

Time Management and Employee Productivity in Government Institutions in Delta State

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Abstract

Personnel have numerous tasks that they require to accomplish but not sufficient time for the activities they are interested in doing, which is why time management is important. Thus, the study looked at worker productivity and time management in Delta State government agencies. The Time Management Quadrant theory was used in the study. The study used data from secondary sources. The results of the study showed that good time management has an impact on workers' productivity as well as their ability to handle pressure, stress, and disagreements. It also keeps them motivated and aids in the maintenance of a positive work-life balance. It is advised that deadlines be established for all government tasks, including those carried out by the main ministries. Among other things, adequate plans should be made to ensure that the objectives are met.

Keywords: Time Management, Organization, Planning, Employee Productivity

Introduction

Time is a constant everywhere, regardless of location. Everywhere in the world, a day consists of 24 hours. This hasn't changed at all. We have a lot going on, though, so how we as a species manage the time we have at our disposal will determine whether we can finish all of our tasks in the allotted time. Improved time management can result in increased productivity at work and in one's personal life. Every manager and administrator needs time in order to accomplish the aims and purposes of the company. Setting goals and prioritising all upcoming tasks according to how they help the person or organisation get closer to achieving those goals will help improve time management. Personnel had an excessive amount of things they require to do nevertheless not sufficient time for the activities they want to do, which is why time management is important. By ranking needs and wants according to importance, time management facilitates the matching of these needs and wants with available time and resources. Effective time management fosters organisation and increases productivity and satisfaction. According to Agbo, Nnamani, and Umeh (2020), time is a powerful tool for progress; all successful, remarkable organisations or individuals who exhibit extraordinary behaviour invest in their time factor. Time is a resource that ought to be used more effectively and suitably. Since time can be used as a tool for increased productivity in many organisations, it must be used wisely and not wasted on things that won't bring in money. There never seems to be sufficient time in the day. All people receive the same 24 hours, though. It raises the question of why some people achieve a great deal in the same amount of time as others. Time management techniques are the key to the solution. The body of research on the significance of time management in the workplace has grown over the past 20 years. According to Peter and Mbah (2020), the need for instantaneous availability of goods and services, coupled with increased global competition, has made the time component of work increasingly significant. Since the 1950s, time management has piqued the interest of academics, particularly when it comes to the issue of efficient time management.

Regardless of whether time can be invested and saved is up for debate. Cross & Jiya (2020) have a different opinion. They contend that time is a valuable resource that should only be used carefully; it cannot be preserved. Time is an unrenovable resource that cannot be replaced once it is lost. Everyone has the same, predetermined amount of time. It passes away at a set pace. It is possible to separate time into discretionary and commitment time, but only the latter can be controlled. In light of this, it seems sense to prioritise tasks and complete the more crucial ones first in order to make the most use of the time that is available. Being extremely productive or efficient is not the goal. As the saying goes, time management necessitates autonomy in terms of alteration of habits, perception, and attitudes. Time needs to be used to accomplish goals and work matters, not harder. This shift is challenging. It calls for work, perseverance, dedication, and a readiness to adapt. Employees must possess strong time management abilities in order to manage their time effectively. Workers must understand the importance of each task within the company in order to manage their time more effectively. According to him, we should take care of the most important tasks first, then the least important ones, and then, if we have time, the other tasks that are crucial or important for our success at work.

Compared to other resources like labour and capital, time is the most valuable resource in an organisation and in society. Time management increases worker productivity, simplifies jobs, ensures that tasks are completed effectively, assists workers in completing required tasks, and, in the end, records and directs the organisation towards reaching its

objectives. According to Pehlivan (2013), organisations and directors are compelled to utilise time efficiently in order to meet the high performance standards set by competitive conditions. Time is therefore essential to any organization's ability to accomplish its objectives and accomplish its goals. Employee productivity is impacted by effective time management, which also makes it easier for them to handle pressure, tension, and disputes. It also keeps them motivated and aids in the maintenance of a positive work-life balance. Therefore, the purpose of this study is to investigate how time management affects worker productivity in a few Delta State local government councils.

