



EXPLORING TIME MANAGEMENT SKILLS FOR EMPLOYEE PERFORMANCE

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Abstract

Time management has been an issue of much concern to managers all over the world and most especially in developing economies. Effective use of time is considered a significant skill for employee performance. Despite the importance of time, most organizations still have not considered it expedient to indoctrinate their employees on the need to see time management as a strategy for improved performance. This study investigates the effect of time management on employee performance. The specific objective was: to examine the relationship between time management and employees' efficiency as well as utilization of resources in organizations. The review of literature revealed that adherence to time management principles by managers and employees has a positive impact on overall organizational success. The study adopted a survey research method, a sample of 165 was drawn from the population of 280 and data were collected through the use of structured questionnaire, which was validated by experts and reliability obtained through a test-retest method. The reliability coefficient, ranged from 0.82 to 0.86. Simple linear regression was used in testing the hypotheses. The finding revealed that there is a significant positive relationship between time management and effectiveness as well

as utilization of resources in Niger Mills Company Limited Calabar. Based on the findings, the study recommended that Management of organizations should train their employees on effective application of time management principles in management of time in order to achieve effectiveness and competitive advantage. Also, Managers should consider management of time as a strategy that will facilitate efficient utilization of their organizational resources and performance as well.

Keywords: Time management, efficiency, performance, effectiveness, organizational performance

INTRODUCTION

Time is a vital resource of every organization. Incidentally, time is very transient, being that once it is spent, it cannot be recovered. Also, time is never enough for organizations therefore, they need to plan for and manage all activities that contribute to their performance in a scheduled manner. In other words, lack of planning for organizational activities will result to waste of time and other organizational resources which may hinder the achievement of set goals, objectives and performance generally. This makes effective time management a prerequisite for employee performance and success. Despite the importance of time, most organizations still have not considered the training of their employees on the need to see time management as a strategy for performance improvement. Also organizations who may not adopt effective skills and principles for managing time may experience low effectiveness, efficiency and performance.

Effective management of time in the organization requires that managers plan how to determine which tasks must be carried out, who is to perform such tasks, when and how such tasks must be completed. This provides means by which an organization achieves competitive advantage, growth and sustainability. Therefore for time management to facilitate organizational operations, it is required that managers adopt necessary time management skills, principles and techniques that will help them to carry out their operations as required. Taking these factors into consideration will help an organization to manage time effectively, thus gain performance and growth. Employees that manage their time as required achieve better quality product that meet customers' expectations. Tim and Robert (2008) suggested that organizations that adopt effective time management strategy in their operations focus on tasks that are more important and necessary rather than concentrating on irrelevant activities that may led to waste of organizational resources.

Accordingly, the performance of organizations especially in a complex and dynamic business world where competition among businesses is at the peak depends to a large extent on how they effectively manage time. Organizational performance is important because it helps in scaling the vantage position occupied by an organization over competitors. Organizations that gain performance achieve higher customer patronage, satisfy their shareholders, stakeholders and are sustainable especially in the competitive business world (Eruteyan, 2008).

Thus, time management may lead to employee performance which in turn leads to organizational productivity, through competitive advantage and customers' satisfaction.

It is on this premise that the study is considered significant mostly to employees, managers and organizations with the specific objectives to:

- i) Discuss how time planning affects employee performance.
- ii) Investigate the effect of time management on organizational effectiveness.
- iii) Interrogate how time management affects utilization of resources.

Statement of hypotheses

The following research hypotheses were formulated to guide the study.

1. There is no significant relationship between time management and organizational effectiveness.
2. There is no significant relationship between time management and utilization of resources.

