

**EFFECTIVE TIME MANAGEMENT ON EMPLOYEE PERFORMANCE OF NORTHERN NIGERIA NOODLE COMPANY LTD****Dr. Cross Ogohi Daniel* & Dr. Jiya N. Santeli**

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Abstract

This paper assesses effective time management on organizational performance of Northern Nigeria Noodle Company Ltd. 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. Effective time management not only affects the productivity of your employees, but also helps to cope with stress, conflicts and pressure more efficiently. It also helps them maintain a healthy work-life balance and keeps them motivated. 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, all things been equal and in order to create a time-conscious organization that one will have to become more time efficient, the organization itself must streamlines its time management process

Keywords: Time Management, Organizational performance and employee performance.

Introduction

Time is an essential resource every manager needs to achieve the goals and objectives of an organization. It is so delicate that it cannot be saved but can only be spent and once misused it can never be regained. Every manager is looking for ways to improve time management. Whether it is the management of an organization looking for business improvement or an individual looking for ways to better spend their time, time management is important to both. Oxford Advanced Learner's Dictionary defined time as a period either long or short, during which you do something or something happens while management is defined as the act or skill of dealing with people or situations in a successful way.

According to Ojo & Olaniyan (2008), the following are the attributes of time: Time is a unique resource; It is the scarcest resource in the universe; Time cannot be replaced by man; Time cannot be accumulated like money; Time cannot be turned on and off like machine; Time cannot be stocked like raw materials; Time passes at a pre-determined rate whatever happens; Everybody is equally endowed with the same amount of it irrespective of his position and Time like any other scarce resource must be managed and used judiciously. Therefore, time management can be seen as a period, either short or long, which involves how people use their time judiciously to produce result. Time management starts with the commitment to change.

According to Shirley (2008), better time management can be achieved if goals have been set and then all future work is prioritized based on how it moves the individual or organization towards meeting the goals. The value of time management lies in the fact that people have too many tasks they need to do but not enough time for the things that they want to do. Time management helps identify needs and wants in terms of their importance and matches them with time and other resources (Ezine, 2008). Time management brings about orderliness and enables one to be more productive and fulfilled.



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As a manager, time is an important factor needed to enhance various organizational performances i.e. the way time is being managed in an organization will reflect on its performance either positively or negatively. According to Joshua (2008), the performance of an organization is evaluated in terms of the degree of achievement of the organizational goals and objectives at what monetary costs and efficiency. Effective time management is a major challenge managers in Nigeria are facing today as they have a lot of duties to perform within a limited time. Performance in an organization revolves round the monetary costs, efficiency (i.e. ability to do something well or achieve a desired result without wasted effort) and effectiveness (i.e. doing the right things more than performing them efficiently).

As a manager, both the resources and employees must be properly managed and all priorities must be placed in order of their importance. Time management strategies are often associated with the recommendation to set personal goals. These goals are recorded and may be broken down into a project, an action plan, or a simple task list. For individual tasks or for goals, an importance rating may be established, deadlines may be set, and priorities assigned. Time management involves investing time to determine what one wants out of his day to day activities. Effective time management is the investment of time in such a way that suitable results are achieved from activities within a specific time range and it emphasizes on effectiveness rather than efficiency.

One's ability to choose between the important and the unimportant and be determined to follow the correctly chosen sequence is the key determinant of effectiveness in time management. In order to manage time, managers must be creative and introduce various ways of producing output within a stipulated time. They must be able to manage their emails and phone calls, that is, they must be able to minimize the time they spend receiving phone calls and reading emails. The key to successful time management is planning and then protecting the planned time, which often involves re-conditioning your environment, and particularly re-conditioning the expectations of others.

Statement of the Problem

Time is a necessity for every organization in achieving its goals and objectives. The attempt to accomplish the desired goal poses a great threat to the organization. According to International Labour Organization (ILO) (2016), Time management has become a major challenge to Managers. Organizations face a number of problems and challenges centering on inefficiencies in its time management. These could be stated as follows: Lack of Job security and poor working conditions of employees; Lack of adequate maintenance of human resource policy; Lack of proper structuring of the organization which is required to have a new trend that would enhance its efficiency and make it feasible; Poor team building and Lack of Self-discipline.

