



EFFECT OF TIME MANAGEMENT ON ORGANIZATIONAL PRODUCTIVITY

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Abstract

This work examined the time management on organizational productivity in Nigeria. The study aimed to determine the effect of Multitasking, prioritization and procrastination on organizational productivity. Relevant theoretical and empirical literatures were examined. This study anchored on Theory of Time Quadrant. The study adopts a descriptive research design. The study is limited to three hundred and twenty (320) employee of Nigeria brewers Onitsha as the population of the study. The entire population was used as the sample size. The data generated were analyzed using descriptive statistics and Pearson correlation analysis. The hypotheses formulated were tested using multiple regression analysis. The result of regression analysis shows that multitasking has a significant effect on organizational productivity. Procrastination has no significant effect organizational productivity. Prioritization has a significant effect on organizational productivity. The study concludes that time management had a significant positive effect on organizational productivity. The study recommends that in achieving organizational productivity an employee need to know why a task has been assigned to him/her, what type of task and expectation these issues require must be clear written to achieve its effectiveness, while delegating , listening is also required. Procrastination can be overcome through avoiding habits that lead to procrastination, problems such as fear, anxiety, poor time management, evaluation of goals strengths and weakness set priorities, reinforce preset goals so that they can be balanced and achievable. Manage your time better and achieve extensively is one tool that will help prioritize effectively, action plan which will differentiate important task concentration has to be improved distractions minimized, tasks that do not provide value to the organization must be eliminated.

Keywords: Time management, Organizational productivity

Introduction

Time is the valuable resource for everyone. It has equal importance for personal and for professional success. Time is constant and irreversible. It is perishable and cannot be stored for further use (Adejojo, 2012). It is finite in nature that is why everyone should spend time carefully



(Ojo and Olaniyan, 2008). A set of certain skills and methods to achieve targets, goals and objectives such as setting goals, analyzing, allocating and organizing the available time is known as time management (Abd-el-Aziz, 2012). Time management does not mean to do most stuff rather it means to do what is deemed important. It also emphasizes to eliminate the inessentials. Better time management results quality work, quality social life and an organized personality but constant planning, review and revision is required until it become a habit (Hisrich & Peters, 2002). Time management can be learned by planning and to stay with it (Steven, 2009). An important part of planning is prioritizing. Prioritizing means list out the tasks you have to do and classify them according to their priority, and then spend most of the time to the important and urgent tasks (Tavakoli et al, 2013). Like any other person, proper management of time is also important for the managers. Manager's work is closely related to time as he has to fulfill numerous working demands in limited time. Effective leaders manage time, the more likely opportunities exist to resolve issues and complete projects in a timely manner, which could result in organizational success (Charlton, 2000). Managers who complain not having sufficient time actually fail to organize themselves. Mostly they focus on the issues that will have a great impact on the performance of the organization and ignores the trivial things (Aniwura, 2011). Time management skills helps managers to utilize their scarce time resources, allow them to put their attention on the matters of highest priority that results improved job performance (Claessens et al, 2007).

Saeidian and Paktinat (2013) also observed that the application of time management strategies create awareness in an individual on the available time allocation, the extent to which such time are utilized and committed to, and how far such time are effectively utilized before the time lapse. The authors stated that if the students or individuals did not do what they ought to do before the time lapse, it may lead to individual's frustrations and such individuals will lag behind his colleagues in all styles of life. Therefore, the rationale for this study is to examine the relationship between time management indicators or time allocation, utilization, commitment and time lapses and those organizational productivity indicators of lecturer's job performance, students academic performance, research publication, record keeping, organizational discipline .Each benefit of time management improves another aspect of one's life. it is against this backdrop that the researcher choose to investigate time management and organizational productivity.



Statement of the Problem

Due to the complexities of the lecturers' role in the tertiary institutions, such role conflicts however constitute barriers to effective time management in the tertiary institutions in Nigeria. Mercanciogu (2010) observed that time is very essential for effectiveness and efficiency in the school administration an effective time management will surely enhance effective students academic performance. However, there is the need to utilize the allocated time effectively and committed to the program and tasks at the right time before the time lapse. The problem of this study aims at investigating the relationship between time management and organizational productivity in Nigeria. The study therefore focused on the time allocation, time utilization, time commitment and time lapse and how the time management really influences organizational productivity.