CONCEPT OF TIME MANAGEMENT

Time management has been defined in different ways by several scholars. There is no consensus on how time management is to be defined. Adejo (2012) defines time management as the principles that individuals use to make conscious decision about the activities that occupies their time. This implies that time management involves the careful planning of the use of time in order to carry out and accomplish certain activities as desired. Susan (2012), defines time management as “an art of arranging business and personal affairs in a way that you and your things should show up when, where and how you have intended, as frequently, effortlessly, possible and facilitate getting things done as quickly as possible with less amount of resources necessary”. By this implication, time management refers to a set of principles, techniques, practices, skills, tools and procedures that help a manager to use time effectively in order to achieve set goals.

Yakubu and Edna (2015) stated that effective time management is underpinned by a range of additional skills which include planning, allocating, goal setting, delegation, monitoring

and analysis of time spent, organizing, scheduling and prioritizing. This definition implies that time management involves effective planning of organizational activities and ensuring that tasks are allocated, controlled and evaluated towards the realization of expected results. Classen (2004) opines that time management involves the behavior that aim to achieve an effective and efficient use of time. Classen characterizes the behavior to achieve effective and efficient use of time into:

- a) Awareness of past, present and future including self-awareness of time used which will help for accepting tasks and responsibilities that fall within one's ability.
- b) The institution or tools aimed at planning to use time effectively: This is concerned with setting goals, planning tasks, prioritizing, making to-do- list and grouping tasks. Making provision for a structure for managing time and self-monitoring will allow for a feedback loop when working on tasks and limiting the interruption by others. In consequence, time management is the process of determining the amount of time to be spent on particular tasks; who is to perform them; and ensuring that resources are allocated and monitored towards the realization of expected results.

THEORETICAL UNDERPINNING AND REVIEW

The Pareto principle of time management is important for this study because it helps organizations to use relative small amount of time and other resources to achieve maximum results in workplace, leading to organizational performance. This principle was propounded by an Italian Economist Vifredo Pareto in 1890. According to the principle, vast majority of anything comes from a small population of activities of individual effort (Koch, 2008). In this theory, Pareto observed that 80 percent of land was owned and controlled by 20 percent of population and, therefore, the 20 percent that make things happen were more efficient. The 80-20 rule implies that in any circumstance or situation, 80 percent of outputs or results in the organization come from 20 percent of key inputs. In this vein, if the activities that make up the 80 percent outputs are carefully managed, performance will be enhanced.

Reh (2013) states that in Pareto principle, 20 percent of an individual's activity will account for 80 percent of his/her result. This indicates that in a list of ten tasks, two of them will contribute over five times what the other eight will, even if all of them require equal time to complete. The theory is supported by 96 minutes rule which suggestively knowledgeable workers should devote to their most important tasks every time in order to enhance performance in workplace (Adejo, 2012). Together with Pareto's principle, this rule enhances effective time management planning, the application of important time management principles and time management skills in order to help employees concentrate on important tasks so as to reduce

waste in organizational resources and improve organizational performance. The practice of time management is therefore seen as being very beneficial to any organization.

BENEFITS OF TIME MANAGEMENT

Time management is an important strategy that facilitates the attainment of organizational objectives and goals with minimal resources. It provides means for an organization to continuously gain performance. One of the greatest benefits of time management is that it increases individuals' performance in workplace, which helps the organization to achieve its objectives and goals at the shortest possible time (Susan, 2012). Effective management of time will provide means by which employees accomplish their assigned tasks as expected. James (2013) explains that management of time does not only benefit an organization, but it reduces the level of stress and increases employee performance. Adejo (2012) asserts that management of time in organization helps managers to be creative and introduce various ways of producing expected output within a stipulated time. Eruteyan (2008) adds that time management leads to orderliness and enables one to be more productive and fulfilled. This implies that proper management of time will help individuals to sequentially achieve set objectives and contribute to organizational performance and growth.

Hisris and Peters (2002) investigated effective time management for high performance using survey research design method. The study revealed significant positive relationship between effective management of time in organizations and task performance. The study recommended that time management should be considered a prerequisite for firms' performance. This indicates that effective time management practices will lead to attainment of organizational goals. Therefore, effective management of time can create benefits for both employees and the organization. To employees, managing time helps them accomplish assigned tasks as expected; to the organization, effective and efficient management of time makes it possible for its objectives and goals to be achieved with minimal resources, thus improving its level of performance and growth.