Therefore, this study seeks to examine effective time management on employee performance of Northern Nigeria Noodles Company (NNNC).

Objectives of the Study

The main objective of the study is to examine the effects of time management on employees' performance.

The specific objectives are to:

- i. Determine the impact of effective time management on employee's performance in NNNC.
- ii. Identify the factors that influence effective time management on employee's performance in NNNC.

Research Hypotheses

The following null hypotheses were raised for the study:

H₀₁: There is no significance relationship between effective time management on employee's performance in NNNC

H₀₂: There is no significant relationship between factors influencing effective time management and employee Performance in NNNC



Literature Review

5.1 Concept of Effective Time Management

Time is an essential resource; it's irrecoverable, limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24 hours exist in a day and dynamic because it's never static. According to North (2004), time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time.

Time management is not about getting more things done in a day. It is about getting the things that matter most done. Time management is the ability to decide what is important in your life both at work, at home and even in our personal life. Time is that quality of nature which keeps all events from happening at once. To manage your time, you need to go through a personal time survey and estimate the way your time is being spent. Time management is a set of principles, practices, skills, tools and system that help you use your time to accomplish what you want. Time management is a skill that many of us seem to learn through necessity. The problem with learning a skill through necessity is that, more often than not, bad habits creep in and, although the skill may be useful in general, we do not use it to its full potential. Time management is a skill that takes time to development and perfection. It also is a skill that is different for everyone. Time management refers to the development of processes and tools that increase efficiency and productivity (North, 2004).

Effective time management is the key to high performance levels.

Effective time management not only affects the productivity of your employees, but also helps to cope with stress, conflicts and pressure more efficiently. It also helps them maintain a healthy work-life balance and keeps them motivated. Time management training is one of the most effective tools to enhance the productivity of your team (Hisrich & Peters, 2002). In the time management training, participants are provided with a unique planning and management systems that help them have greater control over their time as well as their performance. As a manager, sales person, administrative assistant or an executive, time is the most valuable asset. In order to have an effective utilization of time, prioritize task and activities then eliminate unnecessary elements.

Effective time management cannot be turned on or off when convenient. It is a set of skills and behaviors that become a pervasive part of one's professional and personal life. The two major components of time management are practice and purpose. The practice component refers to what you do with the minutes of your day. The purpose component refers to finding and knowing your purpose in life. When you manage your time, the minutes of your life, and it falls in alignment with your purpose of your life, you have a fantastic chain reaction. This alignment can enable you to accomplish your tasks more effectively, to reach your goals more quickly, and to give you a greater sense of peace.

Time management is a method for managers to increase work performance effectiveness (Claessens et al, 2009). Time management is probably not as easy as what it is imagined and expected to be. Hence, authors differ in the way in which they define time management. In their study, "time management: effectiveness, logic and challenges, have noted that the term time management means different things to different people.

According to Lakein (1973), time management refers to the use of particular techniques such as 'to-do' lists or deliberately planning activities, or to participate in training with the purpose of learning how to master and use such a technique. In general sense, Claessens (2009) defined time management as types of behavior that differentiate people who do things on time, stick to deadline and spend little time on their activities from those who are often late, pass deadline, spend much time on their activities and waste time on unimportant matters.

5.2 Advantages of Time Management

According to Ladders (2004), the advantages of time management are:

- i. It helps to take control of many areas of your life.
- ii. It increases productivity.



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- iii. Time management makes you become more organized.
- iv. It helps you to utilize time effectively.
- v. Time management also helps you gain time for yourself to relax and do the things you enjoy doing.

To Americans, time is money. We live by schedules, deadlines and agendas, we hate to be kept waiting, and we like to get down to business quickly. In many countries, people are not rushed because they feel people in rush are arrogant and untrustworthy.

5.3 Principles of Effective Time Management

Effective time management also depends on the principle of effectiveness (Covey, 2007). This means focusing on the most important issues/tasks as ‘there will never be enough time to do everything you have to do’. The things that matter least must be at the mercy of the things that matter most. This is the real meaning of the Pareto principle which says that 20% of your activities will account for 80% of the value of your activities. This means in essence that if you have a list of ten items to accomplish, two of these items will be worth more than the other eight items altogether. These two activities are thus worth-concentrating on as they contribute the greatest value to your work. The principle is sometime called the principle of forced efficiency which states that “there is never enough time to do everything, but there is always time to do the most important things”.

