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Effect of Time Management As A Tool For Organizational Survival In Private Sector: A Study of Transportation Industry In Anambra State

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ABSTRACT: The study examined time management as a tool for organizational survival in the private sector; a study of the transportation firms in Anambra State. The researcher developed three objectives viz: Determine effect of setting goals strategy on organizational survival of transportation firms in Anambra State;examine the effect of setting priorities strategy organizational survival of transportation industry in Anambra State; ascertain the effect of time scheduling strategy on organizational survival of transportation industry in Anambra State. The study is anchored on hierarchical needs theory. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire and interview which were administered randomly among the staff of the transportation industry. The population of the study is 1081, while the sample size of the study is 207. The hypotheses were tested using ANOVA method at 0.05% level of significance. The findings of the study revealed, Among others that Setting goals strategy has significant effect on organizational survival of transport firms in Anambra State; Setting priorities strategy has no significant effect on organizational survival of transport firms in Anambra State. The study recommends that Employees in the organization attempts avoiding too much task; make sure you delegate the right task to the right person. Make use of technology time savers and use the most appropriate form of technology for your purpose. Every person must treat time very carefully, because nothing affects the bottom-line of an organization more than time effectiveness of its people.

Keyword: Time management, Organization's survival, private sector, transportation firms

INTRODUCTION

One of the major challenges of modern organizations is the concept of time management as much as the exigencies to perform business operations effectively while minimizing unsought consequences like cost (Ndubuisi. & Edeh, 2021). According Healthier (2005), time is the period during which actions or processes take place; time is defined as a scarce resource which must be properly managed otherwise nothing can be managed. Time management consists of tools and activities that help individuals effectively manage and strategize their time. Through effective

time management, one can increase individual or group productivity and experience large profit that will lead to a more satisfying and overall work and life experience. Setting goals, decision making, and delegation are key elements for perfecting time management. Time management employ exactly a sound-like effective organization of time, planning, scheduling activities, writing to-do list, and avoiding time wasting activities (Maganga, 2014).

Time is a device that should be utilized in more productive and adequate manner. Time can be a tool for higher productivity in many organizations therefore it needs to be successfully utilized and not squandered on unprofitable projects. In the corporate world, there is a popular saying that "time is money", this adage is prominent in managing human activities and serve as an apparatus to augment their actions to produce required outcomes or goals. Time cognizant individuals frequently says that time is the best blessing one can give somebody; accordingly, even more reason that time ought to be a boost not squandered.

Studies of time management have attempted to analyze and understand the time use of those persons who want to become more efficient on the job and business activities they undertake.The need for prioritization, creation and use of lists and assigning of activities to time and slots on an individual's calendar is essential for a successful organization. Based on the assumptions that business activities can be completed in manageable bits, allowing a person to work through the obligations of the day to achieve their desired goals. A delay in decision-making or reaction to a problem can be a costly business mistake. Being prepared will ensure that organizations don't waste any valuable time (Adebisi, 2013). Good time management may help in being more productive, more creative, save money, avoid wasting working hours and greatly increase the chances of success in business. Therefore, it is in the light of this that this study will examine time management practices as a tool for organizational productivity. It examines time management as a tool for organizational survival in the private sector, a study of transport industry in Anambra State.

Managers often complain that they never get everything accomplished. Something always seems to occur which prevents them from completing tasks which they had hoped to finish the same day. As a result, the company faces several problems and challenges bothering on inefficiencies due to its time management (Maganga, 2014). Despite the importance of time in the provision of goods and services in an organization, not much attention seems to have been paid to it. In Nigeria, workers are not time conscious and as such duties or tasks are being discharged as at when needed. With regards to this, productivity turns out to be low due to delay in performance in various tasks. However, these are the developments that prompt the researcher to identify the following problems during this study. Therefore, this study is meant to investigate the extent to which time management influences organizational productivity in Nigeria. To accomplish this, three specific objectives are outlined which raised three research questions as well as formulated three hypotheses.

LITERATURE REVIEW

Time Management

Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency, or productivity. For every industrial sector, time management is tantamount to the success of organizing any event. Time management

refers to numerous techniques and skills that can help a person make use of the available time in the most efficient way and to accomplish goals, tasks, and projects within the predetermined period. Time management skills vary but are not limited to prioritizing tasks, planning, scheduling, organizing and the delegation of functions. However, it also includes an analysis of the time spent for different activities as well as close monitoring that allows one to improve his time management skills (Wendy & Olori, 2017).