CHALLENGES OF TIME MANAGEMENT

Certain factors may hinder effective and efficient management of time in an organization. Armstrong (2003) points that failing to analyze situation poses great challenge to effective management of time. This indicates that when managers and employees fail to carry out effective planning on what tasks to carry out and by whom, such failure hinders effective and efficient management of time. In addition, Chrometa (2017) posits that procrastination is a challenge facing effective management of time in organizations. To overcome the above

barriers to effective management of time, managers should ensure that organizational processes and operations are not delayed by employees, problems must be solved with the desired amount of immediacy and every employee must have a sense of time management.

In another view, Brans (2013) suggests that when people think they can do everything in a shortest possible time, it may result to poor management of time. This implies that when employees desire to achieve many more tasks than possible, it will lead to waste of organizational time, rather than achieving measurable, expected results. Dudouskiy (2012) opines that interruption and distractions are key challenges to effective management of time. These factors can lead to loss of focus, thus leading to inability of the organization to achieve expected result. Hence, an organization can overcome the above challenges through ensuring that unnecessary delay is minimized in carrying out its operations. Time management should be planned for and all activities should be done within the scheduled timeline. This will lead to increased employee performance and growth for the organization.

Planning time

Planning plays an important role in managing time. Time management planning refers to the process of setting goals and objectives to be achieved in an expected time frame and ensuring that actions are put in place to achieve the goals, at the required time (Adebisi, 2013). Time planning deals with identifying tasks making list, prioritizing them as well as grouping tasks towards effective use of time (Gupta, 2009). This implies that time management planning helps employees to effectively use resources in order to facilitate organizational performance and growth. Amir and Saeed (2015) argued that planning is the most important factor in efficient use of time and there should be clear time management program for effective management of time. Therefore, time management program should be arranged based on individual personality traits to ensure that every employee uses organizational time effectively towards the attainment of desired results. This suggests that management of time will help ensure that organization is productive through the performance of its workforce. Therefore, time management planning helps organizations to identify purposes and how to achieve them at an expected period. Saedi, Kouhandel and Buhari (2014) carried out a study on the relationship between time management and organizational effectiveness and different styles of coping with stress. The study adopted descriptive research method. The study indicated that time management leads to organizational effectiveness and stress reduction. The study recommended that organizations should plan for the use of time in order to facilitate employee goal attainment. This implies that the performance of organizations depends on how they effectively plan for and use their time. Saetchi and Behhahani (2010) carried out a study on analysis of relationship between time management and

family argument and factory workers' performance in Kenya. The study adopted survey research method and a sample size of 228 of selected manufacturing firms in Yazd city. It was found that time management has significant effect on achievement of family goals, performance and performance in family tasks.

In the same vein, Adebisi (2013) investigated time management practices and its effect on business performance in North Central Nigeria. The study adopted survey research design with sample size of 120 employees of selected companies. The study revealed that time management planning has significant effect on performance. Study recommended that organizations should continuously plan for the use of their time in order to be effective and efficient. Amir and Saeed (2015) conducted a study on the effect of time management on human resources using descriptive survey method and the sample size of 99 employees. The study indicated a positive significant effect of time management planning on the effectiveness of human resources. The study recommended that organizations should carefully plan for the use of their time to achieve set goals as required. Time management planning will help an organization to set tasks for its employees and ensure that tasks are met in order to achieve its goals and objectives as required.

Therefore, time management planning helps to improve individual family arrangement and facilitate effectiveness in organizational operation. Time management helps organization to set meaningful timelines for goals and objectives to achieve within set time frame.