Statement of the Problem

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 maximise 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 organisations 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 organisations frequently struggle with time management in their efforts to accomplish goals. Effective time management has been linked to both individual and organisational success, according to earlier research (Claessens, Roe & Rutte, 2009). According to Adebisi (2013), 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 minimising expenses is a key component of positive organisational productivity, which leads to increased organisational efficacy and efficiency. Effective time management can be considered a vital component of success when it comes to workers and the productivity of organisations. In Nigeria right now, local government councils frequently struggle with effective time management. Even though time management is crucial in an organisational setting, it is frequently overlooked when examining organisational behaviour, particularly in local government councils. Inadequate infrastructure, deficient technology, unenthusiastic staff, and poor organisational planning are frequently cited reasons why Nigerian local government councils struggle with effective time management. Managers in organisations frequently lament the lack of time available to complete tasks, which forces them to put in longer hours and occasionally even work extra hours (Francis & Olori, 2017). Time management abilities have thus grown in significance as an essential component for managers in today's businesses. While taking into account the availability of additional resources, time management helps organisations identify needs and wants based on their priority (Adebisi, 2013).

Even with all the benefits that time management can offer a company, workers still struggle to arrive at work on time, particularly in local government councils in which 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 organisations do not view time management as a necessary component of organisational survival. One key strategy for increasing productivity inside an organisation is time management. Nigerian workers' low productivity is nothing new. Indeed, previous reports have indicated that Nigeria's average industrial capacity utilisation is less than 50%, and this trend has not altered (Onuorah, 2019). Future research on time management should focus on the multiple dimensions 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 organisational productivity. Effective time management is a magic bullet for organisational 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 is 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 is to ascertain the causal link between time management and **employee productivity** in selected local government councils in Delta State. The specific objectives are to:

- i. Assess the relationship between effective goals setting and employee productivity in government institutions in selected local government councils in Delta State.
- ii. Explore the relationship between setting priorities and employee productivity in government institutions in selected local government councils in Delta State.
- iii. Investigate the relationship between time scheduling and employee productivity in government institutions in selected local government councils in Delta State.

Literature Review

Time management techniques have been around since the European Industrial Revolution. The majority of people lived straightforward, one-dimensional lives before the industrial revolution as small-scale farmers, craftspeople, etc. (Adebisi, 2013). 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. 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 motives 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. This required more efficient use of time and served as the model for contemporary time management techniques (Njagi & Malel, 2012). 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 prioritise 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 prioritise tasks at work, home, as well as in our personal 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. Many of us appear 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 beneficial 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 instruments that boost productivity and efficiency is referred to as time management (Cross & Jiya, 2020). The goal of time management does not include 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 happening 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, prioritised 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 minimise them. El-Shaer (2015) makes a similar argument and says that one can learn time management skills by recognising 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.

The tool of time management is made up of a broad range of guidelines and soft skills that have a direct bearing on reducing stress in social settings, families, and workplaces. It is also essential for achieving outstanding results and has an impact on workers' productivity as well as their ability to handle pressure effectively (El-Shaer, 2015). It is helpful to observe that time management can be successfully established in an organisation if the right cultural factors are currently established for the system. It is also one of the strategies to enhance the conditions of organisation survival and is a necessary condition for managers' efficiency. As a result, organisations should be capable to develop a culture that is suitable for carrying out time management effectively and advance in line with that (El-Shaer, 2015). Effective time management enables managers to make better use of their limited time resources by focusing their attention on the most important tasks, which enhances their work efficiency (Fatile & Boniface, 2017). Since World War II, there have been a quartet of time management techniques, according to Valleria (2009): The first generation uses a conventional, antiquated method based on clock-based alerts and reminders; the second generation plans and prepares schedules for work and incidents, including time-based goal-setting; the third generation prioritises different tasks and events and uses schedulers to control tasks; and (iv) fourth era: the modern approach is the product of the fourth wave of time management techniques. Similar to the subsequent-generation approach, this strategy attempts to prioritise different tasks as well as events, but it bases that prioritisation on the task's importance rather than its urgency. This approach also concentrates on the efficient and proactive use of the various time management tools.

