

Influence of African Time Syndrome On Employees' Performance in an Organization

ADEYEFA, Princewill Oluwafemi (Ph.D.)¹, Folagbade ADEGBOLA², Emmanuel-Adeyefa, OLAYINKA I³

¹, *Lecturer, Department of Business Administration and Management, Achievers University, Owo, Ondo State, Nigeria.*

^{2,3} *Doctoral Student, Adekunle Ajasin University, Akungba Akoko, Ondo state, Nigeria.*

ABSTRACT:

Effective time management is a pointer to employees' performance and organizational productivity, and the bases for increased output in recent times. This study examined the effect of time management on employees' performance in SUBEB, Ondo State, Nigeria. The study was guided by specific objectives namely; to evaluate the problem of time management on productivity of Ondo State Universal Basic Education Board (SUBEB); and to determine the effect of African time syndrome on employees' performance of Ondo State Universal Basic Education Board (SUBEB). The study employed quantitative method, gather data through structured questionnaires and analysed with chi-square and regression techniques. The findings of the study discovered that, there was significant relationship of time management (TM) and employees' performance (EP) in Ondo State Universal Basic Education Board (SUBEB) in Ondo state and also, significant difference in the involvement of time management through effective duties delivery on employee performance (EP) in Ondo state as was stated, also, there was a negative significant effect of African time syndrome on the notion that delaying system on employee productivity cannot cause adverse effect at long run on Ondo State Universal Basic Education Board (SUBEB). The study concluded that, effective time management reduces failure and improve effectiveness in the system of an organisation with recommendations that, 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.

Keywords: Management, Time Management, Productivity, SUBEB, Organizations

1. INTRODUCTION

An organization is composed of individuals engaging in diverse tasks that facilitate the accomplishment of the goals for which it was founded. Organizations that enjoy high productivity, reduce job stress and employees' satisfaction implement and practice successful time management (Saleh, 2014). This implies that the application and understanding of time management differs from person to person, group to group, and organisation to organisation. Maganga (2014) posited that time management is getting the most important things done and not being occupied by various activities or tasks that are irrelevant. Time management is the ability to decide what is important in life both at work, home and even in our personal life. Sue (2014) suggests some things that

make time unwisely used to include conference calling, e-mailing, online meetings, telephone conversations, online bill pay and the likes. In order to manage and organise people, time is ultimately a resource for governing all aspect of life (Obijiaku, 2015). Managing our time means to effectively manage our activities in line with our action plan which is schedule within a defined time frame and purpose geared towards achieving stated objectives. Some people are task oriented and good time managers, they plan time probably, offset weakness, promote self-discipline and plan ahead the necessities of life. This enable workers to make better use of their time in the performance of some task for optimal results. In the study of Sumaya (2014), indicated two major factors affecting time management as personal and organizational obstacles. Time is real, time is money, and we experience it and is measured in years, months, days, hours, minutes and seconds. Time management consists techniques that enhance the use of time to get more done and accomplish better results. According to Daft (2016), posited that new managers face the reality of managing their time effectively well. Schermerhorn (2013) proposed recommendations for effective personal time management, such as establishing a system to manage phone calls, emails, and meeting requests. It is advised to confidently decline requests that deviate from your primary focus, prioritize tasks based on their importance and urgency, avoid becoming overly engrossed in details that can be addressed later or delegated to others, resist allowing external factors to dictate your schedule, limit the impact of unexpected visitors or instant messages on your time, and adhere to prioritized tasks by addressing the most significant and urgent ones first. Recognizing the critical importance of time management, effective managers typically exhibit strong time management skills. These skills involve the ability to prioritize tasks, work efficiently, and delegate responsibilities appropriately (Griffin, 2016). Time is the valuable resource, critical, perishable, constant and irreversible for everyone (Adejo, 2012). Time management, as defined by Abd-el-Aziz (2012), encompasses a specific set of skills and methods aimed at attaining targets, goals, and objectives. This includes activities like goal setting, analysis, and effective allocation and organization of available time. The implementation of time management practices not only enhances productivity but also contributes to increased profits. Profits, in turn, play a crucial role in sustaining the business vision and fostering expansion. This makes time management one of the most important aspects of a successful business. The significance of time management has led organizations to seek the assistance of consultants in educating employees on optimizing their time utilization. Many organizations proactively organize time management workshops and seminars, a valuable initiative facilitated by experts, to equip employees with effective time management skills (Abd-el Aziz, 2012). Managers, recognizing time as a vital resource in achieving organizational goals, actively seek improved ways to manage their time for enhanced productivity. Thus, both organizational management and individual employees are increasingly recognizing the necessity of adopting effective time management strategies to elevate overall performance. The significance of proficient time management has been underscored consistently throughout history and is widely acknowledged as a key factor in achieving success (Pugh and Nathwani, 2017; Nasrullah and Khan, 2015). Individuals often find themselves burdened with numerous responsibilities, leaving inadequate time for personal pursuits, underscoring the crucial role of time management. The practice of effective time management not only brings about order but also enhances productivity, contributing to an overall sense of well-being (Cross & Jiya, 2020). For managers, adept time management is imperative to enhance various facets of organizational performance.