TIME MANAGEMENT SKILLS

Time management skill is of considerable strategic importance. This is because when managers adopt necessary skills in managing organizational time, it helps them achieve expected results in work place as well as enabling the organization to gain competitive advantage. Effective communication between employees can serve as a skill of managing time. Time management skills refer to set of techniques that help organizations to allocate time for specific tasks through planning, organizing and coordinating the use of time in line with expected results. Amir and Saeed (2015) stated that effective time management skills are considered critical for the success of managers because it can help to increase performance of employees and makes job more challenging which may motivate managers and employees. This implies that the application of time management skills will improve organizational performance by motivating the workforce. Effective time management skills involves the ability of a manager to prioritize tasks, identify purpose, set energy boundaries, set deadlines, develop personal management skill and evaluate and control (Emir & Saeed, 2015). The application of time management skills will lead organization to delegate tasks efficiently, improve self-confidence and helps positive operation.

Taking time management skills into consideration will help organizations to make better use of time thus reducing waste and achieving efficient performance.

Therefore, time management skill is important because it helps employees to be more productive, more efficient to meet deadline (Doyle, 2017). Time management skills help employees to avoid things that are of importance and help the managers be able to determine when and how to delegate tasks. This implies that the application of time management skills will facilitate goal attainment. It is clear that the application of time management skills will not only help the manager but also the employee as well as individuals outside with whom the organization does business to effectively manage their time in order to accomplish the goals they set for themselves. It is in this regard that Adebisi (2012) stated that for effective management of time to be achieved, managers must adopt necessary skills in managing time in order to ensure that expected results are met.

Time management principles

The application of time management principles motivates effective and efficient management of time in organizations. Time management principles are fundamental principles or rules that enhance effective and efficient management of time. Time management principles are more than a schedule to get things done easily, they are strategies that enhance individuals and organizations to do what they value and what will help them accomplish tasks within time frame (Adeola, 2012). Amir and Saeed (2015) asserted that effective planning, identification of purpose, prioritizing tasks, setting of deadlines, personal management and so on are the key principles for effective management of time. This implies that in managing time an organization must effectively plan, towards the achievement of desire result in workplace, and ensure that the timing plans are implemented in such ways that will result in efficient use of time.

Alham (2015) conducted a study on the impact of time management program on time wasters of head nurses. The study adopted survey research method and a sample size of 198. The study indicated a positive significant impact of time management principles on waste reduction and organizational performance. The study recommended the time management principles should be seen as a tool that facilitates organizational performance.

Resource utilization in time management

Effective utilization of resources is the primary concern of every organization. This is because efficient utilization of organizational resources will lead to organizational effectiveness, efficiency and performance. Resource utilization is defined as the process of making the most effective use of the resources available in order to achieve set goals and objectives (Gupta, 2017).

Resource utilization involves effective application of organizational resources such as time, materials, and personnel and so on in order to actualize set goals. One way in which an organization will effectively utilize its resources is through effective management of time. Management of resources is an essential task for organizations that are managing different projects. Time is one of the organizational resources which if managed effectively will lead to efficient utilization of other resources of the organization. Therefore, managing time effectively will help to minimize waste in resources, thus achieving performance. Uwah (2002) states that efficient production practices, economic returns and quality products would be achieved when organization effectively manages its time and utilize resource. This implies that time management can lead to efficient resource utilization and helps an organization to achieve performance and competitive advantage. Competitive advantage is a situation whereby an organization has an edge over its competitors. Several management researches indicated that time management leads to resource utilization which helps an organization to be efficient.

Time management, organizational effectiveness and efficiency

Every organization is concerned about being effective and efficient especially when competition is high. Organizational effectiveness shows how well an organization is achieving its outcomes. To be effective, organizations must maintain effective leadership and implement change through proper utilization of its resources. Organizational effectiveness constitutes the ability of an organization to perform its functions with optimal level of output (Gish, 2015). Organizations use effectiveness to measure any number of things from the relationship between employee performance and company profit to the correlation between manufacturing processes and production volume. Organizational effectiveness is important because it helps an organization to achieve competitive advantage and high result.

