It might also be used to describe the amount of time a team of workers devotes to particular tasks like travelling, manufacturing, or waiting for supplies or mending malfunctioning machinery. The technique can determine whether workers are spending excessive amounts of time on tasks that are under the company's control at the expense of their productivity (Matui, 2017; Okolie, Omole & Yakubu, 2021).

In terms of performance appraisal, Okafor (2019) views it as the evaluation of an employee's work performance, and it is always measured regarding such factors as job knowledge, quantity and quality of output, initiative, capacity for leadership, supervision, dependability, cooperation, assessment, versatility, health, and the like. Hinkin and Schriesheim (2012) define productivity as the output of goods and services based on the amount of resources utilized in the production process. Employee productivity directly affects a company's earnings despite being hard to measure. An employer can gauge a candidate's abilities during the first interview and assemble his team with productivity in mind. Still, there are several aspects of the job that could help an individual maximize their productivity (Lake, 2007). A HR system's functions are designed to affect worker or organizational productivity. The following HR-related activities have a direct impact on productivity: pay, appraisal systems, hiring practices, training, and compensation.

Dobre (2013) argues that regardless of the level of technical automation, accomplishing a high degree of productivity is influenced by the effectiveness and motivation of the workforce. Therefore, creating and executing employee training programmes is essential as a crucial tactic to motivate staff members. Moreover, effective management-employee communication can ignite motivation as the level of uncertainty decreases.

The relationship between input and output is a common definition of productivity, which has been applied on different levels and in a variety of situations for more than 200 years. Productivity is the ratio between the input and output of resources used during the production process, according to the International Labour Organization (Kato, 2016). Productivity measures the relationship in the unit of labour input and output by dividing the total output by the total amount of input. Some people define productivity as a measure of the level of efficiency attained in production, while others define it as the degree to which workers employ the productivity notion to their jobs (Igbokwe-Ibeto, 2012). In today's fiercely competitive global market, employee productivity is critical to an organization's success. There are several benefits associated with an employee's capacity to optimize resources within an organization in order to generate goods or services at a reasonable cost. These include punctuality, self-control, organization, evaluation, and highly qualified labour (Leonard, 2018). Employee productivity enables organizations to grow more quickly in local as well as international organizations and to compete fiercely without fear of collapse. It has the power to elevate or demolish an organization. Given that revenues are the outcome of employees' efficiency and effectiveness in following company policies and procedures, employee productivity establishes the organization's revenues (Chebet, 2015).

• Theoretical Framework

It is instructive to note that the social sciences and management fields benefit greatly from the adoption of theoretical frameworks because they facilitate the analysis and even understanding of concepts from some theoretical perspective. As a result, the Theory of Time Management Quadrant, created by Covey R. Stephen in 2009, served as the theoretical framework of analysis used in this investigation. The theory could be used anywhere that increasing employee productivity and organizational success is largely dependent on effective time management. Covey divided his theories into four quadrants: quadrant 1 is concerned with important deadlines and high urgency, elaborating on duties and tasks that require immediate attention; quadrant 11 is concerned with long-term development and strategizing, which should be used for important tasks that do not require immediate action. High-urgency distractions in Quadrant 111 are designated for tasks that are urgent but not crucial. Here, delegation is an option (Covey, 2009).

Activities in Quadrant IV: Little to No Value: These are duties and responsibilities that don't add any value, and they should be avoided at all costs. When this theory is used in a professional setting, most activities fall into quadrants 1 and 11. Without quadrant 11, which also requires a strategic element, efficient time management would not be possible. Quadrant 1 is characterized by urgent issues, crises, deadline-driven tasks, emergencies, and well-managed time that improves with practice. Planning, preparation, and training will all help you complete your task on time, and this is where Quadrant 11 comes in. Quadrant 111 comprises distractions that should be averted as much as possible, regardless of how entertaining they may be. Examples of such distractions include ganging online and binge-watching television for extended periods of time. If at all possible, assign them or think about rescheduling the meeting. According to Covey (2009) and Panayotova, Vasic, and Yordanova (2015), this theory can assist you in setting priorities, avoiding

delayed action and multitasking, and making wise use of the time you have available to accomplish more.