The skillful management of time by a manager can significantly influence the overall success or failure of a company. Thus, the effectiveness with which time is managed becomes a critical factor in determining organizational performance. In organizational settings, performance is gauged by the balance between effectiveness (doing the correct thing more often) and efficiency (accomplishing tasks or achieving outcomes without unnecessary delays) (Cross & Jiya, 2020). The counsel to formulate personal goals is often closely associated with time management methodologies. These objectives are typically documented and can be structured into a project, an action plan, or a straightforward task list. Tasks or objectives can be assigned priorities, deadlines, and priority ratings. The investment in time management involves a thoughtful consideration of what one aims to achieve from their daily activities. Efficient time management prioritizes effectiveness over mere efficiency, ensuring that tasks yield appropriate results within a specified timeframe

(Cross & Jiya, 2020). The key to successful time management lies in the preparation and safeguarding of allocated time, often requiring a reevaluation of one's surroundings, particularly managing others' expectations (Cross & Jiya, 2020). In the corporate sector, time is recognized as one of the most invaluable resources for any organization (Adebisi, 2013). The virtual nature of organizational activities is inherent, as every action contributing to strategic objectives involves a time component. Effectively managing this temporal aspect is crucial for the survival and prosperity of the organization, recognizing time as a significant asset. The augmentation of operational effectiveness plays a pivotal role in determining organizational success. Empirical evidence from various studies supports the correlation between time management techniques and organizational success (Miqdadi et al., 2014; Njagi and Malel, 2012; Nonis et al., 2011).

Statement of the Problem

Despite the paramount importance of time management, organizations often overlook it as a vital element for survival (Adebisi, 2013). The International Labour Organization (ILO) (2016) asserts that managers currently grapple with substantial challenges in effective time management. Inadequate time management frequently results in the squandering of organizational resources, subpar task performance, and heightened work-related stress.

Drucker, (1982) posited that time being a scarce resource, is one of the critical factors limiting the realization of organizational objectives and decreasing of outputs. Khaled and Almaz, (2015) concluded that task performance is hindered by time management and inability to acknowledge its value. The accomplishment of goals and objectives in every organization is contingent upon the allocation of time, as the pursuit of desired results poses a significant threat to organizational well-being. Alison (2018) contends that employees seldom enjoy the luxury of focusing on a single task at a time, given that most jobs necessitate a delicate balance between competing demands and the available time. Daniel and Jiya (2020) highlight that inefficiencies in time management present a considerable challenge for organizations. Many issues and difficulties faced by organizations revolve around ineffective time management. Previous research has predominantly concentrated on various sectors, such as banking and education. Therefore, this study seeks evaluate the effect of time management and employees' productivity of SUBEB in Ondo State.

Research Questions

- i. What are the problems of time management and employees' productivity in SUBEB?
- ii. What effect of African time syndrome on employees' productivity in SUBEB.

Research Objectives

- i. To examine the relationship between time management problem and employees' productivity in SUBEB.
- ii. To determine the effect of African time syndrome on employees' productivity in SUBEB.

Research Hypotheses

The following hypotheses were formulated to guide this study:

Ho₁: This is no significant relationship between problems of time management and employees' productivity in SUBEB.

Ho₂: This is no significant relationship between effects of African time syndrome and employees' productivity in SUBEB.

2. LITERATURE REVIEW

Effectiveness of Time Management

The study of Saleh (2014), showed that time management skills greatly impact on self-efficacy and academic performance. Chapman (2014), acknowledged that time log as sustainable tool in determining productive time usage. Employees' efficiency is enhanced through the recognition of effective time management (Omar, 2016).

He acknowledged that modern technology also play prominent role in effective time management and that desired outputs and efficiency are achievable through it. This idea was supported in the study of Omar (2016), he posited that there is a significant positive relationship between job performance and effective time management. And that the abandonment of time hinders job's completion. Effective time management significantly improve employees' productivity for achieving organisational goals (Ziekye, 2016). In the study of Samy (2017), indicated factors affecting time management as poor management of human resources, poor planning of time, lack of expertise and poor implementation. The functions of management such as planning, directing, organising, controlling and supervision significantly impact organisational achievement (Samy, 2017). The basic key to optimum performance is effective time management and that it significantly affects employees' productivity, and ability to cope with stress, pressure and conflicts more efficiently (Daniel et al; 2020). Effective time management enhance effective planning, well-defined actions, ensures clear goals and objectives, set priorities right and accomplished delegation of successful activities. This implies that one has to study time in order to make it more productive and effectively allocated.

Time Management and Employees' Productivity

Time management encompasses the capacity to discern the significance of various aspects in one's life, be it at work, home, or in personal affairs (Daniel et al., 2020). Fundamentally, it entails taking control of one's life (Maganga, 2014). Time is the duration in which actions or processes unfold, and time management involves employing techniques and methods to efficiently organize and plan one's time. It is a crucial concept that individuals should strive to understand, learn, and master throughout their careers. Effective time management not only enhances individual or group productivity but also results in significant profits, leading to an overall more satisfying work and life experience (Maganga, 2014). Time management entails effective organising time, planning for the future, scheduling activities, and avoid time waster activities.

Productivity, defined as the actual output per unit of labor, serves as a significant catalyst for international capital flows. Bojke (2012) outlines its calculation by comparing the total output to the total input used in its production. Chris (2014) emphasizes the importance of eliminating non-priorities in organizational productivity by dividing tasks, reviewing task-handling methods, postponing or deleting less critical tasks, and maintaining a balanced life, including adequate rest and leisure. Evaluating processes becomes a valuable tool for individuals taking ownership of effective time management. According to Harvard Business Review (2017), organizational productivity is achieved through a combination of technical skills, human relation skills, and conceptual skills. In pursuit of organizational objectives, Dim (2010) underscores the significance of human relations, characterized by the ability to work amicably with others. This involves qualities such as patience, trust, genuine involvement, and interpersonal skills. Fostering a collaborative environment where workers operate as a team, with a sense of belonging and dedication, is crucial for organizational success.