Organizational efficiency on the other hand shows the ability of a firm to complement its plans using the smallest possible expenditure of resources. Organizations that are efficient in their operations maximize the level of customer satisfaction which leads to high level of customer patronage (Etuk, 2009). Customer patronage on the other hand will help an organization to achieve its objectives, goals and improve its operations. Therefore, effective and efficient management of time in organization leads to organizational effectiveness and efficiency and improve organizational performance. Alham (2015) posits that organizations that manage their time as required have better committed and motivated employees who put their best efforts in workplace towards the realization of effective and efficient operation of the organization. This indicates that accurate management of time would contribute positively to organizational

performance and performance. If an organization is to be effective and efficient, managers must consider management of time as a strategy that would facilitate goal attainment.

To be effective and efficient, organizations must properly manage time in carrying out its operations. Yakubu and Edna (2015) conducted a study on impact of self-organization and time management on self-performance and service delivery. The study adopted survey research method and a sample size of 106 employees of an organization. The study indicated that significant positive relationship exist between self-organization and time management and employee's effectiveness, efficiency and performance. This implies that through time management, employees in an organization will be effective, efficient and productive which will in turn lead to organizational performance.

Time management and organizational performance

Organizational performance is an important factor that determines the success of every organization. Business dictionary (2018) defined performance as the efficiency of a person, machine factory and system in converting input into useful outputs. To increase performance implies that an organization produces more with fewer inputs. Organizational performance is determined by dividing the average output per period by the cost or resources such as energy, time and material personal consumed in that period. Organizations that gain performance meets expected customer's demands, employee expectations and that of the shareholders as required (Eteng, 2006). Organizational performance shows the efficient use of organizational resources in achieving expected result. When organizations gain performance, it means that they have accomplished more with the minimum amount of resources. This implies that effective and efficient management of time would lead to organizational performance and customer's satisfaction.

On this note that Etuk (2009) opines that organizations that achieve performance stand better chances of being continuous in their operations and that organizational performance is much more important than revenue and profit of the organization because revenue only reflects the increase in efficiency as well as effectiveness of the business policies and processes, while performance shows how well an organization uses available resources to enhance the satisfaction of various stakeholders. Therefore, if an organization is to gain performance in its operations, time management must be considered as vital strategy that will lead to performance in workplace. Time management is an important strategy that facilitates effective and efficient operation of an organization which will lead to performance, growth and performance. Effective management of time in an organization will enable the organization to achieve its objectives and goals as required. This implies that time management helps to improve organizational

performance. Harton (2000) argues that effective management of time in an organization results in the ability for the organization to resolve issues affecting its operations, complete project in timely manner which results in organizational effectiveness and performance. Therefore, managing time efficiently helps organization to achieve its goals and objectives as well as servicing the interest of its various stakeholders which leads to high performance and growth in workplace.

Hisrich and Peters (2002) says that effective management of time leads to reduction in employees stress, thus making employees to put their best effort towards performing their tasks in workplace. This helps the organization to achieve high performance as a result of employee effectiveness. Adebisi (2012) holds that the need for time management has gained popularity and it is important not only as a motivating element behind employee's performance and performance on job, but as the basis for overall performance of the organization. This shows that managing time effectively in an organization will help employees improve their work morale, thus improving the organizational operation and boosting performance. Amir and Saeed (2015) held that by managing time, managers can spend more time discussing more important issues with their subordinate and in this way, improve the performance of human resources.