Objectives of the Study

The main purpose of this study is to investigate the effect of time management on organizational productivity in Nigeria breweries . Specific objectives of the study are to;

1. Determine the effect of multitasking on organizational productivity.
2. To examine the influence of prioritization on organizational productivity.
3. To identify effect of procrastination on organizational productivity.

Research Question

1. To what extent does multitasking affect organizational productivity?
2. To what extent does prioritization affect organizational productivity?
3. To what extent does procrastination affect organizational productivity?

Hypotheses

The following null hypotheses were formulated for the study.

H01: Multitasking has no significant effect on organizational productivity.

H02: Procrastination has no significant influence on organizational productivity.

H03: Prioritization has no significant effect on organizational productivity.



Significance of the Study

This study aimed at creating awareness and assessing time management in improving organizational productivity. Therefore the study is expected to be of much Value to the number of people as Follows: management, staff and researcher

Scope of the Study

The scope of the study will focus on Time management and Organizational productivity in Nigeria breweries as the content scope. Geographical scope is Anambra State. Multitasking, Procrastination, prioritization, and organizational productivity are the variable scope. Unite scope include all the employee of in Nigeria breweries Onitsha.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Time Management

There is no permanent and accurate definition of time management available in past literature and studies. Although many authors referred and supported that it is the process of determining needs, setting goals to achieve determined needs, prioritizing and planning the tasks required to achieve the set goals (Lakein, 2003). Time management (North, 2004) define time management as 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 adjust events that would interfere with its completion so that completion is reached in an appropriate time. Maganga(2014) postulate that 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 life both at work, at home and even in our personal life. In essence, you are the one in control of your life (Maganga2014)

Time is the period during which actions or processes take place. (Healthier, 2005) defines time as a scarce resources which must be properly managed otherwise nothing can be managed. Time management consists of tools and activities that help and individual effectively manage and strategize his time. This is very important concept for everyone to attempt, learn and master over the course of his career. Through effective time management one can increase individual or group productivity and experience large profit that will lead to a more satisfying over all work and life experience (Maganga2014).

Setting goals, delegation, decision making and delegation are key elements to perfecting time management (Sabelis, 2001). Time management employ exactly what is sound like effective



organization of time, planning for the future, scheduling activities, writing to do list and avoid time waster activities. Time management is defined as the management of time in order to make the most out of it (Maganga2014). Time management is an application of self-regulation processes coping behaviour of risk populations self-regulation strategies to discuss plans and their efficiency to use the procedures that are designed to help the individuals to achieve their goals by assessing the activities to prioritise the plans to facilitate the productivity and alleviate stress (Griffiths, 2003 Eilam & Aharon, 2003),The time management behaviours were found positively related to perceived control of time, job satisfaction, health, and negatively to stress. Time management training helps the teachers to enhance their time management skills, but not support directly and automatically to the performance as to become better (Claessens, Eerde, Rutte, & Roe, 2007).

Organizational productivity

The term productivity was applied for the first time by François Quesnay, the mathematician and economist who was an adherent of physiocracy school. He believe authority of any government is relied on increasing of productivity in the agriculture sector by proposing the economic table. Another French man in 1883 called Littere defined productivity as knowledge and technology of production. Fredrick Venislo, Taylor and Frank and Lillian Gilbert conducted studies about labor division, improving the methods and determining the standard time in order to enhance efficiency simultaneous with the beginning of scientific management movement period at the beginning of 1900 (Darvish, 2008).

Productivity is maximization of utilizing the resources, human force and schemes scientifically to decrease expenses and increase employees, managers and consumers' satisfaction. Other definitions consider human force productivity as appropriate maximized utilization of human force towards goals of the organization with the lowest time and minimum expense. According to the National Productivity Organization in Iran, productivity is an intellectual attitude towards work and life. This is similar to a culture that its purpose is to make activities more intelligent for a better and excellent life. Productivity is achieving maximum possible profit from the labor force, power, talent and human force skill, land, machine, money, equipments of time, place, etc to enhance welfare of the society so that increasing of it is considered by the clear-sighted in politics, management and economy as a necessity towards enhancement of humans' living standard and society (Darvish, 2008).

Mathis and Jackson (2000) defined productivity as a measure of the quantity and quality of work done considering the cost of the resource it took to do the work. Qadoos, Ayesha, Tayyab,



Toqeer and Hafiz (2015) is of the opinion that it is useful from a managerial standpoint to consider several forms of counter-productive behavior that are known to result from prolonged stress. Productivity refers to the real output per unit of labor. It is a powerful driver of international capital flows. Meneze (2006) defined productivity as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards. Productivity is calculated by comparing total amount of output to the total amount of input used to produce this output (Bojke, 2012).