Problems of Time Management in Organization

Lack of conducive atmosphere, poor utilization of human resources, poor job description, inefficiency, ineffective communication, inadequate facilities are problem of time management in organisation. The features of human nature that must be appreciated for effective time management as contained in Radonshiqi (2013), include curiosity, ego, uncertainty, ambition, fear, envy of others, overestimation, perfection, fear of Problem of time management inefficiencies include poor team building, lack of new challenges and desire to have good relationship with colleagues. Problem of time management also include proper organisational structuring, poor working conditions of employees, lack of job security, lack of self-discipline, and lack of adequate maintenance of human resources policy (Daniel et al, 2020).

Lastly, shortage of manpower constitutes another formidable obstacle to effective time management to the organization. Radonshiqi (2020), preparing a fair plan tasks in advance always helps and provides a sense of direction to work. He said further that problems of effective time management include inability to declare one's weakness, blame others procrastination, poor understanding of time management principles and inability to

modify our behaviour. Poor time management reduces employees' productivity and efficiency, increases stress and delay.

Task Scheduling and Prioritizing

Prioritization involves collaborative efforts with others to identify tasks of greater importance, organize project roles and responsibilities, and adjust priorities as needed (Osawe, 2017). The key to effective prioritization lies in determining what needs to be done first to fulfill objectives. Taylor (2012) provides guidelines for prioritizing activities, categorizing tasks into four groups: urgent and important, urgent but unimportant, important but not urgent, and neither important nor urgent. As per Rich (2012), establishing priorities for tasks or activities plays a crucial role in achieving goals, representing the most effective step in aligning objectives for accomplishment. It allows individuals to discern the relative importance of different tasks at a given time and respond accordingly. When managers or employees have a clear understanding of their roles and expectations, they become more effective in prioritizing their tasks. Bevius & De Smet (2013) argue that time management is not merely a productivity concern that is beyond the control of businesses; instead, it has become a deep-seated organizational issue embedded in corporate cultures. This perspective suggests that businesses should take proactive measures to ensure that individuals have the requisite resources and incentives for effective time management. As top management in organizations increasingly recognizes the significance of time management, it has transformed into an institutional discipline. The management team shoulders the responsibility of identifying priorities, ensuring that actions linked to those priorities are completed, and minimizing time spent on non-priorities to cultivate effective time management. Building on this, Osawe (2017) recommends that goal-oriented plans and the prioritization of work task dimensions can be employed as effective strategies for managing time.

Time Management and African Time Syndrome

African time syndrome is the perceived cultural tendency in some parts of Africa especially in Nigeria by way of relax attitude to time in keeping appointments, work schedules, meetings and events. This mentality is by treating time as less important resource, not being dynamic and unlimited. Viewing time as a crucial resource often leads to an inclination for swift results and a concentrated focus on timing and the current task. Delays and postponements are perceived as disruptions to the sequence, while a lack of punctuality may be viewed as a rude or disrespectful habit. According to Daniel et al., (2020), organisational effectiveness is greatly influenced by effective time management. They said further that effective time management is a sustainable tool for organisational performance. This syndrome manifest in lateness to meetings, delays in appointment schedules, lateness to work, having no regards for time, poor scheduling which greatly hinder performance. This culture of impunity called African time has become a social norm and part of normal work ethics in African countries. International Labour Organisation (ILO) posited that time management inefficiencies are serious challenges confronting managers.

Empirical Review

Ojokuku and Obasan (2011) undertook a study examining the relationship between time management and organizational performance. They distributed self-administered questionnaires to collect responses from 1500 randomly selected civil servants in South-west Nigeria. The collected data underwent correlation analysis, revealing that time management is a pivotal factor in achieving organizational objectives, regardless of the business's location, size, or nature. The study concluded that there is a positive correlation between effective time management and organizational performance. In a similar vein, Adebisi (2013) conducted research on time management practices and their impact on business performance. This study involved both primary and secondary data, focusing on 43 small and medium enterprises in North Central Nigeria. A total of 118 self-administered questionnaires were utilized and analyzed for the study's purposes. Hypothesis testing was conducted using Analysis of Variance. The findings led the researcher to conclude that performance is intricately tied to time and that effective time management plays a crucial role in reducing failure. The results indicated

that time management not only aids organizations in thriving but also plays a significant role in academic performance. Alyami, Abdulwahed, Azhar, Binsaddik, and Bafaraj (2021) conducted a study examining the impact of time management on academic performance among diagnostic radiology technology students at King Abdul-Aziz University. This research employed a cross-sectional survey approach and was administered to diagnostic radiology technology students from September 2020 to February 2021. Out of the 152 students targeted for the study, 142 completed the questionnaire. The survey revealed that students perceived preplanning their studies as a factor that enhanced their academic achievement. However, less than half of the students considered themselves proficient in time management. Shifting focus to the business sector, Akintayo, Shadare, Ayantunji, and Olaniyan (2020) investigated how time management influenced the business performance of the Nigerian banking sector. The study employed a survey research methodology, utilizing a stratified sample procedure to select a total of 477 respondents. Data were collected through a structured questionnaire, and the analysis utilized descriptive inferential statistics with a 0.05 alpha level. The results from Cross & Jiya's (2020) evaluation of effective time management on the organizational performance of Northern Nigeria Noodle Company Ltd indicated a positive correlation between good time management and organizational performance. Meanwhile, Sarhaddi, Haji, Soleimanpour, and Ghalavand (2019) conducted research on time management as a mediator in the relationships between role conflict and job burnout among teachers employed by Iran's Zahedan technical training institutes. In this descriptive correlational study, 200 teachers were randomly selected and investigated. The research utilized role conflict, job burnout, and time management behavior questionnaires. Data analysis was carried out using AMOS 23 software and the statistical procedure known as "path analysis." The study's findings suggested that time management serves as a mediator in the relationship between role conflict and job burnout.