This shows that an organization would not achieve performance if time is not efficiently managed. Therefore, time management helps an organization to plan, focus on important tasks and improve individual capacity in workplace which leads to high organizational performance and performance. A firm that manages its time effectively attracts committed employees who work well towards the realization of set goals. In the same view, Tim and Robert (2008) expressed that time management helps an organization to set goals to cover the needs and wants of the organization as well as prioritizing the tasks necessary to accomplish them. This implies that effective management of time provides sense of direction or focus for organization on what to be achieved, when and how. This will help the organization to mobilize all resources and to tackle problems efficiently. Therefore, to manage time effectively, managers must always plan for the use of time, set tasks to be achieved and ensure that those tasks are carried out as expected. This means that time management is an effective strategy that can facilitate organizational performance and performance.

Adebisi (2012) investigated on time management practices and its effect on business performance. The study adopted survey research design and a sample size of 120 personnel from selected three small and medium scale enterprises in North Central Nigeria. The study revealed a positive significant relationship between time management and organizational performance. The study recommended that business managers should realize the importance of time management to their survival in a changing business

environment and that managers at all levels, should imbibe the habit of time management practices as a means for achieving advantage. This implies that effective management of time by managers will help an organization to achieve set goals. Therefore, for organizations to gain performance, they must manage their time efficiently towards the realization of expected results.

A study was conducted on the effect of time management on human resources performance social security organization by Eshaghieh and Eslam (2015). The study employed descriptive survey design and a sample size of 50 employees of security organization in Yazd city. The study revealed employee performance increases by increasing the use of time management and that significant relationship exists between individual time management factor and performance. It was recommended that managers should consider effective management of time as a prerequisite for efficiency in workplace. If time management is carried out as required, it will help employees to achieve the objectives of their tasks and further facilitate organizational performance at large.

Adejo (2012) investigated on effective time management for high performance in Lasaco Insurance in Nigeria. The study adopted survey research method and a sample size 80 respondents from 150 workers of Lasaco Assurance Plc. The study indicated that time management is a panacea to organizational effectiveness. The study recommended that organizations should adhere strictly to effective time management in order to provide quality services for their customers. This entails that effective time management will not only facilitate organizational performance but will help the organization to produce continuous quality goods and services that meet customer expectations.

METHODOLOGY

This study adopted survey research method. The use of survey method enables the researchers used questionnaire to obtain information from the respondents. It also enables the study used representative sample to draw a conclusion about a population that would be too expensive to study. The study was conducted in Niger Mills Company Limited Calabar, Cross River State.

The population of the study comprised all the 280 staff of Niger Mills Company Limited Calabar. Simple random sampling was employed to allow impersonal choice in selecting the sample and to ensure that every unit of the population had equal chance of being selected. However, the Taro Yamane formula was applied to the population of 280 to select the sample size of 165 approximately. This accounted for 58.9 percent of the entire population.

The study developed instrument of 28 item titled Time Management and employees' Performance Questionnaire to be responded by staff of Niger Mills Company Limited Calabar with a 5 point Likert scale. The reliability of the instrument was established by carrying out a trial study using 50 staff of United Cement Company Limited/ Lafarge Calabar. The reliability coefficient ranging from 0.82, to 0.86 was obtained for the research variable using Cronbach Alpha. The data for study were analyzed using simple linear regression in SPSS version 20 software.

ANALYSIS & RESULTS

Hypothesis 1: There is no significant relationship between time management and organizational effectiveness.

Table 1 Simple linear regression results for effectiveness

Variables	Beta	Standard errors	T	Sig
(Constant)	15.760	.524	30.081	.000
Time management	.330	.031	10.757	.000
R	.644			
R ²	.415			
Adjusted R ²	.412			
F-value	115.707			
Sig	.000			

a. predictor: Time management

b. dependent variable: Effectiveness

The results of the first hypothesis as shown in tables one. The R-value of .644 shows the level of correlation between time management and effectiveness. The adjusted R²-value of .412 shows that 41.2 percent of the variance in effectiveness is been explained by time management. The model significant of equation is shown thus: $F(1,163)=115.707$, $p<.005$ indicating that, time management significantly predict effectiveness of organization, therefore, the regression model is a good fit for the data and provides, sufficient evidence to conclude that the time management enhances effectiveness of the firm. The equation of the line for using time management to predict effectiveness is $Y=.330+15.760$ which is statistically significant with $t=10.757$ and $p<.005$, where .330 is the slope for the time management and 15.760 is the y-intercept.