Theoretical Exposition

Multitasking and Organizational Productivity

Assess the result and amend as needed make sure that the important information are not skipped, make sure to correct any change that might occur sensitive skills in decision making is not learning a bunch of techniques but in knowing how and when to apply the basic principle and reevaluating and improving your methods. If reasonable goals are achieved consistently then good decisions are being made. Multitasking invites delegation skills delegation skills delegation means transfer of responsibility either from manager to subordinate and decision to delegate normally comes from the manager, if there is formal line of authority delegation occurs too. Much is needed from delegation to achieve organizational productivity, one must have delegation skill before delegating one of them is communication. Managers need to be able to communicate clearly with their employee when delegation. To achieve organizational productivity effectiveness an employee need to know why a task has been assigned to him/her, what type of task and expectation these issues require must be clear written to achieve its effectiveness, while delegating , listening is also required. Another issue is feedback it will help the employee perform the tasks better. Alison (2018) asserts that employees rarely have luxury of focusing on one task at a time and most jobs require employees to balance competing demands for energy/time, if you don't think you do much of it, you most likely multitask most of the time. Here collaboration will enable workers to interface effectively with other colleagues successfully. It requires cooperative spirit and mutual respect it and employers seek employees that function effectively as part of team. Multitasking will help the employee think logically because it helps in making sound decision based on factual data.



Procrastination and Organizational Productivity

Nile (2015) in his research of academic procrastination he came up with 46% of subjects reported that “always” or “nearly” always procrastinate studying for examination and completing their assignments most student concluded that procrastination is a problem for them many students that engage themselves in procrastination consider themselves procrastinators and procrastination as voluntary delay an intended course of action despite expecting to be worse off the delay. Sabini& Silver (2008) argued that postponement and irrationality are two key features of procrastination putting a task of is not procrastination. One may desire to avoid negative emotions and delay stressful tasks and as the deadline for the target of procrastination grow closer they are more stressed and may decide to procrastinate more to avoid stress. Procrastination is encircled with negative outcomes and one’s performance tends to be at stake, it increases intense for fear and avoidance of evaluation of one’s abilities by others, heightened social self consciousness and anxiety, i.e. current low mood and workaholic research has shown that there is lower tendency of procrastination on valued tasks and excessive procrastination can become a problem and impede normal functioning. Procrastination can be overcome through avoiding habits that lead to procrastination, problems such as fear, anxiety, poor time management, evaluation of goals strengths and weakness set priorities, reinforce preset goals so that they can be balanced and achievable. Time management is the best key used in overcoming procrastination.

Prioritization and Organizational Productivity

If tasks are prioritize it leads to organizational productivity but sometimes it is hard to know how to prioritize mostly when one is faced with urgent tasks if one has to prioritize to lead to organizational productivity list what you have to accomplish and set them in order of importance because if you want to manage your time better and achieve extensively one tool that will help prioritize effectively is action plan which will differentiate important task concentration has to be improved distractions minimized, tasks that do not provide value to the organization must be eliminated. Chris (2014) asserts that to eliminate non priorities in organizational productivity tasks must be divided, review tasks handling method postpone or delete important tasks, control life balance e.g. rest, leisure, sleep, cheat leisure and non productive time, evaluated process becomes a device one can use with ownership for effective time management Harvard business review (2017) contributes that if organizational productivity is to be achieved three things are to be considered and they are technical skill, human relation skill and conceptual skill if these three items are place in administration of organizations in each department will put in theme best to actualizing the objective. Dim (2010) sees Human relation as ability to work with other people



amicably, It involves patience, trust, genuine involvement, interpersonal relationship and this important for all levels of organization, managers should create an environment in which workers work together as a team, with sense of belonging and dedication, interacting with people which leads to organizational success.