To be urgently means to need to act right away. The phone is urgently ringing. The majority of people find it unbearable to simply let the phone ring. If the phone rang while you were in someone's office to discuss a specific matter, it would usually take priority over your in-person visit, even if you spent hours preparing materials and got dressed up. Few people would say, "I will get to you in 15 minutes; just hold," if you were to call them. However, those same individuals would most likely allow you to wait in an office for a minimum of that long while they wrapped up a call with someone else. Most urgent issues are obvious. They insist that we take action and push us. They are frequently well-liked by others. Usually, they are directly in front of us. They are also frequently enjoyable, simple, and easy to perform. But they are so often insignificant. In contrast, importance is related to outcomes. Something adds to your mission, values, and top priorities when it's significant. We respond to emergencies. More initiative is needed for important issues that are not urgent. To grab the chance and make things happen, we need to take action. We are easily tempted to respond to the urgent if we do not practice Habit 2 or do not have a clear understanding of what is important (Nongmeikapam & Singh, 2018).

Quadrant I is significant and urgent. It deals with important outcomes that need to be addressed right away. Typically, we refer to the actions in Quadrant I as "crises" or "problems." Everybody's life involves some activities in the Quadrant I. But many people are consumed by Quadrant I. They are problem solvers, crisis managers, and productionists with a strong sense of urgency. Quadrant I will continue to grow until it dominates you as long as you give it your full attention. You are knocked down and completely out of commission by a massive problem. After fighting your way back up, you are met with another that throws you to the ground with a forceful blow.

Problems literally beat some people up every day. Their only reprieve comes from running away to the unimportant and non-urgent activities in Quadrant IV. Therefore, if you look at their entire matrix, you will see that they spend 90% of their time in Quadrant I, 10% of which is in Quadrant IV, and very little time in Quadrants II and III. That is the way those who live by crisis react to life. Some people, believing they are in Quadrant I, spend a lot of time in the "urgent, but not important" category. Assuming that urgent matters are also important, they devote the majority of their time to responding to them.. But the reality is that the urgency of these matters is often based on the priorities and expectations of others (Covey, 2013).

Picture 1. Stephen Covey's 4 Quadrants

	Urgent	Not Urgent
Important	Quad I <div> <div>Activities</div> <ul style="list-style-type: none"> • Crisis • Pressing Problems • Deadline Driven </div> <div> <div>Results</div> <ul style="list-style-type: none"> • Stress • Burn-out • Crisis management • Always putting out fires </div>	Quad II <div> <div>Activities</div> <ul style="list-style-type: none"> • Prevention, capability improvement • Relationship building • Recognizing new opportunities • Planning, recreation </div> <div> <div>Results</div> <ul style="list-style-type: none"> • Vision, perspective • Balance • Discipline • Control • Few crisis </div>
Not Important	Quad III <div> <div>Activities</div> <ul style="list-style-type: none"> • Interruptions, some callers • Some email, some reports • Some meetings • Proximate, pressing matters • Popular activities </div> <div> <div>Results</div> <ul style="list-style-type: none"> • Short term focus • Crisis management • Reputation – chameleon character • See goals/ plans as worthless • Feel victimized, out of control • Shallow or broken relationships </div>	Quad IV <div> <div>Activities</div> <ul style="list-style-type: none"> • Trivia, busy work • Some email • Personal social media • Some phone calls • Time wasters • Pleasant activities </div> <div> <div>Results</div> <ul style="list-style-type: none"> • Total irresponsibility • Fired from jobs • Dependent on others or institutions for basics </div>

Source: Covey R. Stephen (2009). The 7 habits of highly effective people.

Every quadrant has a distinct feature that helps the employee prioritize tasks and responsibilities. Important and urgent deadlines are indicated by the quadrant I. Planning long-term strategies and development initiatives is done in quadrant II. Distractions with a time constraint belong in Quadrant III. Though some people want them right away, they are not that important. Little value-producing activities

make up Quadrant IV. These pursuits are frequently used to decompress from demanding work. Many individuals discover that the majority of their activities fit into quadrants I and II. Although Quadrant II is rarely utilized, it is crucial because it requires simultaneous tactical and strategic work. Finding strategies to increase the operations in quadrant II is a common result of utilizing this grid (Mueller, 2017). In order to actually put consciousness and belief into practice, a few tools or techniques are needed. Success in an employee's personal and professional life can be achieved by continuing to use time management tools and techniques (Kirillov, Tanatova, Vinichenko & Makushkin, 2015). Therefore, if one is conscious of its importance, every second and period can be an opportunity. As mentioned above, the tasks that need to be completed in a day can be divided into four levels or quadrants. Productive people always force themselves to begin with the most crucial task that is assigned to them. They force themselves to complete the important one first under any circumstance (Covey, 2013).