Hypothesis 2: There is no significant relationship between time management and utilization of resources.

Table 2 Simple linear regression results for utilization of resource

Variables	Beta	Standard errors	T	Sig
(Constant)	15.183	.557	27.269	.000
Time management	.339	.033	10.377	.000
R	.631			
R ²	.398			
Adjusted R ²	.394			
F-value	107.673			
Sig	.000			

a. predictor: Time management

b. dependent variable: Utilization of resource

The results of the second hypothesis are shown in tables two. The R-value of .631 shows the level of correlation between time management and utilization of resource. The adjusted R²-value of .394 shows that 39.4 percent of the variance in utilization of resource is been explain by time management. The model significant of equation is shown thus: $F(1,163)=107.673$, $p<.005$ indicating that, time management significantly predict utilization of resource in organization, therefore, the regression model is a good fit for the data and provides, sufficient evidence to conclude that the time management enhances utilization of resource of the firm. The equation of the line for using time management to predict utilization of resource is $Y=.339+15.183$ which is statistically significant with $t=10.377$ and $p<.005$, where .339 is the slope for the time management and 15.183 is the y-intercept.

DISCUSSION OF FINDINGS

The result of the first hypothesis revealed a significant positive relationship between time management and effectiveness of organization. This means that adequate time management enhances effectiveness in organization. This finding also resonates with the findings of Adejo (2012) which indicated that, time management is a panacea to organizational effectiveness. This implies that effective time management will not only facilitate organizational performance but will help the organization to produce continuous quality products that meet customer expectations. This is also in agreement with Eshaghieh and Eslam (2015), who revealed that employee performance increases by increasing the use of time management and that significant

relationship exists between individual time management factor and performance. Hisrich and Peters (2002) postulated that effective management of time leads to reduction in employees stress, thus making employees to put their best effort towards performing their tasks in workplace. Harton (2000) opined that effective time management in an organization results in the ability for the organization to resolve issues affecting its operations, complete project in timely manner which results in organizational effectiveness and performance.

The result of the second hypothesis indicated as a significant relationship between time management and utilization of resources. This shows that for organization to experience improved performance its must maintain effective leadership and implement change through proper utilization of its resources. This finding is in agreement with Uwah (2002) posited that efficient production practices, economic returns and quality products would be achieved when organization effectively manages its time and utilize resource. This implies that time management can lead to efficient resource utilization and helps an organization to achieve performance and competitive advantage. In consensus with this finding, Gupta (2017), postulated that resource utilization is making the most effective use of the resources available in order to achieve set goals and objectives. Managing time effectively will help to minimize waste in resources, thus achieving performance. Management of resources is an essential task for organizations that are managing different projects. Time is one of the organizational resources which if managed effectively will lead to efficient utilization of other resources of the organization.

CONCLUSION AND RECOMMENDATIONS

The importance of time management cannot be overemphasized. Time is of essence to every organization hence its effective use is paramount to accomplishment of goals and performance. Effective planning on the use of time could lead to employee performance. Application of time management skills in organizations has been identified as contributing to organizational efficiency. Using time management principles would help organizations to be effective and effective management of time would facilitate efficient utilization of organizational resources. It is therefore important that management of every organization should always plan for the use of time in order to continuously gain the performance of their employees. Organizations should teach their employees to adopt time management skills in managing time so as to achieve efficiency and effectiveness at all time. Management of organizations should train their employees on effective application of time management principles in management of time in order to achieve effectiveness and competitive advantage. Also, Managers should consider management of time as a strategy that will facilitate efficient utilization of their organizational resources and performance as well.

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