



ENHANCING EMPLOYEE PERFORMANCE IN NIGERIA THROUGH EFFICIENT TIME MANAGEMENT FRAMEWORKS

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ABSTRACT

In developing countries like Nigeria, the need for time management in organizations cannot be over emphasized. Time management helps in achieving individual and organizational goals in view of the limited amount of time available to man. The paper examines and analyses how time abundant yet scarce resources can be managed for effective and efficient employee performance. In analyzing the issues raised in the paper, we applied time management theories and approaches which enable us direct our search light on the techniques and processes of time management, as well as, the relationship between managers and subordinates as regards time management. The study revealed that organizational managers and subordinates are faced with time management problems which have created difficulties for the attainment of organizational goals. However, certain steps have to be taken to inculcate and promote the virtue of time management that can lead to employee effectiveness and efficiency in the work place. Among others, subordinates in an organization should be encouraged to ask questions and seek agreements on priorities, be prepared to compromise, if necessary in order to make the best use of time, be on guard against unscheduled visitors and telephone calls. Also meetings should be held during specific hours of the day. During other times, people should be available for regular duties at their work-places. These recommendations should be sustained overtime and should be seen as a way of life in organizations. It concludes that time an important element in organizational life, if properly managed would ensure organizational productivity and development.

Key Words: Time, Organization, Management, Performance, Productivity

INTRODUCTION

There are 24 hours in a day. This is something that one has to accept, because it will never change. Indeed, everybody believes that time is available because there is a common saying that there is time for everything; yet the saying may also mean that time for everything is limited. Time management skills are highly recommended for individuals who want to succeed in life. There are some people who can accomplish much more than others because they are able to manage their time more efficiently. Managing ones time can efficiently and effectively lead to better performance at work as well as at home. And those who do so also tend to gain more satisfaction from their careers and lives.

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Time management skills are important ingredient of the category we call 'soft skills' that are common among efficient performers in the home and workplace (Allen, 2001). These skills are important, as it helps an individual to maintain a healthy balance in their work and life based activities. And one struggles in this area of high life, he may end up an achiever and satisfied person.

However, you cannot manage time, but you can manage yourself, here lies the important answer to the question of time management. How to manage such seemingly abundant yet scarce resource is the central focus of this discourse. The improvement in efficiency is one of the most direct benefits of managing ones time effectively. If a person knows how to manage his time well, he is able to accomplish more tasks in a given day. This is possible if an individual keeps an organized schedule and a to-do list that outlines ones tasks and priorities in order to accomplish more in less time. However, if a person fails to manage time, it often results in a poorly planned, rushed and ineffective way of working. With proper management of time, an individual has more time to set and review personal and career goals and to plan for certain tasks. Planning typically gives one the opportunity to establish goals and develop strategies to accomplish set goals.

Questions which came to mind here are; which or who's time? Why and for what purpose is time management? Can time that is generally regarded as uncontrollable phenomenon be managed? If by management is meant exercise, control or influence over phenomena's. How can such an elusive variable be managed? How to manage time within an organizational context is an important issue that is often overlooked in analyzing organizational behavior. Yet, time management is needed to be productive in a work place or in an organizational context and even in our individual life. We limit the scope of this discourse to seeking answers to the questions raised above with a view to making managers and administrators better informed of the relevance of time management.

Conceptual and Theoretical Explorations

Time management is the act or process of exercising conscious control over the amount of time spent on specific activities, especially to increase efficiency or productivity (Lucchetti, 2010). Time management may be aided by a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects and goals. This set of activities encompass a wide scope which include: planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing (Allen, 2001). Hitherto, time management referred to just business or work activities, but subsequently the term broadened to include personal activities as well. A time management system is a designed combination of: processes, tools, techniques, and methods (Buck; Lee; MacDermid; and Smith, 2000). Usually, time management is a necessity in any project development as it determines the project completion time and scope.

All aspects of time which have relevance to appropriate management are regarded as time at work (business time). The assumption is not borne out of hunch but a reflection of the composition of the target audience of this discussion. But treating time at work or business time in isolation of other time e.g. leisure time, break time, social time, holiday time among others is unrealistic because of the reciprocal influence of one over the other. For instance, in Nigeria, daily business hours are 8.00am to 5.00pm with a break period of 12.30pm to 1.30pm or thereabout. The purpose of the break period is to ensure refreshment and relaxation for workers so that on return to work they will be fresh in mind and energy. In other words, how to manage ones private time, leisure time or holiday time when you are temporarily out of work affect his/her use of time at work and vice versa. This linkage between the two categories of time was succinctly expressed by Bhatia (in Arhuidese, 2004) when he argued that:

“Executives must realize that it is very essential for them to plan their work and work their plan. Only then will they find time to pursue other goals in their life”.