Theoretical Framework

This study anchored on Theory of Time Quadrant Stephen Covey’s. Stephen Covey’s shared his assumptions into four quadrant, quadrant 1 deals with important deadline with high urgency elaborating on tasks and responsibilities that need immediate attention, quadrant 11 long term development and strategizing being used for items that are important without requiring immediate action and this should be used for long term strategizing. Quadrant 111 distractions with high urgency reserved for tasks that are urgent without being important. Delegation being an option here. Quadrant iv activities with little to no value, this focuses on tasks and responsibilities that do not yield any value and these time wasters should be eliminated at all cost. If this theory is applied in professional environment majority of the activities will within quadrant 1 & 11 without quadrant 11 efficient time management would not be possible as it requires strategic element as well. Quadrant 1 have pressing problems, crises, tasks that have deadline , emergencies which when practice one will have a better result and time managed well. Quadrant 11 helps will help to increase your capability of finishing your task on time increasing planning, preparation, and training. Quadrants 111 if possible delegates them or consider rescheduling them. Quadrant if contains distractions which should be avoided as much as one can no matter how entertaining it consist of gang through internet without purpose watching television for hours. This theory will help you to reprioritize avoid procrastination, multitasking and used the available time judiciously to achieve more.

Webometrics Analysis on time management and Organizational Productivity

Authors and year	Title	Variables	Method	Major Findings
Adeojo 2012	Effective time management Nigeria for high performance in an organization Nigeria	Dependent Variables: performance of organization independent Variables: multitasking, prioritization, procrastination and dimensions of time management	Descriptive and Simple regression technique	Effective time management is a key to excel organizational performance.



Adebisi 2013	Time management practices and its effects on business performance in Nigeria	Dependent Variables: Business performance independent Variables: Relation to time and dimensions of time management	Descriptive and Analysis of Variance	Time management help organizations to survive well and also help them to increase profitability
Adeyinka 2012	The effective time management for high performance in an organization in Nigeria	Dependent Variables: performance in an organization independent Variables: fear, low mood,	Descriptive and multiple regression	organizations should adhere strictly to effective time management in order to provide quality services to their customers
Kaya 2012	The Time management skills and anxiety level in nursing and midwifery students in Turkey	Dependent Variables Time management Independent Variables: management skills and anxiety level time	Descriptive and Spearman correlation test and Mann-Whitney U	Time management skills of students are realized as increasing the anxiety level
Ojokuku &Obasan 2011	Time management and organizational performance in Nigeria	Dependent Variables organizational performance independent Variables: effective service delivery, promotes excellence and performing tasks	Descriptive and Correlation analysis	Time management as a key to achieve organizational objectives regardless of location, size and nature of the business.
Whipper and Career 2011	The combined sports and time management Nigeria	Dependent Variables management effectively independent Variables location, size and nature of the business	Descriptive, Correlation test	Time management effectively help the athletes in making balance in all aspects of their life
Hosseini (2012)	The causal relation between some of occupational features, organizational skills of time management and occupational stress of Sport and Youth Ministry in South Africa	Dependent Variables occupational stress independent Variables multitasking, prioritization, procrastination and dimensions of time management	multiple regression	The results of path analysis showed that there is meaningful relation between the dimensions of time management and occupational stress and proved that improvement of time management can be effective in stress reduction and lead to greater productivity.



Biswas (2010)	The relation between mental environment and organizational effectiveness in India	Dependent Variables: organizational effectiveness independent Variables: mental condition and job satisfaction	Correlation analysis and multiple regression	The results of the study showed that there is meaningful relation between mental condition and organizational effectiveness and job satisfaction is an important intermediary recommendation were given for the environment to be conducive so that greater productivity will be achieved
Whipper and Career (2011)	The combined sports and time management. In 5 Universities in South East Nigeria	Dependent Variables: combined sports independent Variables: multitasking	Correlation analysis and multiple regression	The results of study showed that it leads to multitasking which is not effective for students achieving their great objectives the life of an athlete could be very cumbersome, especially when he is constantly engaged in education. Time management effectively helps the athletes in making balance in all aspects of their life.
Ho (2013)	time management and the coping strategies of the supervisor of senior year undergraduate in Dubai	Dependent Variables: coping strategies independent Variables: emotion-focused, coping method	Correlation analysis and multiple regression	The results showed that there is meaningful relation between time management and emotion-focused, coping methods. Students showed emotional responses and reaction against decision-making, satisfaction and conflict.
Francis, williams 2017	Time Management And Organizational Effectiveness: A Study Of manufacturing Companies In Port Harcourt, Nigeria.	Dependent Variables: Organizational Effectiveness independent Variables: prioritizing, delegating, scheduling, profitability, customer satisfaction, increased market share	Spearman's Rank Order Correlation Coefficient Statistic	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