There is also the principle of analysis. This means the individual needs to analyze him to know how his time is presently being spent. This is to make amend and to achieve another principle called the principle of posterior ties. The principle of posterior ties means to sit down on some priorities. It is deciding on what to discontinue. Another principle is that of teamwork. The manager needs to help other members of the management team and subordinates to become more sensitive to the time management concept when dealing with other individuals in the organization. Each member of the management team needs to employ effective time management in dealing with other members (Covey, 2007).

5.4 Time Management Behaviors

In Relation To Time Management Behaviors, some studies have focused on three types of behaviors that include: time assessment behavior, planning behavior and monitoring behavior (Claessens, 2007). Several authors have described these behaviors in details.

Kaufman (1991) states that time assessment behaviors are aim at awareness of here and now, or past, present and future and self-awareness of one’s time use and they cover or help to accept tasks and responsibilities that fit within one’s capabilities. In relation to planning behaviors, which include goals, planning tasks, prioritizing, making to-do lists, grouping tasks, aim at effective use of time (Macan, 1996). Monitoring behaviors focus on observing one’s use of time while performing activities, generating a feedback loop that allows a limit to the influence of interruptions by others (Fox & Dwyer, 1996; Zijlstra, 1999; cited in Claessens, 2007).

5.5 Effective Organizational Performance

The 3Es for effective organizational performance includes Economy, Efficiency and Effectiveness (North, 2004). More elaborately, economy is essentially a resource acquisition concept with a least reasonable cost. It means buying resources (men, materials, money) at a favorable price, at the right time, from the right source, in the right quantity and quality. Efficiency is an essential resource usage concept, also with a least cost notion. It has to do with minimization of input and maximization of output. Efficiency thus refers to the relationship between the quantity and quality of goods/services produced and the cost of resources used to produce them at a required service/operational level. Effectiveness is defined as an ends-oriented concept that measures the degree to which programmed goals and objectives are met or achieved. Ayegh (2005) cautioned that effectiveness must be judged on the balance of positive and negative consequences. Thus, a manager’s performance is a summation of his economy, efficiency, effectiveness in the procurement and use of his organizational resources to accomplish his organizational goals and objectives.



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5.6 External Factors Influencing Organizational Performance

According to Covey (2007), the external factors that influence organizational performance range from the skill level of the labor force to the nature of today's business environment. Of course, these elements are dynamic, not only influencing the need for organizational performance today but affecting how businesses will strive for peak performance in the future.

- i. **Talent and Skills of Workforce:** If businesses are to become high performance organizations, they must have employees who possess the right skills, abilities, and mindsets. When sufficient numbers of appropriately skilled workers cannot be found or trained, organizational performance is bound to suffer. Keeping skilled employees onboard can be problematic, too. Workers' influence on organizational performance is undeniably crucial. A Hewitt Associates study of 100 large U.S. companies in 2006 concluded that those with formal programs in place to identify and develop skilled workers and high performance talent consistently achieved higher rates of shareholder return (Zielinski, 2006 as cited in Covey, 2007).
- ii. **Global Competition:** Globalization exercises a direct effect on organizational performance. Leading organization globalization initiatives can position firms for success across multiple business units. The two suggest viewing international expansion as "growth and quality improvement opportunities". As well as a mechanism for transforming such factors as company structure, process design, communications, capabilities, and more. Business expansion across international borders logically opens doors to new markets, but it also opens organizations to new competitors—a double-edged sword for some companies.
Kaplan & Norton (2006) note that today's organizations are challenged by the fact that intangible assets, such as knowledge workers and research and development, are playing an increasing role in corporate success and by the fact that globalization has dispersed those assets worldwide. These factors are driving companies to get better at aligning both physical and intellectual resources, internally and externally, around the world.
- iii. **Technology:** Technology and performance have been intertwined since the dawn of human civilization. In learning to create and exploit new technologies, humankind has been able to powerfully influence the world. For example, how the evolving understanding of heat and combustion led to technologies such as metallurgical techniques, wood stoves, steam powered engines, coal-powered plants, electricity, automobiles, large-scale machinery, and, eventually, most of what constitutes the modern workplace. Try to imagine the performance levels of workers without such technologies. Future technologies are likely to show the same patterns, raising performance levels when used well but hindering performance when used poorly. Many other types of technology—from robotics to biotechnology to nanotechnology promise to boost the performance of individuals and organizations in coming decades. But only time will tell how successfully organizations can leverage these technologies to their competitive advantage.
- iv. **Political and Regulatory changes:** As most employers understand, laws and regulations can have a major impact on their businesses. "The challenge, "according to McKinsey & Co. executives," is to find a way for companies to incorporate an awareness of sociopolitical issues more systematically into their core strategic decision-making processes," recognizing that such issues can present not only risks but opportunities as well. The keys to managing threats and opportunities are the ability to plan proactively, craft industry alliances, and stay informed about social and political trends (Bonini, et al 2006).
- v. **Influence of Ethics:** An ethical atmosphere in an organization is good for efficiency and the bottom line. Ethical attitudes tend to translate into ethical behavior, in turn enabling those who deal with the organization to develop trust in the system. A lack of trust in an organization's fair dealing means all transactions must be monitored more closely, which takes time and drives up costs (Shaw 2006).