Goal Setting

Goal setting is crucial in time management. When an individual is goal oriented, he/she will likely manage his/her time more effectively. Goal setting gives focus to where an individual will channel his/her time, energy, and resources. To effectively manage your time, set long range and short-range goals with key step to be taken to ensure their realization. For example, as a personal assistant to a member of the House of Assembly, set goals of what you intend to achieve during your term in office. Break these goals into medium and short-range objectives. Then list out key tasks that will lead to the achievement of these objectives. Let your goals be SMART (Specific, Measurable, Achievable, Realistic and Time bound) bearing in mind that,' if you don't know where you are going, nobody will take you there' (Mankelow and Carlson, 2013).

Establishing Priorities

It is important that set priorities among these tasks counts in time management. People often set priorities based on path of least resistance, default, and inspiration. These methods increase the likelihood of achieving less important goals at the expense of important ones. However, there are several priority selection techniques that can be adopted. The ABC Analysis of establishing priorities involves categorizing priorities in the following order: A - Tasks that are perceived as being urgent and important, B - Tasks that are important but not urgent, C - Tasks that is neither urgent nor important. Priority attention is given to goals listed as A and B. Research of high-performing organizations suggests that the most successful people spend 65 to 80 percent of their time on activities that are "important, but not urgent." The typical person spends about 15 percent of his or her (50-60 percent) time on those activities that are "urgent, but not important" activities such as interruptions and handling other people's priorities.

Scheduling Time

Fisher argues that time management is not a straightforward task as it requires the individual to change his/her behavior by creating realistic time frames and putting completion dates on the items on to-do list. Set deadlines, post them where you cannot help but see them on your computer screen (Fisher, 2001). The managers or individuals in the organization must develop a feeling for the passage of time and the habit of scheduling their time (Rich, 2012). There are things to consider such as calendar that helps in scheduling meetings, events and activities which assist one to know where organization is going and what to do in advance.

Network Analysis

Lucey (1988) defines network analysis as a technique for planning and controlling. Further, he indicates that network analysis is a basic terminology consisting of a set of techniques that has been developed for planning and controlling of projects in view of facilitating the management of an organization. He also indicates that while these techniques show the relationships among functions and activities, they are useful to identify critically and clearly each section and to provide information in terms of activities, and their respective (individual) time, cost, and resource requirement in a project. The network analysis is one of the important quantitative techniques in the process of effective management decision-making process. This

is a management technique utilized not only in management science, but also in other business-related operations. According to Klastorin (2003), network analysis is a comprehensive and systematic schedule for planning, execution and controlling large projects like construction, engineering, maintenance, research, and development, etc.

Organizational Productivity

The international labour organization (I.L.O.) publication "Higher Productivity in Manufacturing Industries" has defined productivity as the ratio between output of wealth and the input of resources used in the process of production". The European Productivity Agency (EPA) has defined productivity as "Productivity is an attitude of mind. It is a mentality of a progress, of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday and continuously. It is the constant adaptation of economic and social life to changing conditions. It is the continual effort to apply new techniques and methods. It is the faith in human progress.

Theoretical Framework

Maslow Theory

The study is anchored on the hierarchical needs theory, developed by Abraham Harold Maslow. The theory dealt on the importance of matching time management with our other needs of human, through a hypothetical pyramid. In the pyramid, our physiological level needs (such as food, water, shelter, etc) were at the base of the pyramid, while self-actualization was placed on the top of the pyramid. The theory doesn't specify the time required to attain them, but focuses on understanding one's needs, differentiating them, and setting time limits on getting each done so that they do not encroach on other essential areas of one's life. The second and most central point of Maslow's theory is that people tend to satisfy their needs systematically, starting with the basic physiological needs and then moving up the hierarchy. Until a particular group of needs is satisfied, a person's behavior will be dominated by them. Thus, a hungry person is not going to be motivated by consideration of safety or affection, for example until after his hunger has been satisfied. Maslow later modified this argument by stating that there was an exception to the rule in respect of self-actualization needs.

Empirical Review

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

Cross and Jiya (2020) assessed effective time management on organizational performance of Northern Nigeria Noodle Company Ltd (NNNC). Survey Research design was adopted for the study. The main objective of the study is to examine the effects of time management on employees' performance. The specific objectives are to: Determine the impact of effective time management on employee's performance in NNNC and identify the factors that influence effective time management on employee's performance in NNNC. The findings of the study reveal that there is a

positive relationship between the organizational performance and effective time management. Based on the findings, it is recommended that an increase in proper time management will bring about a corresponding increase in the organization performance.

Peter and Mbah (2020) examined the effect of time management on organizational productivity in the manufacturing industry, using three manufacturing firms from the senatorial zones of Anambra state as a case study. Based on this, three specific objectives, three research questions and three null hypotheses were formulated. Survey research design was adopted by use of questionnaire for data collection. The population was 560 which were the survey respondents. Due to the small size of population, the entire population was used in the data analysis. The survey responses have been studiously analyzed and ascribed to the tenets of the theories. The methodology applied was the quantitative approach. Simple percentages were used to analyze research data while one way analysis of variance was used to test the null hypothesis. The study found that the overall regression model is statistically significant. The study, therefore, establishes the fact that effective time management is an essential factor and a great tool that enables a firm manage its financial future and improve productivity.