Theoretical framework

The investigation is grounded in the Pickle Jar Theory, a time management technique developed by Jeremy Wright in 2002. This theory revolves around prioritizing tasks and responsibilities in a specific order, based on the concept that time is a finite space with limits. The Pickle Jar Theory serves as a practical approach to organize daily routines, prioritize tasks, create more free time, eliminate distractions, overcome procrastination, avoid multitasking, and improve time estimates.

One key aspect of the theory is its ability to distinguish between important and trivial tasks, thereby enhancing overall productivity. By providing a detailed understanding of each activity, the Pickle Jar Theory aids individuals in effectively managing their time.

3. METHODOLOGY

The research design adopted for this study was survey research method due to its usage and effective investigation of problem. The research population was two hundred and eight nine (289), which provided dependable data necessary for the research.

In this study, primary data were gathered through structured questionnaires designed for analytical purposes. Additionally, secondary data, comprising relevant textbooks, journals, and other published works, were collected to supplement the primary data. The analysis of the data for this study employed both descriptive and inferential statistics, specifically utilizing chi-square (χ^2) and Ordinary Least Squares (OLS) regression techniques. These statistical methods were applied to gain insights and draw conclusions from the collected data.

4. DATA ANALYSIS AND DISCUSSION

Out of 168 questionnaire copies distributed among Ondo State Universal Basic Education Board (SUBEB) staff Ondo State, returned fully completed via one on one form thus representing an effective response rate of (165) 98% out of 168.

Table 1: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	25.5	25.5	25.5
	Female	123	74.5	74.5	100.0
	Total	165	100.0	100.0	

Source: Fieldwork, 2023

Out of the 165 respondents surveyed among Ondo State Universal Basic Education Board (SUBEB) staff, 42 respondents, constituting 25.5%, were males, while 123 respondents, making up 74.5%, were females. This distribution indicates a predominantly female workforce, suggesting that a higher number of women were employed compared to men. The gender distribution is illustrated in the presentation below

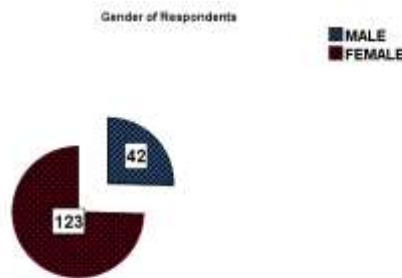


Table 2: Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30yrs	36	21.8	21.8	21.8
	31-40yrs	55	33.3	33.3	55.2
	41-50yrs	64	38.8	38.8	93.9
	51-60yrs	5	3.0	3.0	97.0
	61yrs and Above	5	3.0	3.0	100.0
	Total	165	100.0	100.0	

Source: Fieldwork, 2023

The table 2 above, showed that 36 respondents representing (21.8%) ranged between 21-30years, 55, (33.3%) of staff captured were young. within 31-40years, 64, (38.8%) of them being within 41-50years, and 5, (3.0%) of them being within 51-60years also 61years and above. This implies that the most of the staff were range between 21-50 years on the bases of their experience concerning Ondo State Universal Basic Education Board (SUBEB), only (6.0%) were old and ageing in this response. The structure is below.

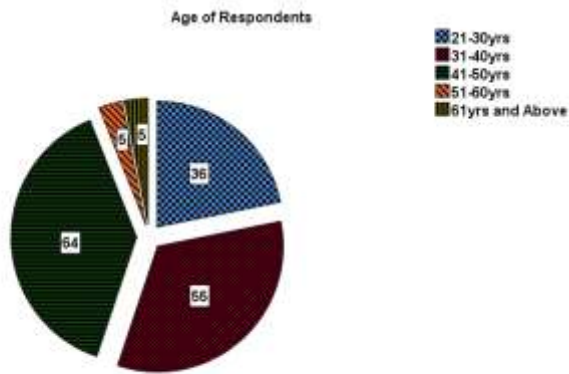


Table 3: Marital Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	68	41.2	41.2	41.2
	Married	77	46.7	46.7	87.9
	Divorced	20	12.1	12.1	100.0
	Total	165	100.0	100.0	

Source: Fieldwork, 2023

The table above shows the years in marital status of respondents on the Ondo State Universal Basic Education Board (SUBEB), under the effect of time management. 68, (41.2%) were single, 77, (46.7%) had also married, while 20, (12.1%) had divorced. This showed that more staff are married.