More recently, lists, organisation, scheduling evaluation, goal setting, goal keeping, and regularly breaking down assignments and occurrences into simpler parts have been identified as time management behaviours (Feeney, 2002). Three major clusters of behaviour have been identified by an empirical study examining the impact of time management practices. These practices include prioritising tasks, adhering to time management procedures, and favouring organisation over disarray (Adebayo & Omojola, 2012). Nonetheless, given their regularity or recurring prominence in the literature, the following seven time management behaviours or skills can be regarded as necessary for effective time management: (1) time analysis; (2) planning; (3) goal setting; (4) prioritising; (5) scheduling; (6) organising; and (7) creating new and improved time habits (Adams & Jex, 1997; Hellsten & Rogers, 2009; Ahmad, Nizan, Mohamed & Wahab, 2012). While many authors have identified time management records activities like goal-setting, list-making, and calendar use as

essential to efficient time management, these activities often overlap or align with all seven of the aforementioned skill areas.

Principles for Effective Time Management

Claessens, Vein-Eede, Rutte and Roe (2004) and Aniwura (2011) state that the following guidelines can help you manage your time effectively:

Planning: This entails setting objectives and outlining doable strategies or actions that must be performed to reach those objectives. Improved time management ought to become a way of life for you if you're serious about closing the performance gap between your intended and actual performance. An administrator who is dedicated to closing the performance gap between interest and performance should make improved time management a way of life. Planning is essential to avoiding failure. According to Adu-Oppong Agyin-Birikorang, Darko, and Aikins (2014), how we use our time determines how much of it we have. Administrators need to be aware of themselves in order to effectively manage their time, and they also need to set objectives. Setting priorities for tasks is made easier when one is aware of the objectives that must be met. Administrators should schedule their time wisely and avoid taking on tasks at random. They also assert that each administrator needs to be fully aware of all the responsibilities included in their job description. The 10/90 rule, also known as the rule of indispensability, is the foundation of effective time management. It says that spending 10% of your time carefully planning your activities ahead of time will save you 90% of the work when it comes to accomplishing your goals later. The administrator will significantly cut down on the amount of time it takes to complete the task at hand by simply considering and organising it beforehand (Hisrich & Peters, 2002; Claessens et al., 2004). There are three different kinds of plans: i. short-term plans; ii. intermediate plans; and iii. strategic plans.

Guidelines for planning include:

1. Specify your objectives.
2. Establish realistic goals.
3. Establish time and quantity goals for the same.
4. Consider the connections you maintain. Avoid relating to people who kill dreams.
5. Begin modestly and with the things you already own.
6. Show sincerity.
7. Avoid isolating yourself.
8. Show adaptability.
9. Adjust plans in light of your outcomes.

Organization: Following effective planning comes organising. Being organised is allocating all available resources to a goal-achieving plan. Bringing all the necessary resources together is the focus of this time management step, which involves organising the regular arrangement of all scheduled activities. It deals with gathering resources to make it easier to achieve predetermined objectives. In its most basic form, organising time is allocating time to tasks based on people, places, or needs. Administrators are required to designate roles and responsibilities to staff members in accordance with goals during this process (Claessens et al., 2004). Any administrator must adhere to deadlines in order to meet their goals. Scheduling tasks to easily accomplish goals is made possible by time management. It entails creating and upholding a corporate, flexible schedule that allows for the inclusion of the institution's top priorities (Ugwulashi, 2011). Different activities require different kinds of schedules. When activities are properly planned, coordinated, and under the administrator's control, the limited resources can be managed effectively and efficiently. In order for administrators to be proficient organisers, they need to adhere to the subsequent work organisation principles:

1. Determining what matters most.
2. Priorities are assigned time frames.
3. Make time for unforeseen events.
4. Avoid taking on multiple projects at once.
5. Think in a constructive way.
6. Appropriately divide tasks.
7. Adjust your work to suit your temperament.
8. Avoid creating unfeasible systems.
9. Allocate time for idle minutes in between important tasks and meetings.
10. Put results ahead of activity.

Responsibility: The core of contemporary management verges on accountability and responsibility. The largest obstacle administrators face is accepting that they are far more responsible for planning events and making sure work gets done. Administrators are in charge of making sure that other staff members follow timetables and comply. "Responsibility is the price of greatness," as Winston Churchill once said. The following are the steps to accountability:

1. Taking accountability for your identity.
2. Taking accountability for your actions.
3. Taking ownership of the things you have been given.
4. Taking accountability for those who guide you.