Based on the aforementioned, it is imperative that Delta State local government councils make sure their staff members give top priority to everything they do, as this will free up more time for other crucial tasks. One method to enable more efficient use of time is time management. Setting priorities and carrying out tasks in an orderly fashion can aid in the successful completion of tasks. This theory also explains the relationship between efficient time management and worker productivity in an ever-changing setting like Nigeria, where employers do not prioritize their workers' needs despite knowing that efficient time management boosts worker productivity by preventing employees from multitasking and procrastinating and by enabling them to make the most of their available time to accomplish more, all of which have an impact on the success and performance of the organization. Because it concentrated on the topic at hand, Covey's time management theory is inviolable in

this investigation. The ultimate goal is to ignite the institutional transformation in Delta State local government councils towards managing time as a valuable but limited resource. The first step in this process is to define time precisely in terms of employee time requirements and expectations for time management. Therefore, time management effectively becomes a priority and a part of the core value of excellence in everything that the employees do. This is achieved by setting guidelines regarding task prioritization and offering tools for time management across the local government councils in Delta State.

3. RESEARCH METHODS

The cross-sectional survey research design was used in this investigation. This is because there would be no attempt to change, manipulate, distort, or control the variables under study; instead, measurements of both the dependent and independent variables would be made simultaneously with the various subgroups (Obasi, 2000). In this instance, the dependent variable (employee productivity) and the independent variable (time management) were measured simultaneously without any direct or indirect influence, induction, control, pre-emption, or manipulation of either or both variables at any point in time. All potential components, subjects, or observations connected to a specific phenomenon that a researcher is interested in examining make up a population. The constituent pieces that comprise the population are known as subjects or elements. They could be physically counted or observed (Obasi, 2000). The study's total anticipated population was 758,800 people. This is broken down as follows: according to the National Population Commission (2022), as of June 2022, there were 277,800 people living in Ethiopia West, 275,400 people living in Ethiopia East, and 205,600 people living in Oshimili South. This means that a total of 758,800 people were eligible for this study. By applying Yamane's formula for sample size determination, a sample size of 400 was determined:

$$n = N / 1 + Ne^2$$

Where N = Population size,
n = Sample sized,
e = Sampling error

Given the population size and with a sampling error of 5 percent, the required sample size is computed as:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{758,800}{1 + 758,800 (0.05)^2} = 400$$

Approximately

Consequently, a sample size of four hundred (400) was used.

To analyze the data, the information gathered from the questionnaire was combined, coded, and input into the Statistical Package of Social Science (SPSS version 23.0, 2020). The demographic data content of the respondents, which includes gender, age, marital status, and education, was analyzed using percentages and frequency, and the hypotheses were tested at the 0.05 level of significance using multiple and linear regressions. These are deemed appropriate for the type of research being done on this project.

3.1. Research Results

This study examined the effect of time management on employee productivity in selected local government councils in Delta State. To achieve this, four hundred (400) questionnaires were administered across the three selected local government councils in Delta State. The questionnaire administered consists of respondent's personal data and the subject matter.

Table.1: Distribution of Questionnaire and Response Rate

S/ N	Local Governm ent Areas	Questionnai res Distributed	Questionna ire Retrieved	Percenta ge %
	Ethiope	147	127	31.8

	West			
2	Ethiopia East	145	122	30.5
3	Oshimili South	108	87	21.8
	Total	400	336	84.1

Source: Researcher' Fieldwork (2023)

Thus, out of the four hundred (400) questionnaires distributed, only three hundred and thirty six (336) were retrieved from respondents, representing eighty four point one percent (84.1%) response rate.

3.2. Effect of Time Management on Employee Productivity in Selected Local Government Councils in Delta State

The impact of time management on employee productivity was confirmed through the use of multiple regression and linear regression analysis. To calculate the direct impacts of time management techniques on worker productivity, linear regression was employed. The study's hypotheses were tested using regression analysis, which was carried out at a significance level of 5%. The test's summary results are shown below.