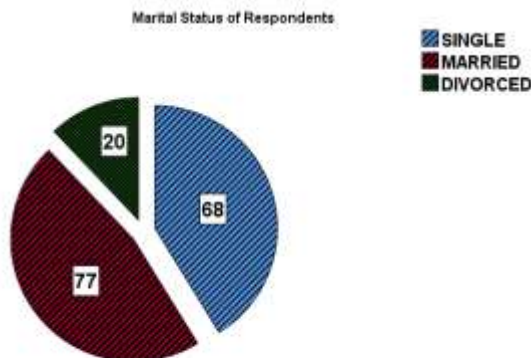


Table 4: Education Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary Six	31	18.8	18.8	18.8
	SSCE	53	32.1	32.1	50.9
	ND	69	41.8	41.8	92.7
	HND/B.Sc.	12	7.3	7.3	100.0
	Total	165	100.0	100.0	

Source: Fieldwork, 2023

The current distribution illustrates the academic levels of small-scale business owners who provided responses, as presented in Table 4 above. Among them, 31 individuals possess knowledge at the Primary School level,

constituting 18.8% of the respondents. Secondary School holders account for 53 individuals, representing 32.1%. National Diploma holders make up the majority, with 69 individuals representing 41.8%. Additionally, 12 individuals have knowledge from other tertiary institutions, constituting 7.3%. The table highlights that a significant portion of the captured staff holds National Diploma certificates, indicating a higher prevalence of this educational qualification. This breakdown is depicted below.

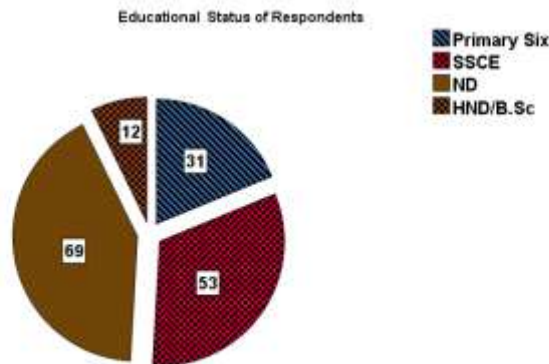
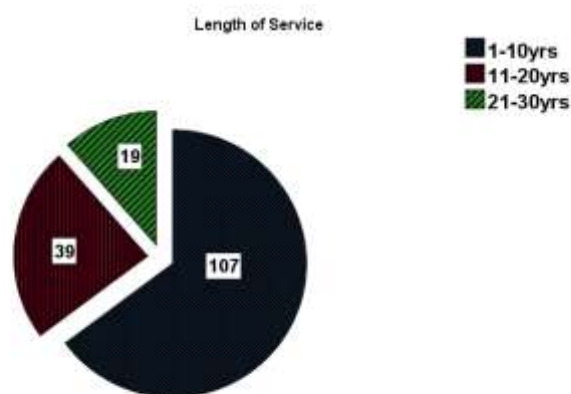


Table 5: Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-10yrs	107	64.8	64.8	64.8
	11-20yrs	39	23.6	23.6	88.5
	21-30yrs	19	11.5	11.5	100.0
Total		165	100.0	100.0	

Source: Fieldwork, 2023

The table 5 above, showed how long staff have spent at Ondo State Universal Basic Education Board (SUBEB) Akure. 107 (64.8%) had spent (1-10years), 39 (23.6%) had spent (11-20years) and 19 (11.5%) had spent (21-30yrs). This means that most of staff had spent more than 10years that give them knowledge of time management.



Research Hypothesis One

Ho₁: This is no significant relationship between problems of time management and employees' productivity in SUBEB.

Table 6: Chi-Square Tests For The Hypothesis Three

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.812 ^a	9	.009
Likelihood Ratio	18.314	9	.032
Linear-by-Linear Association	7.585	1	.006
N of Valid Cases	165		

Source: Field Survey, (2023).

As shown in Table 6 a chi-square of independence was performed to examine the significant of problem of time management on employees’ productivity in SUBEB, Ondo state. The table shown that the relationship between problem time management on employees’ productivity in SUBEB was significant since calculated χ^2 (23.812) was greater than the critical χ^2 (16.92) at the 0.05 level of significance ($\chi^2 = 23.812$, $df=09$, $p<05$). This implies that there is a significant impact of relationship between problems of time management on employees’ productivity in SUBEB, hence the null hypothesis (H_{03}) was rejected.

Research Hypothesis Two

Ho₂: This is no significant relationship between effects of African Time Syndrome on employees’ productivity in SUBEB.

The Model for testing for time management consequence on employee productivity at Ondo State Universal Basic Education Board (SUBEB) in Ondo state as was stated below;

$$EP = \beta_0 + \beta_1ATS + e \dots\dots\dots 2$$

Here, EP is the dependent variable, this is employee productivity (EP), and it is measured be change in responses of agreed and disagreed of respondents under roles of Time Management factor β_0 and β_1 are the parameters. Meanwhile, A Time Management (TM) is the independent variable. That is, contribution of the time management to employee productivity (EP). This is measured as a change in responses of agreed and disagreed of respondents under their benefits, while U is error term.

Table 7: F-Statistic of Roles of African Time Syndrome on Employee Productivity

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	15.005	1	15.006	23.523	.002 ^b
2	Residual	103.598	163	.636		
	Total	118.603	164			

Source: Field Survey, (2023).

Table 8: Coefficient of Determination on African Time Syndrome on Employee Productivity

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
2	.621 ^a	.620	.610	.097

Source: Field Survey, (2023).

Table 9: significant relationship of African Time Syndrome on Employee Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
2	(Constant)	3.639	.301		12.089	.000
	African Time Syndrome	.313	.083	.060	3.071	.003

Source: Field Survey, (2023).