Accountability and Integrity: A goal and dream is one thing, but really achieving it is quite another. Every responsible person should evaluate the actual outcomes of their actions at the conclusion of designated time periods and compare them to their plans. In addition to being scheduled, managed, and executed, time must also be assessed to demonstrate how effectively it is being used to achieve predetermined goals and objectives. This makes it easier to determine whether planned activities are feasible and can be completed in the allotted amount of time. Examining the time allotted to various tasks reveals any areas in which there are gaps. The problem faced, staff capabilities, and saved periods at the conclusion of each session are all determined by the evaluated time (Claessens et al., 2004). One way to ensure that tasks are completed on schedule is through effective time management.

Time evaluation accomplishes many goals by attempting to address the following queries:

1. Did the time plan help achieve the objectives?
2. Did it aid in achieving academic success?
3. What action is required next?
4. Do any adjustments need to be made?
5. How will the system develop going forward?

Effectiveness: The efficacy principle is also necessary for efficient time management. This means that since "there can never be sufficient time to do all that you have to do," you should concentrate on the most crucial problems or tasks. The most important things should have the final say over the less important ones. The Pareto principle, which states that 20% of your actions will be responsible for 80% of their value, actually means this. This basically means that out of ten items on your list, two will be more important than the remaining eight combined (Claessens et al., 2004). Because they add the most value to your work, these two tasks are therefore worthy of your attention. The idea, sometimes known as the forced efficiency principle, holds that while there is never sufficient opportunity to complete everything, there always exists time to complete the most crucial tasks (Aniwura, 2011). The basic idea of analysis is another. This implies that the worker must examine themselves in order to determine how they are currently spending their time. This is done in order to achieve the tenet of posteriorities and make amends. The posteriorities principle entails settling on a few priorities. It is choosing what should be discontinued. The concept of teamwork is another. When interacting with other members of the organization's workforce, the manager must assist other participants of the management group and employees in developing a greater awareness of the time management concept. When interacting with other members of the management team, each member must use efficient time management techniques.

Benefits of Time Management

The current shifts in the different organisational levels around the world, coupled with more demands, expectations, and the pressure to function and succeed, have made the jobs of public sector administrators increasingly challenging and time-consuming. Administrators must thus budget for and justify the time needed to complete the tasks at hand as well as contrast the total projected duration for tasks requiring expected maturity. The organization's productivity level is largely determined by its time management practices (Kalu, 2012). Ugwulashi (2011) lists the following as a few explanations why time management is crucial:

1. It lessens miscommunication and confusion and aids in staff members' efficient use of time;
2. It makes time and opportunities for completing the necessary tasks;
3. It lessens conflicts with regard to activities, schedules, and interpersonal relationships;
4. It makes it easier to assign tasks to employees;
5. It boosts employee productivity;
6. It makes meeting deadlines easier for staff;
7. It empowers employees to take charge of many aspects of their lives; and
8. It gives employees more time to unwind and engage in their favourite activities.

Effective time management is a crucial tactic for achieving organisational goals and objectives with the least amount of resources. It offers ways for a company to consistently improve performance. One of the biggest advantages of time management is the way it improves people's performance at work, which aids in the organization's fastest possible achievement of its goals and objectives. Employees that manage their time well will be able to complete their tasks as assigned on schedule. According to James (2013), effective time management not only benefits a company but also lowers stress levels and improves worker productivity. According to Adejo (2012), effective time management in the workplace fosters creativity and introduces new methods for achieving goals within allotted time. According to Eruteyan (2008), effective time management promotes orderliness and increases productivity and fulfilment. This suggests that effective time management will support workers in gradually achieving goals and improve the performance and expansion of the company. Thus, efficient time management can benefit the company as a whole as well as its employees. Effective and efficient time management enables an organisation to achieve its goals and objectives with the least amount of resources, enhancing performance and growth. For employees, it helps them complete assigned tasks as expected.