Table 2. Direct Effects of Time Management Strategies on Employee Productivity

Variables	Direct effects	Coefficients	S.E	C R	P	Conclusion
H ₁	GS --> EP	0.659	0.175	8.520	0.001	Supported
H ₂	TS --> EP	0.674	0.160	7.993	0.005	Supported
H ₃	TP --> EP	0.703	0.158	7.361	0.009	Supported

Source: SPSS Output, 2023

Keys: GS = Goal setting, TS = Time scheduling, TP = Time prioritization and EP = Employee productivity.

By examining the coefficients and p-values of each regression line between the components time management and employee productivity in table 2, the hypotheses were tested. The estimated values predicted that time management techniques would have a direct impact on worker productivity in a subset of Delta State local government councils. As a result, there was a statistically significant relationship between goal setting and worker productivity (H1). Additionally, there was a statistically significant relationship between employee productivity and time scheduling (H2) as well as between employee productivity and time prioritization (H3).

Table 3. Multiple Regression Results

Model	B	Sig.	R ² - change	F	Model-R ²	Sig.
(Constant)	.716	.025				
Goal setting	.602	.000	.078			
Time scheduling	.547	.005	.046	13.215	.335	<0.05
Time prioritization	.513	.003	.036	5		

Dependent variable: Employee productivity

Source: SPSS Output, 2023

Table 3's multiple regression results demonstrated that, in a subset of Delta State local government councils, time management accounted for 33.5% of the variation in employee productivity. There is statistical significance in the model as a whole ($F = 13.215$, $p < 0.05$). Regarding the impact of goal-setting on worker productivity in particular Delta State local government councils, the model demonstrated a noteworthy positive relationship between goal-setting and worker productivity ($B = 0.602$, $p < 0.000$). As a result, hypothesis one was disproved, and it was reiterated that, in a subset of Delta State local government councils, goal-setting significantly increases employee

productivity. The model additionally demonstrated that, in a subset of Delta State local government councils, time scheduling had a positive and statistically significant impact on worker productivity ($B = 0.547$, $p < 0.005$). As a result, the second hypothesis was disproved, and it was once again stated that, in a subset of Delta State local government councils, time scheduling significantly and favorably affects worker productivity. Ultimately, the model demonstrated that, in a subset of Delta State local government councils, time prioritization positively and significantly impacted employee productivity ($B = 0.513$, $p < 0.005$). As a result, hypothesis three was disproved, and it was once again stated that, in a subset of Delta State local government councils, time scheduling has a highly favorable and noteworthy impact on worker productivity.

4. DISCUSSION OF FINDINGS

There were three hypotheses formulated for the study and the result of hypothesis one showed that goal setting significantly exert positive influence on employee productivity in selected local government councils in Delta State and was supported by the findings of Agbo et al. (2020) which to them improving time management reduces failure and enhanced employee's productivity which translates to increased performance. Adejo (2012) collaborating with this finding opined that time management is vital for employee productivity and improved managerial effectiveness and by extension the realization of organizational goals and effectiveness. Akinlabi et al. (2021) found that goal setting had a positive effect on employees' performance and organizational effectiveness in southwest universities' registry workers in Nigeria. In support of this finding, Anunurrafiq et al. (2015) demonstrated that goal setting is a panacea for employee productivity and organizational effectiveness.

Thus, Adebisi (2013) affirms that effective time management can be achieved through organizational goal setting and commitment towards achieving predetermined goals. Time management aids organizations in identifying needs and wants according to their level of priority whilst considering availability of other resources. Peter & Mbah (2020) demonstrated that in Nigeria presently, proper time management is a recurrent problem due to the large work volume of managers which are required to be performed in limited time. As important as time management is, within an organizational context, it has often been ignored in analyzing organizational behavior especially in the private sector. Poor technology, unmotivated employees, inadequate infrastructure and improper organizational planning are common factors leading to lack of adequate time management in Nigerian public sector. Therefore, goal setting helps to improve standard, leads to value, remedy poor situations, save costs, and above all, harmonizes organization focus and improved employee productivity (Omoruyi & Amuen, 2022). With respect to hypothesis two, the study found that time scheduling had positive significant influence on employee productivity in selected local government councils in Delta State. This result is consistent with earlier research (Omoruyi & Amuen, 2022). Oliver and Edema (2019) contend that time scheduling promote employee efficiency and effectiveness (productivity) in the public sector. Omoruyi and Amuen (2022) contend that poor time scheduling negatively impact on employees' productivity and organizational effectiveness. This was supported by the views of Fatile and Boniface (2017) that time scheduling has become a critical factor for most government organizations in Africa and Ghana in particular, which has, in recent times, been bedeviled with outrageous public sector wage bills with very little to show for it in terms of productivity, poor service delivery and actual value for money, as a result of which many are calling for public sector reforms. One of the main reasons for the continuing underdevelopment of African countries

is our nonchalant attitude to time and the need for punctuality in all aspects of life.