Table 7-9 show regression and ANOVA results on the effect of African time syndrome on employee productivity at Ondo State Universal Basic Education Board (SUBEB) in Ondo state, as African time syndrome is independent variable and employee productivity is dependent variable. The inferential statistical test was run to infer whether there was or there was no significant relationship of African time syndrome (ATS) on employee productivity (EP) in Ondo State Universal Basic Education Board (SUBEB) in Ondo state and also, significant difference in the involvement of time management through time utilization system on employee performance (EP) in Ondo state as was stated. There was a significant positive effect of African time syndrome through notion on event delaying system on employee productivity on Ondo State Universal Basic Education Board (SUBEB) as the situation was showed through t-statistic and p-value ($P= 0.002 < 0.05$) on coefficient value ($t=3.071 > 2.00$) and F-stat value $23.523 = p(0.002)$ that showed the robustness of the model with significant differences on the impact of time management through personal time schedule and efficiency measurement time control. Upon this, null hypothesis four (H_{04}) was rejected on the ground that, This is no significant relationship between African time syndrome has negative impact on employees' productivity in SUBEB and agreed that, there is significant adverse relationship between African time syndrome and employees' productivity in Ondo State Universal Basic Education Board (SUBEB) in Ondo, as a result of attritional behaviour of people in the society.

5. Discussion of Findings

The third hypothesis, a chi-square test of independence, was conducted to assess the significance of the problem of time management on employees' productivity in the State Universal Basic Education Board (SUBEB) in Ondo state. The table results indicate that there is a significant relationship between the problem of time management and employees' productivity in SUBEB. The calculated chi-square value (23.812) was greater than the critical chi-square value (16.92) at the 0.05 level of significance ($\chi^2 = 23.812$, $df = 9$, $p < 0.05$). This implies that the impact of the relationship between problems of time management and employees' productivity in SUBEB is statistically significant. Therefore, the null hypothesis (H_{03}) was rejected. The effective management of time is crucial for various organizational performances, and how time is handled within an organization can have positive or negative implications on its overall effectiveness.

There was a negative significant effect of African time syndrome on the notion that delaying system on employee productivity cannot cause adverse effect at long run on Ondo State Universal Basic Education Board (SUBEB) as the situation was showed through t-statistic and p-value ($P= 0.002 < 0.05$) on coefficient value ($t=3.071 > 2.00$) and F-stat value $23.523 = p(0.002)$ that showed the robustness of the model with significant differences on the impact of time management through personal time schedule and efficiency measurement time control. Upon this, null hypothesis four (H_{04}) was rejected on the ground that, This is no significant relationship between African time syndrome has negative impact on employees' productivity in SUBEB and agreed that, there is significant adverse relationship between African time syndrome and employees' productivity in Ondo State Universal Basic Education Board (SUBEB) in Ondo, as a result of attritional behaviour of people in the society.

6. Conclusion and Recommendations

The analysis indicates a positive correlation between time management and employee satisfaction and motivation, suggesting that effective time management contributes to higher job satisfaction and motivation levels. The study emphasizes that effective time management is not just a placebo but a crucial element for organizational effectiveness. The review of time management highlights its long-standing recognition as a critical factor for success in various fields, and numerous practical techniques have been developed to enhance time management (Puffer, 2019). The researcher deduces from the study that performance or effectiveness is inherently tied to time, and effective time management serves as a preventive measure against failure. Consequently, the conclusion drawn is that there exists a direct link between effective time management and the overall performance of any organization. The study suggests that individuals skilled in time management not

only demonstrate discipline and responsibility but also show a preference for planning, prioritization, and organization.

From detections, virtually possible time management is device for association execution. accordingly, it's far prescribed that association must hold completely to possible time administration conserving in thoughts the end aim to present best administrations to their customers. In light of the research findings, the following recommendations are made:

- i. To enhance organizational productivity, employees should have a clear understanding of why a task has been assigned to them. The type of task and the associated expectations must be clearly communicated in written form to ensure effectiveness. During the delegation process, active listening plays a crucial role. Understanding the details and intricacies of the assigned tasks through effective communication is essential for optimal task performance. Additionally, providing timely and constructive feedback is vital. Feedback aids employees in refining their work, contributing to improved task performance and overall organizational productivity.
- ii. Overcoming procrastination requires addressing habits and issues that contribute to it. This involves avoiding habits that lead to procrastination and tackling underlying problems such as fear, anxiety, and poor time management. Evaluating goals, identifying strengths and weaknesses, setting priorities, and reinforcing preset goals are crucial steps to create a balanced and achievable task list. Time management is a key strategy in overcoming procrastination, as it helps individuals allocate their time effectively and maintain focus on tasks, reducing the likelihood of delays.

7. REFERENCE

1. Abd El-Aziz, T. L. (2012) Test anxiety, and skills of time management among faculty nursing students, *Journal of American Science* 8(4).pp.261-269.
2. Abdullah N.A., Omar R. M., & Mahmoud K. A. (2012) Relationship between time management and job performance: Empirical study in Malaysian Private University, *Journal of advanced social research* Vol.2 (10). Pp.427-438.
3. Adebisi, J.F. (2013) Time management practices and its effect on business performance, *Canadian Social Science*, 9(1), 165-168.
4. Adejo, A. (2012) Effective time management for high performance in an organization, Thesis, Seinajoki University of Applied Sciences, Nigeria.
5. Aniwura, D. (2011) Time management strategy for improving performance, Thesis, Ladok Akintola University, Ogbomosho, Oyo State.
6. Cemaloglu, N., & Iliz, S., (2010) Relationship between time management skills and academic achievement of potential teachers, *Educational Research Quarterly*, 33(4), pp 3-23.
7. Charlton, G. (2000) *Human habits of highly effective organizations*, Pretoria: Van Schaik Publishers, South Africa.
8. Ojo, L. B., & Olaniyan, D. A. (2012) Effective time management in organization panacea or placebo, *European journals of scientific research*, 24(1), pp.127-133.
9. Okolo A.N. (2012) *Effective time management: A Panacea for higher productivity in organizations*. Awka: First Fountain Publishers.
10. Philpott, T.J (2011) why people struggle with managing time. <http://www.skills123.com>.
11. Tavakoli M. H., Tavakoli M. A., & Poursmaeil L. (2013) A Study of relationship between Time management and job satisfaction, *Journal of Organizational behavior and Human resource management*, Vol1(3), pp 66-74.
12. Adebisi, J. F. (2013). Time management practices and their effect on business performance. *Canadian Social Science*, 9(1), 165-170.