Time Management and Employee Productivity

An organization's productivity will be lower without making the greatest use of its time, which is crucial for high productivity. A manager in an organisation needs to be extremely aware of how they use their time because inefficient use of time affects the productivity of the entire organisation (John, 2020). In order to optimise organisational productivity through effective time management, managers and employees need to consider specific methods for time management in light of their respective organisations' needs.

Theoretical Framework

The study used Covey R. Stephen's 2009 Time Management Quadrant theory. The theory could be used anywhere that increasing employee productivity and organisational 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 critical 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, effective scheduling would not be possible. Quadrant 1 is characterised by urgent issues, crises, deadline-driven tasks, emergencies, and well-managed time that improves with practice. Preparing, planning, and instruction will all help you complete your task on time, and this is where Quadrant 11 comes in. If at all possible, assign Quadrants 111, or think about rescheduling the m. No matter how entertaining, the content in the quadrant should be avoided. Examples of such distractions include watching television for hours on end and engaging in gang activity online. According to Covey (2009) and Panayotova, Vasic, and Yordanova (2015), this theory can assist you in setting priorities, avoiding delay 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 a conference room for a minimum of that long whilst they wrapped up a call with someone else. Most urgent issues are obvious. 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 practise 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 prevails 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 surface. with a forceful blow. Problems literally beat some people up every day. 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. However, the truth is that other people's priorities and expectations frequently determine how urgent these issues are (Covey, 2013).

Every quadrant has a distinct feature that helps the employee prioritise 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 certain individuals 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 utilised, it is crucial because it requires simultaneous tactical and strategic work (Mueller, 2017). In order to actually put consciousness and belief into practice, a few methods or instruments 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 minute 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. Under all circumstances, they push themselves to finish the most important one first (Covey, 2013). The efficient way to set priorities is the focus of Covey's time management theory. The theory serves as a helpful reminder that developing time management skills eventually results in a greater sense of control. Three characteristics made up Covey's (2009) methodical framework of time management conduct were a preference for organisation, the principles of time management behaviour, and goal and priority setting. Time management, which includes employee tasks like prioritising work, preparing for critical tasks, adhering to schedules, and advance planning, can be seen as a cluster of skills important to the success of local government administration.

Increased productivity is one benefit when employing the Stephen Covey Time Management Index in the workplace. The hierarchy of this approach may help you decide which tasks to prioritise and how best to complete them. A well-organized and prioritised to-do list could help you complete a greater number of the most critical tasks in the same length of time; habits - This matrix could help you identify the quadrants in which you devote the the majority of your time and evaluate your own performance. After that, you might develop new habits of focusing on Q1 and Q2 items, such as work-life balance. Improved planning skills and more productive work habits allow you to spend more time on the things you

value outside of work. You can establish specific short-term goals that can be achieved in predetermined timeframes by using this matrix to appropriately prioritise your tasks. This can make it easier for you to plan initiatives and long-term objectives. 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 prioritise 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 organisation. 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 change of perspective in Delta State local government councils regarding 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 fundamental ideal of excellence in everything that the employees do. This is achieved by setting guidelines regarding task prioritisation while offering tools for time management through the local government councils in Delta State.

Method

Because it allows researchers to analyse historical patterns and events to better understand the present, historical research designs and methods have a clear utilitarian value (Morris, 2014). However, secondary data sources like journals, textbooks, the internet, e.t.c. will provide the pertinent information for this study.

Conclusions

Efficient time management is not a justification, but a universal solution for improving administrative effectiveness. Good time management will increase employee output, facilitate work scheduling, enable employees to operate at their maximum capacity, assist employees in setting priorities and completing critical tasks, and record and direct the organisation towards reaching its objectives. The ability to manage time effectively does not equate to a set standard of quality.

It is something that can be learned and developed via experience and regular practice. Time will only be effective if the individual is totally dedicated to it, eliminating any possibility of doubt. The organisation itself needs to streamline its procedures in order to develop a flexible organisation that will need to evolve into more time efficient. What an institution provides time will determine the benefits it receives later.

Recommendations

- i. The government, at all levels, including the core ministries, should set aside time to complete all tasks.
- ii. Sufficient provisions ought to be made in order to achieve the objectives.
- iii. Devices for tracking the completion of the allotted time should be installed.
- iv. When the allotted time has passed, an impartial performance evaluation ought to be carried out.

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