5.7 Challenges of Time Management

According to Eruteyan (2008) Effective time management for high organization performance is a function of the following:



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- i. Reactive Mode of Working: Some managers are only concerned about what is happening at present in their organization. They don't take time to act to events that come their way rather they react and keep complaining.
- ii. Failure to think correctly before acting: Taking action without prior correct thinking is a cause of time management failure. Some managers seem not to believe in or find it difficult to put into practice, the 10/90 principle of effective time management which states that 10% of time that it takes to plan your activities carefully in advance will save you 90% of the effort involved in achieving your goals later.
- iii. Failure to acquire new skills, knowledge and abilities: Some managers fail to update themselves in terms of attending seminars and lectures that will increase their horizons instead they feel they know all things and don't need to be updated.
- iv. Procrastination on Hard Challenging Jobs: Some managers adopt procrastination on hard challenging jobs. Instead of getting started on them and allocating good time thereto, they adamantly refuse to work on these tasks. The most injurious aspect of this approach is that such hard challenging jobs are not in the bottom 80% but in the top 20% of jobs which add most value to the managers' work.
- v. Others: Other reasons for time management failure by managers includes poor team building, refusal to relax, poor creativity, poor self-confidence, inability to set a conducive working environment etc. (North, 2004).

Methodology

This research therefore covers one selected manufacturing company in Kaduna namely Northern Nigeria Noodle Company Ltd.(NNNC). Secondary data were obtained through books, journals, and internet. Empirical works of other scholars were consulted. A sample size of 102 was obtained from the population of 137 at 5% error tolerance and 95% degree of freedom using Yamane's statistical formula 102(100%) of the questionnaires distributed 90(88.2%) were returned and 12(11.8%) were not returned. The questionnaire was designed in Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. Pearson moment product co-efficient and regression analysis were used to test the hypotheses.

Testing For Hypotheses

7.1 Test of Hypothesis One

Ho: There is a significance relationship between effective time management on employee's performance in NNNC

H₁: There is no significance relationship between effective time management on employee's performance in NNNC

Table 1: Descriptive Statistics

	Mean	Std. Deviation	N
Effective time management	1.7766	.51738	102
Employee's performance	3.4727	.85386	102

Table 2: Correlations

	Effective time management	Employee's performance
Effective time management		
Employee's performance		



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Pearson Correlation	Effective time management	1.000	.682
	Employee's performance	.682	1.000
Sig. (1-tailed)	Effective time management	.	.000
	Employee's performance	.000	.
N	Effective time management	102	102
	Employee's performance	102	102

Table 3: Model Summary^b

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.682 ^a	.465	.463		.37899	.064

a. Predictors: (Constant), employee's performance

b. Dependent Variable: effective time management

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.778	1	47.778	332.632	.000 ^a
	Residual	55.012	302	.144		
	Total	102.790	303			

a. Predictors: (Constant), employee's performance

b. Dependent Variable: effective time management

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.342	.081		14.223	.000



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Employee's performance	.413	.023	.682	18.238	.000
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a. Dependent Variable: effective time management

R = 0.682
 R² = 0.465
 F = 332.632
 DW = .064

Interpretation:

The regression sum of squares (47.778) is less than the residual sum of squares (55.012), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. R, the correlation coefficient which has a value of 0.682, indicates that there is a positive relationship between effective time management and employee's performance. R square, the coefficient of determination, shows that 46.5% of the variation in the growth is explained by the model.