13. Aeon, B., &Aguinis, H. (2017). It's About Time: New perspectives and insights on time management. *Academy of Management Perspectives*, 31, 309-330. <https://doi.org/10.5465/amp.2016.0166>.
14. Akintayo, D. I. Shadare, O. A. Ayantunji, I. O. & Olaniyan, T. S. (2020). Time management and business performances in the banking industry in Nigeria. *Journal of Human Resources Management and Labor Studies*, 8(2), 1 -11. URL: <https://doi.org/10.15640/jhrmls.v8n2a1>.
15. Allen, D (2001) *Getting things done: the art of stress-free productivity*, Viking: New York
- Alyami, A., Abdulwahed, A., Azhar, A., Binsaddik, A., &Bafaraj, S. M. (2021). Impact of time-management on the student's academic performance: A Cross-Sectional Study. *Creative Education*, 12, 471-485. <https://doi.org/10.4236/ce.2021.123033>.
16. Biriowu, C.S. &Ofurum, U. A.(2020). Employee engagement and organizational survival. *World Journal of Innovative Research*, 9(5), 79-92. <https://doi.org/10.31871/WJIR.9.5.3>.
17. Bevius, F. & De Smet, A. (2013). 'Making time management the organisation's priority *McKinsey Quarterly*, January.
18. Chanie MG, Amsalu ET, &Ewunetie G.E. (2020). Assessment of time management practice and associated factors among primary hospital employees in North Gondar, Northwest Ethiopia. *PLoS ONE* 15(1), 1 11.<https://doi.org/10.1371/journal.pone.0227989>.
19. Cross O. D. & Jiya N. S. (2020).Effective time management on employee performance of Northern Nigeria Noodle Company Ltd. *International Journal of Research Science & Management* 7(1), 72-82. DOI: 10.5281/zenodo.3612089.
20. Adejo A., 2012. *Effective Time Management for High Performance in an Organization*. Seinajki University of Applied Science, Nigeria.
21. Ahmad S. Al Khatib, 2014. *Time Management and Its Relation to Students' Stress, Gender and Academic Achievement among Sample of Students at Al Ain University of Science and Technology*, UAE. *International Journal of Business and Social Research (IJBSR)*, Volume -4, No. 5, 47-59.
22. Alexander, H. and Armin S., 2010. *Time Management Training and Perceived Control of Time at Work*. University of Wurzburg, 144(5), 429–447.
23. Amal A., Mazen and J., Samy S., 2017. *The Reality of the Effectiveness of Time Management from the Perspective of the Employees of the Beauty Clinic of Dentistry*. Al-Azhar University, Gaza, Palestine.
24. Arbin 2017. *The Impact of Time Management on Students' Academic Achievement*. University Pendidikan SultanIdris, 35900 Perak, Malaysia.
25. Brigitte J.C. Claessens, Wendelien van Eerde and Christel G. Ruttea; and Robert A. Roe, 2005. *A review of the time management literature*. Technische Universiteit Eindhoven, Eindhoven, the Netherlands, and Universiteit Maastricht, Maastricht, the Netherlands, 255-276.
26. Daft R. L. 2016. *Management*, Twelfth Edition. Cengage learning Forsyth Patrick. 2007. *Successful time management*, Elsevier.
27. Griffin R.W. 2016. *Fundamentals of Management*, Cengage Learning Jay R. 2002. *Time Management*, Oxford Robbins, Stephen P., and Mary K. Coulter. *Management* 13E.Pearson 2016.
28. Schermerhorn . J.R. 2013. *Management* . Essex.
29. Wu D. 2010. *Temporal Structures in Individual Time Management: Practices to Enhance Calendar Tool Design*,
30. Daniel, C.O & Santeli, J.N (2020), Effective time management on employee performance of Northern Nigeria noodle company Ltd. *International Journal of Research Science and Management*, 7:1, 2349-5197.
31. Farahmand, N. F. (2013). Organizational survival aggravation tendency as organizational undertaking. *Business Management Dynamics*, 2(10), 81-91.
32. Harcharan Singh, 2018. *Time Management Skills Vital for Young Professionals*. *International Journal of Science and Research (IJSR)* ISSN: 2319-7064, Volume 9 Issue 1, 46-49.
33. Huber, G. P. (2011). *Organizations: Theory, design, future*. In S. Zedek (Ed.), *APA handbook of industrial and organizational psychology* (p.V1). Washington, DC: American Psychological Association.