Amir and Saeed 2015	The Effect of Time Management on Human Resources' Productivity Social Security Organization of Yazd	Dependent Variables: Human Resources' Productivity independent Variables, Productivity, Human resource, Equational Modeling	Descriptive survey method	he results showed that at 95 percent confidence level, there is a positive and significant relationship between personal, environmental, organizational and time management factors and employee productivity. That is, at 95 percent confidence level, time management has a positive impact on employee productivity and by increasing the use of time management, employee productivity increases.
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Source: Source: Compiled by the Researcher

Summary and Gap in Literature

The researcher has reviewed the literature under the conceptual frame work, theoretical framework, theoretical exposition and empirical review. Theoretical framework is anchored on Theory of Time Quadrant by Stephen Cpvey's. The empirical review was summarize under webometrics analysis. The Conceptual framework reviewed that time management is an application of self-regulation processes (Griffiths, 2003). The researcher in the course of reviewing the topic under study (Time Management and administrative effectiveness) discovered that it has little or no empirical works rather has more of Time management and work performance. Time management also has not being discussed by many scholars and those that have discussed it have not used Anambra State mostly manufacturing firms being under study which forms the gap in the literature.

METHODOLOGY

Research Design

The study adopts a descriptive research design together with the use of questionnaire and personal interview to elicit required information needed for the study. The descriptive survey research method was used in gathering information from respondents.

Area of Study The study is carried out in Onitsha in Anambra State.

Sources of Data Collection

Collecting reliable, valid and biased-free data to arrive at independent findings can be considered the primary aims in planning the research design of any empirical study. A good comprehension



of these notions is necessary for a novice researcher. Awareness of these factors was an essential element in deciding the data collection tools for this study. For the purpose of the research study, primary was employed.

Population of the Study

The study is limited to three hundred and twenty (320) employees of Nigeria brewers Onitsha.

Sample Size and Sampling Techniques

The entire population was used as the sample size due to the manageable size the entire population was used as the sample size of the study. Three hundred and twenty (320).

Instrument for Data Collection

The instrument used for data collection was questionnaire tagged “Time Management and organizational productivity. The data collected for this research were presented using tables and responses quantified in terms of percentage

Validity of Instrument

Validity of an instrument is the process of determining the degree to which an instrument measures what it purports to measure. While reliability is a test of instrument that refers to the consistency and dependability of the instrument.

Validity of Instrument

To establish the validity of the questionnaire, it will be administered to Twenty-five (25) pilot respondents who will score and return the trial sample copies given to them. The copies will be analyzed properly to ascertain whether the respondents understood the questions.

Method of Data Analysis

The need to enhance easy comprehension and analysis prompted the use of Multiple regression analysis was conducted to assess the effect of strategic management of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) version 21 was employed to test the hypotheses.

The regression model is represented as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \quad (1)$$

Where:

Y = Organizational productivity (dependent variables)

X₁ = Multitasking (M)

X₂ = Prioritization (P)

X₃ = Procrastination (P)

α = Constant Term

β = Beta coefficients

ε = Error Term



DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Presentation and Analysis of Data

The data to be presented and analyze is based on findings extracted from the questionnaire distributed to the entrepreneurs of small and medium enterprises in South East, Nigeria. The researcher distributed 320 copies questionnaire to the respondents randomly selected. Out of the 300 questionnaire distributed, 300 were properly filled and found relevant for the study, while the remaining 20 questionnaire were either not properly filled or misplaced by the respondents. This shows a response rate of 95.7%. Likert - type items on a five point scale and open-ended question were employed on the survey to measure the perceptions of the respondents on the effect of strategic management on organizational performance in South East, Nigeria. Data obtained were presented using the tabular format and analyzed using percentage method from the analyzed data.

Descriptive Analysis

This section presents the descriptive statistics on the stress and administrative effectiveness. The aim of the analysis is to examine the performance of the stress variables in relation to administrative effectiveness. The analysis of the individual characteristics of these variables is presented in the table below:

Descriptive Characteristics of the Variables

Variables	Mean	Standard Deviation
organizational productivity	20.26	3.332
Multitasking	17.89	3.751
Prioritization	18.74	4.070
Procrastination	18.25	3.951

Source: Author's Compilation From SPSS Version 21.0

This table present the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. The mean value for organizational productivity is 20.26 while the standard deviation is 3.332. Multitasking and Prioritization recorded a mean value of 17.89 and 18.74 with a standard deviation of 3.751 and 4.070 respectively. Procrastination of time management have mean value of 18.25 with standard deviation of 3.951 respectively.