With the linear regression model, the error of estimate is high, with a value of about 0.37899. The Durbin Watson statistics of .064, which is not, tends to indicates there no is autocorrelation. Effective time management coefficient of 0.682 indicates a positive significance between effective time management and organisational performance in NNNC, which is statistically significant (with t = 14.223). Therefore, the null hypothesis should be rejected and the alternate hypothesis accordingly accepted.

7.2 Test of Hypothesis Two

H₀: There is no significant relationship between factors influencing effective time management and employee Performance in NNNC

H₁: There is a significant relationship between factors influencing effective time management and employee Performance in NNNC

Table 6: Descriptive Statistics

	Mean	Std. Deviation	N
Factors influencing effective time management	2.8253	1.27682	102
Employee's performance	3.1613	1.37593	102

Source: SPSS version 15.00

Table 7: Correlations

		Factors influencing effective time management	Employee's performance
Factors influencing effective time management	Pearson Correlation	1	.716(**)
	Sig. (2-tailed)		.000
	N	163	102



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Employee's performance	Pearson Correlation	.716(**)	1
	Sig. (2-tailed)	.000	
	N	102	102

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

Source: SPSS version 15.00

Table (6) shows the descriptive statistics of the factors influencing effective time management via, organizational performance with a mean response of 2.8253 and std. deviation of 1.27682 for effective time management and a mean response of 3.1613 and std. deviation of 1.37593 for employee's performance and number of respondents (102). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (7) is the Pearson correlation coefficient for factors influencing effective time management and employee's performance. The correlation coefficient shows 0.716. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant relationship between factors influencing effective time management and employee's performance ($r = .716$). The computed correlations coefficient is greater than the table value of $r = .195$ with 383 degrees of freedom ($df = n-2$) at alpha level for a two-tailed test ($r = .716, p < .05$). However, since the computed $r = .716$, is greater than the table value of $.195$ we reject the null hypothesis and conclude that there is a significant factors influencing effective time management and employee's performance in NNNC. ($r = .716, P < .05$).

Conclusion

Effect time management is a panacea to organizational effectiveness and not a placebo. 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.

Being well organized in respect of the use of time does not necessary means a fixed state of quality. It can be acquired through learning and developing through consistent practicing and experience. Time will only work if the person is committed fully to it thereby removing any shred of doubts. The most important and crucial ingredient is "confidence", this is split into two aspects.

Firstly, one needs to believe and have the full confidence that learning is possible and also the development of the skills is possible as well.

Secondly, the time management techniques must be trusted because if not, there is no way it can work. If the two aspects can be achieved, then the level of effectiveness will be immense.

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 taken into account.

At the end, data collected and tested showed a relationship between the two variables in the research work. Thus, it is obvious that the effective time management for high performance in organization cannot be ignored because it may result in a costly decline in organization performance. As such, organization must take effective time management with all seriousness for high organization performance.



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Recommendations

From findings, it was obvious that effective time management is a tool for organization performance. Thus, it is recommended that organization should adhere strictly to effective time management in order to provide quality services to their customers. The following time management is also recommended:

- i. There is a positive relationship between the organizational high performance and time management. Thus an increase in proper time management will bring about a corresponding increase in the organization performance, all things been equal. In order to create a time-conscious organization that one will have to become more time efficient, and that the organization itself streamlines it process.
- ii. Employees in the organization attempts too much task. Avoiding too much task; make sure you delegate the right task to the right person.
- iii. 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 (some executive do nothing serious about it). Laying emphasis on the importance of good time management at regular meetings is a great way of ensuring that all the employees are all aware of it.

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