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

Ziekye. (2016) identified the factors that affect time management in Ghana by examining the relationship between organizational effectiveness and time management. A model was designed based on the literature, linking factors of time management with time management and organizational effectiveness. Four hypotheses were built based on the literature and the models were tested in perspective of the previous studies and literature. Findings: The literature and various studies concluded that factors such as strategic planning, organizing/prioritizing and personal responsibility / accountability as principal indices of time management cumulatively have positive impact on organizational effective performance. Also there exists a positive relationship between time management and organizational effectiveness. The more efficiently time is managed by the staff and employees of an organization, the more productive and effective the organization becomes. The organizations should therefore design their rules, processes, policies and organizational structures in such a manner that gives room for the implementation and operationalization of these three fundamental imperatives.

Adeojo, (2012) determine the effect of time management on high organizational performance using LASACO ASSURANCE Plc. as a case company. In this thesis, the employees working with the company were sent questionnaires. Their responses were critically analyzed and thus related to the theories. A quantitative approach was used as the methodology. According to the theory, time management is a method for

managers to increase work performance effectiveness. The study brought out the differences between effective time management and time management. It was discovered that the organization has already implemented time management, but it was not effective enough. The test of a hypothesis was conducted using simple regression with the aid of the SPSS software, thus establishing the fact that effective time management is an important tool for high organizational performance. In conclusion, effective time management is a great tool for obtaining high performance; thus, helping organizations to control their financial future and improve productivity.

Ahmad, et al. (2012) determined the relationship of time management on the job performance among Malaysian event management crew. The researchers believe that for an organizer to be successful in the event industry, they must make a point to adhere to the time frame in completing tasks throughout the event from the beginning till the end. Out of 100 questionnaires distributed only 65 returned. The research findings show that the employees job performance in the organization were affected by their time management in completing the tasks during an event. Furthermore, the result shows that there was a significant relationship between time management and job performance. In conclusion, mostly the employees said that time management can affect their job performance, by not having enough time to manage all their work when the work is more than they can handle. It is pertinent for the event manager and crew members to identify the right measures to handle the related issues to satisfy their client. This article ends with suggestions on the importance of time management factor in achieving high performance service among the event crew members that reflect the organizational performance.

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

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

Akintayo, et al (2020) investigated the impact of time management on business performance in banking industry in Nigeria. Survey research design was adopted and a total of 477 respondents were selected using

stratified sampling technique. A structured questionnaire was used for data collection and descriptive inferential statistics was used for analysis at 0.05 alpha level. Findings revealed that there is significant contribution of time management practice to business performance. Also, it was ascertained that there are differences between male and female respondents' perception on business performance based on time management practice. It was recommended that organization should specify the time bound for performance of a specific task with strict enforcement using internal mechanism. Also, importance should be attached to the time frame for job performance and compliance among the workforce and form part of appraisal format for promotion at the workplace.

METHODOLOGY

The study adopted survey research design.Data were obtained specifically from two sources namely: primary and secondary sources. In collecting primary data, three devices were employed thus: personal interview, observation, and questionnaire. The questionnaires seek information from the staff in the transportation industry. The secondary source involves the use of existing but related literature, which was produced by earlier researchers for the purpose of the study. Specifically, secondary data for this study were obtained from journals, magazines, textbooks, annual reports and internet. The population of the study comprise the senior staff of the selected transport firm in Anambra state. The total population for the study is one thousand and eighty-one that are registered with Anambra state ministry of transport.

Sample Size Determination

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

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

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

$n = (3.8461) (54.05)$

$= 207.881 = 207$

$n = 207$

Decision Rule

In testing the hypotheses, the calculated value of the test statistic is compared with critical or table value of the statistic. The critical or table value serves as a benchmark for rejecting or not rejecting the null hypothesis. Therefore, the decision rule applied in this research is to reject the null hypothesis if the calculated value at 5% significance level with respective degrees of freedom is greater than the table value, otherwise do not reject.

Validity and Reliability of Research Instruments

To make sure that the research instrument applied in this work are valid. The instrument was given to five experts in the field to ensure face and contents validity. From the questionnaires distributed, response validity was obtained by re contacting individuals whose responses appear unusual or inconsistent.

To ensure that the instrument is reliable, a test-re-test method was adopted in which 20 copies of the questionnaire were distributed to the selected transportation industry in Anambra State understudy; two copies to each firms. The instrument was re-distributed for the second time (two weeks interval). The outcome was subject test using the Spearman rank order correlation coefficient the result gave a reliability coefficient of $r = 0.83$, showing that there is high degree items is consistence.