El-Shaer (2015) in supporting the finding of this study, affirm that time management 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. The finding also agreed with Agbo et al. (2020) study that revealed the effect of time scheduling on organizational productivity among staff. In support of this, Mgeleka, (2015) study on the impact of time management on work performance in Musoma Employee productivity is increased by time scheduling, according to the Mara region's Municipal Council. Additionally, a 2015 study by Eshaghieh and Eslami on the impact of time management on human resource productivity in Yazd City's social security organization demonstrated that time scheduling has a positive effect on employee productivity and that using time scheduling more frequently results in higher employee productivity. Time scheduling is therefore necessary for efficient service delivery since it improves task completion and encourages excellence in task performance. Consequently, time will be lost attempting to work effectively in a disorganized environment, even if one has a well-organized schedule but the office and filing system are complete mess (Onuorah, 2019). Employee productivity is increased by time scheduling, according to the Mara region's Municipal Council. Finally, the outcome of hypothesis three showed that, in a subset of Delta State local government councils, employee productivity was positively and significantly impacted by time prioritization. Based on this finding, Peter and Mbah (2020) concluded that the best way to increase employee productivity is through time prioritization. Setting priorities for tasks and getting rid of things that aren't necessary are essential for making efficient use of time. It is now essential for businesses to provide their

staff with systematic time management training so they can increase productivity over time. Individual employees' positive contributions to the success of the organization are what build organizations (Ojo & Olaniyan, 2008). The results were consistent with those of Agbo et al. (2020), who discovered that employee productivity at Innoson Technical and Industrial Company Ltd. in Emene, Nigeria, was highly impacted by time prioritization. Set tasks and activities in order of importance, then remove anything that isn't absolutely necessary to maximize your time. Ojokuku and Obasan (2011) provided support for this claim, asserting that setting priorities based on employee time improved productivity, motivation, and efficiency, which in turn improved organizational performance.

5. CONCLUSION

This study looked at the three main time management techniques goal setting, scheduling, and prioritizing as well as how they affected worker productivity in a sample of Delta State local government councils. The study's findings showed that, in a subset of Delta State local government councils, goal-setting, time scheduling, and time prioritization had a positive and significant impact on worker productivity. But if there's one big issue the Nigerian economy is currently facing, especially in the public sector, it's employee productivity that is, how well employees use the country's plentiful both material and human resources to produce enough work. This study looked at the three main time management techniques goal setting, scheduling, and prioritizing as well as how they affected worker productivity in a sample of Delta State local government councils. The study's findings showed that, in a subset of Delta State local government councils, goal-setting, time scheduling, and time prioritization had a positive and significant impact on worker productivity. But if there's one big issue the Nigerian economy is currently facing, especially in the public sector, it's employee productivity that is, how well employees use the

country's plentiful both material and human resources to produce enough work. This would undoubtedly enable employees to use their time more effectively for the much-needed better services delivery.

Good time management increases employee productivity, facilitates work scheduling, aids in helping employees prioritize and complete critical tasks. Thus, this study concluded that worker productivity in local government organizations is directly correlated with efficient time management. The results made it clear that time management techniques (prioritizing, scheduling, and goal-setting) are useful instruments for raising worker productivity in any kind of business. Therefore, when all else is equal, an increase in effective time management will result in an increase in worker productivity. In local government institutions, institutionalizing a paradigm shift through effective time management is crucial. The study's conclusions led to the following recommendations being made:

- 1) Delta State local government council management needs to put more effort into organizing, planning, and prioritizing tasks. This will significantly increase worker productivity.
- 2) When establishing objectives that could impede workers' productivity, management of the local government councils under investigation should recognize red-flag activities. This will significantly lessen stress-inducing time constraints and organize workload for optimal performance.
- 3) It is recommended that management offer extensive training on time management techniques to employees so they can better manage their time and be more productive at work. This will significantly aid management in creating a suitable culture for carrying out time management tasks successfully.

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