34. Igbokwe-Ibeto, C. J. & Egbon U. (2012). Enhancing employee performance in Nigeria through Efficient Time Management Frameworks|| *Asian Journals of Economics and Financial Review* 2(5):635-647.
35. Jenaabadi, H., Nastiezaie, N., & Jalalzaei, S. (2016). The effect of time management training on students' test anxiety. *Journal of Nursing Education*, 5, 12-22.
36. Jeremy Burrus, Teresa Jackson, Steven Holtzman, Richard D. Roberts, and Terri Mandigo, 2013. *Examining the Efficacy of a Time Management Intervention for High School Students*. Research Report ETS RR-13-25, ETS, Princeton, New Jersey.
37. Karima S., Revenio J., and Van D., 2017. *Assessing the Relationship of Time Management and Academic Performance of the Business Students*. Al-Zahra College for Women, Muscat City, Sultanate of Oman.
38. Khaled E., and Almaz S., 2015. *Time Management's Effect on Efficiency of Employees Performance. A Case of National Oil Corporation*. Faculty of Business Administration University of Mediterranean Karpasia, Lefkosa, Northern Cyprus.
39. Korschun, D., Bhattacharya, C.B. and Swain, S.D., (2014). Corporate social responsibility, customer orientation, and the job performance of frontline employees.' *Journal of Marketing*, 78(3), 20-37.
40. Kumar, P. M., & Aithal, P. S. (2019). Importance of time as a resource in managing organizations. Proceedings of National Conference on Recent Advances in Lucchetti, S (2010) *The Principle of Relevance*, Bangkok: RT Publishing.
41. Macan, T. H. (1994). Time management: Test of a process model. *Journal of Applied Psychology*, 79(3), 381.
42. Miqdadi, F. Z., Almomani, A., Masharqa, M. S. & Elmousel, N. (2014). The relationship between time management and the academic performance of students from the Petroleum Institute in Abu Dhabi, the UAE'. At *ASEE 2014 Zone I Conference*. April.
43. Mohammad Q. and Sumaya S., 2014. *Factors Affecting Time Management and Nurses' Performance in Hebron Hospitals*. Nursing Department, Al-Quds University, Palestine.
44. Njagi, L. K., and Malel, J. (2012). Time management and job performance in selected parastatals in Kenya'. *Australian Journal of Business and Management Research*, 2(5), 19.
45. Nonis, S. A., Fenner, G. H. and Sager, J. K. (2011). Revisiting the relationship between time management and job performance. *World Journal of Management*, 3(2), 153-171.
46. Ojo L.B & Olaniyan, D. A (2008) Effective time management in an organization: A Panacea or Placebo, *European Journal of Scientific Research*, 24 (1), 127-133
47. Osawe, C. O. (2017). Time management: an imperative factor to effective service delivery in the Nigeria Public Service. *International Journal of Development and Management Review*, 12(1), 152-167.
48. Pugh, C. M., & Nathwani, J. N. (2017). Time management. In *Success in Academic Surgery* (.187-199). Cham: Springer. https://doi.org/10.1007/978-3-319-43952-5_15.
49. Rich, D. (2012). *Maintain focus: Multitasking and Managing Time*. Retrieved 20/08/2014 From World Wide Web <http://www.kcpa.org/writable/files/DrinonsLeadershipExpress/dle8article.pdf>.
50. Sarhaddi, M, Haji G. A, Soleimanpour, M, & Ghalavand, M. (2019). Mediating role of time management in the correlation between role conflict and job burnout among the teachers working at Zahedan technical training colleges, Iran. *JOHE*. 8(1), 43.
51. Savino, D. M. (2016). Frederick Winslow Taylor and his lasting legacy of functional leadership competence. *Journal of Leadership, Accountability and Ethics*, 13(5), 70.
52. Taylor, H. (2012). *Benefits of Time Management*. Retrieved Aug.06, 2014, from the World Wide Web: www.taylorintime.com/articles.
52. Shazia N., and Muhammad S., 2015. *The Impact of Time Management on the Students' Academic Achievements*. Department of Education, Qurtaba University of Science & Technology, Peshawar, Pakistan.

53. Sue W. Chapman and Michael Rupured, 2014. *Time Management, 10 strategies for better Time Management*. UGA extension.
54. Susan L. Miertschin, Carole E. Goodson and Barbara Louise Stewart, 2015. *Time Management Skills and Student Performance in Online Courses*. American Society for Engineering Education.
55. Tirop C., 2993. *A Study of Factors Influencing Time Management Practices among Public Secondary School Principals in Uasin Gishu*. Univeristy of Nairobi, Kenya.
56. Uchenna J., 2015. *Effective Time Management for Haaga-Helia UAS International Students Porvoo Campus Bachelor*. University of Applied Science, Finland.
57. Zafarullah Sahito & Pertti Vaisanen, 2017. Effect of Time Management on the Job Satisfaction and Motivation of Teacher Educators: A Narrative Analysis. Vol. 6, No. 2; 213-224.
58. Zahid A., Saba S., Pervez A., and Shahabuddin M., 2014. *Impact of Time Management on Organizational Performance*. The Women – Annual Research Journal Vol. 6, North Central Nigeria.

Info

Corresponding Author: [ADEYEFA, Princewill Oluwafemi \(Ph.D.\)](#), Lecturer, Department of Business Administration and Management, Achievers University, Owo, Ondo State, Nigeria.

How to cite/reference this article: [ADEYEFA, Princewill Oluwafemi \(Ph.D.\)](#), [Folagbade ADEGBOLA, Emmanuel-Adeyefa, OLAYINKA I.](#) **Influence of African Time Syndrome On Employees' Performance in an Organization.** *Asian. Jour. Social. Scie. Mgmt. Tech.* 2024; 6(2): 215-229.