Table 1: Computation of Reliability Using Spearman Rank Order Correlation Coefficient

Questionnaire Item	Rank ^{1}	Rank ^{2}	D	d^2
1	4	2	2	4
2	6	4	2	4
3	5	2	3	9
4	3	1	2	4
5	7	4	3	9
6	5	3	2	4
7	4	2	2	4
8	7	5	2	4
9	6	3	2	4
10	5	2	3	9
11	3	1	2	4
12	5	2	3	9
13	3	1	2	4
14	6	2	4	16
15	6	3	3	9
			Σd^2	97
			N	15
			n^3	3,375
			n^3-n	3,360

$$r = 1 - \frac{6\sum d^2}{n^3 - n}$$

$$r = 1 - \frac{6\,x\,97}{3375 - 15}$$

$$r = 1 - \frac{582}{3360}$$

r = 1 - 0.173214285

r = 0.83

Method of Data Analysis

Analysis for the study is done with the frequency count and percentages while hypotheses was tested using correlation analysis and simple regression analysis at 0.05 level of significance. The analysis is carried out with the aid of Statistical Package for Social Sciences (SPSS). **Decision rule: W**e accept Ho, if p-value is greater than 5% level of significance, otherwise we will reject Ho, to accept Hi.

RESULTS AND DISCUSSIONS

Two hundred and seven (207) copies of questionnaires were administered among the selected respondents, but one hundred and seventy-two (172) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were based on the returned questionnaire. The method used was percentage table technique and t-test for the hypothesis. The method was adopted because it possesses a unique estimating

property which includes unbiased, efficiency and consistency when compared with other linear unbiased estimates.

2.1 Demographic Table

2.1.1 Sex

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

Source: SPSS Output 2022

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

2.1.2 Status

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

Sources: SPSS 2022

In the table above, out of the one hundred and seventy-two (172) respondents, eighty-two (82) representing 44.7% were married, fifty-eight (58) respondents who represent 33.7% are single, Fifteen (15) respondents who represent 8.7% were divorced, while separated were seventeen (17) representing 9.9%. Thus, marital status table help us to know the number of single, married, and divorce respondents that answered the distributed questionnaire.

2.1.3 Education qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
WAEC/NECO	52	15.5	30.2	30.2
B.SC/HND	93	27.8	54.1	84.3

	20	6.0	11.6	95.9
	7	2.1	4.1	100.0
	172	51.3	100.0	

Sources: SPSS Output 2022

The table above indicates that fifty-two (52) respondents representing 30.2% maintain to acquired WAEC/NECO, while 54.1% percent of the respondents which represents ninety-three (93) had B.sc/HND, twenty (20) which represent 11.6 percent have MSc, while seven (7) have PhD, which represent 4.1%.

2.1.4 Age

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

Sources: SPSS Output 2022

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

Hypotheses Testing

Hypothesis one

Ho_1: Setting goals strategy has no significant effect on organizational survival of transport industry in Anambra State.

ANOVA

Table 3.1

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	139.809	4	34.952	47.346	.000
Within Groups	90.065	172	.738		
Total	229.847	172			

Source: SPSS Output 2022

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

Hypothesis Two

Ho_1: Setting priorities strategy has no significant effect on organizational survival of transport industry in Anambra State.

ANOVA

Table 3.2

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	182.143	2	45.536	40.358	.000
Within Groups	137.652	172	1.128		
Total	319.795	172			

Source: SPSS Output 2022

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

Hypothesis Three

Ho_1: Time Scheduling priorities strategy has no significant effect on organizational survival of transport industry in Anambra State

ANOVA

Table 3.3

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.746	4	.373	7.286	.002
Within Groups	161.869	172	1.305		
Total	162.614	172			

Source: SPSS Output 2022

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

CONCLUSION

Effect time management is a panacea to organizational effectiveness and not a placebo. The research found out that majority of the organization workforce are young, single, highly educated and has been working for a short time (5 years), this shows that the organization is in the process of rebranding and lots of initiatives has been considered. At the end, data collected and tested showed a relationship between the two variables in the research work. Thus, it is obvious that effective time management for high performance in organization cannot be ignored because it may result in a costly decline in organization performance. More so, organization must take effective time management with all seriousness for high organization performance. The study therefore, concludes that Effective time management will improve staff productivity, make scheduling of jobs easier, make staff to perform tasks at their highest skill level, helping staff to prioritize and accomplish important task, recording and guiding the organization towards achieving its set goals. As such, the study recommended that: Setting goals strategy should be in the vanguard of organizational high performance and time management. This brings about a corresponding increase in the organization performance; Management should emphasis more in setting priorities strategy as this will increase the profitability of the organization; Every person must treat time very carefully, because nothing affects the bottom-line of an organization more than time effectiveness of its people.

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