Coefficients of the Model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	18.311	2.121		8.632	.000
1 Multitasking	.074	.059	.083	1.251	.212
Prioritization	-.159	.053	-.194	0.014	.003
Procrastination	-.091	.054	-.128	-2.112	.026

Source: SPSS 21.0

The Table above shows that the coefficient of the individual variables and their probability values. Multitasking has regression coefficient of 0.074 with a probability value of 0.212. This implies that time management associated with Multitasking has a positive but insignificant effect on organizational productivity. Prioritization has a regression coefficient of 0.159 with a probability value of 0.003 implying that Prioritization has a significant positive effect on organizational productivity. Furthermore, Procrastination has a regression coefficient of -0.091 with a probability value of 0.026. This implies that Procrastination has a significant negative effect on organizational productivity.

Test of Hypotheses

Here, the three hypotheses formulated were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Test of Hypothesis One

Ho: Multitasking has no significant effect on organizational productivity

Hi: Multitasking has a significant effect on organizational productivity

In testing this hypothesis, the t-statistics and probability value in table 4.7 is used multitasking had a t-statistics of 2.674 and a probability value of 0.036 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that multitasking has no significant effect on organizational productivity



Test of Hypothesis Two

Ho: Procrastination has no significant effect organizational productivity

Hi: Procrastination has a significant effect organizational productivity

Procrastination has a t-statistics of -3.014 and a probability value of 0.003 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that Procrastination has no significant effect organizational productivity

Test of Hypothesis Three

Ho: prioritization has no significant effect on organizational productivity

Hi: Prioritization has a significant effect on organizational productivity.

Prioritization has a t-statistics of 2.112 and a probability value of 0.002 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that Prioritization has a significant effect on organizational productivity

Discussion of Findings

This work examined time management on organizational productivity The data generated were analyzed using descriptive statistics, correlation analysis and multiple regression analysis. The study found that:

Multitasking has a positive significant effect on organizational productivity. This agree with Alison (2018) who ascertain that multitasking has a positive significant effect on organizational productivity and believers that employees that have the ability to identify all options and compare them in terms of effectiveness and cost have a great advantage over those that are without that gift.

Procrastination has a negative significant effect organizational productivity. This result tallies with Nile (2015) concluded that procrastination is a problem for many students that engage themselves in procrastination consider themselves procrastinators and procrastination as voluntary delay an intended course of action despite expecting to be worse off the delay. Sabini& Silver (2008) argued that postponement and irrationality are two key features of procrastination putting a task of is not procrastination. He stress that procrastination has negative emotions effect on organizational productivity. Prioritization has a significant positive effect on organizational productivity. This result disagree with the result of Chris (2014) prioritization has a positive significant effect on organizational productivity



SUMMARY OF FINDING, CONCLUSIONS AND RECOMMENDATIONS

Summary of Finding

This work examined time management on organizational productivity. The data generated were analysed using descriptive statistics, correlation analysis and multiple regression analysis. The study found that:

- 1 Multitasking has a significant effect on organizational.
- 2 Procrastination has no significant effect organizational productivity.
- 3 Prioritization has a significant effect on organizational productivity.

Conclusion

This work examined effect of time management on organizational productivity using multitasking, procrastination, prioritization and dimensions of time management, on administrative effectiveness. From the analysis it was discover that only Multitasking and prioritization had significant positive effect on organizational productivity while procrastination, had a negative significant effect on organizational performance. Therefore, the study concludes that time management had a significant positive effect on organizational productivity.

Recommendations

In light of the research findings, the following recommendations are made:

- 1 To achieve organizational productivity an employee need to know why a task has been assigned to him/her, what type of task and expectation these issues require must be clear written to achieve its effectiveness, while delegating , listening is also required. Another issue is feedback it will help the employee perform the tasks better.
- 2 Procrastination can be overcome through avoiding habits that lead to procrastination, problems such as fear, anxiety, poor time management, evaluation of goals strengths and weakness set priorities, reinforce preset goals so that they can be balanced and achievable. Time management is the best key used in overcoming procrastination.
- 3 Manage your time better and achieve extensively is one tool that will help prioritize effectively is action plan which will differentiate important task concentration has to be improved distractions minimized, tasks that do not provide value to the organization must be eliminated.



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