In the same vein, Mann (cited in Arhuidese, 2004) contents that:

The manager himself and senior people generally are likely to put in considerably more hours than official ones but excesses of overtime and work at home usually indicate an inability to use properly the official working week.

Besides, the above mentioned categories of time, is earthly duration as distinguished from eternal or finite duration as opposed to infinity, a specific period of the year such as the harvest time - a general condition such as existing time and life time (Arhuidese, 2004). Non inclusion of these categories of time in this discussion is a part of the limitations of this approach to time management.

Nature of Time Management

Time, the object of management in the context of our discussion, is first and foremost organization's time. This is without prejudice to the linkage between the private and business times as earlier illustrated. As employees of an organization, ones official/business time at work i.e. the time at your disposal on a day to day basis (8.00am to 5.00pm) less break time is not your private time. To this extent, the time is not a controllable object at employee's disposal but must be used according to the dictates of the organization whose ownership and contractual term of employment dictates. However, mere staying in the office or duty post throughout business time without applying oneself to one's assignment does not produce performance. Furthermore, two equally intelligent workers in the same organization with similar schedule of duties and same time available to them may differ in terms of what is achieved at the end of a work day. Difference in their ability to manage time may account for this. Also, self discipline or proper planning could explain the differences in achievement. To this end, organization's time is controllable on the part of employees and the extent of each employee's application of time management to his job determines the amount of control he can have over what is achieved at the end of work hour.

Whether a controllable or uncontrollable resource, organizations or companies in asserting their ownership of business operational schedules, are very time conscious; by that, is meant that unlike private time, time in business organizations is not free; it is limited and has to be utilized to produce the goods and services necessary for the attainment of the objectives of an enterprise. Deadlines are usually set in organizations and efforts are usually made to meet them. For instance, department's budgets needs to be completed on a certain day or the report of new product development has to be ready for the next executive committee to review by the first of the month. A host of decisions have to be taken quickly in order to stay ahead of other competitors and keep customers satisfied. And almost all important decisions come with explicit deadlines. These conditions create time pressures and tensions on decision makers in a company. So an understanding of time management and utilization of its principles can help employees cope better with tensions created by job demands.

We must quickly sound a note of caution here about our generalization on time consciousness in formal organizations. Time consciousness is not always true of public or government organizations whose pr-occupation may be the provision of social services rather than profit making. Furthermore, among the features of public organizations are risks and mistake avoidance. These qualities emanate from the need to take acceptable decisions always because of ministerial responsibility to parliament for the activities of officials in his ministry or department. To avoid embarrassing a minister in Parliament and causing him political losses

during election, public servants have to be meticulous. But most time, this results in excessive or undue delays.

According to Desmond (1972), since mistakes in administration must be avoided, so much time can justifiably be spent in reaching decisions as is needed to reach the right decision through the correct procedure. The expression “undue delay” he said implies that some delay is both likely and appropriate and that instant administration like instant justice the watch word of private organization, is not assumed to be a desirable goal of the public service. Consequently, public organizations unlike private ones are process blind. Effectiveness rather than efficiency which is their goal can be achieved irrespective of the delay, tardiness and expenses involved. In other words, delay is usually justified in such organizations in order to avoid mistakes. This is what commonly manifests in the avoidable delays usually described derogatively as red tapism.

Objectives of Time Management

Time is gold because as we all know it is definitely limited. It is important to set priorities, to meet deadlines and be efficient in everything we do. In order to do this, time management is of essence as it's a necessary aid for an individual to organize oneself. With it, a person learns ways to allot a set amount of time for each activity while using goal setting to achieve the target within the time limit. Time management skills help to increase the efficiency of the workplace as well. It can help boost work performance while making for efficient and effective employees. Hence, these skills are important not only in one's personal life but also an individual's career.

The business world has become very competitive as monopoly of any sphere of it is not the exclusive preserve of any business organization. It is such competition that informs business executive's careful selection of areas of investment in order to have comparative advantage over others, constant adjustment and modification in marketing mix and even rationalization of personnel in their industries or organizations. The competition becomes keener as actors compete for the scarce resources in the global market place. Among such scarce resources is time.

Inevitability of change in the business world makes efficient management of time a categorical imperative. It is a truism that the only permanent thing in life is change. In business organization, changes follow or flow from the inevitable change in organization's environment as well as the ones occasioned by its internal dynamics. Strategy cannot remain fixed, with the whirl of technical, political, social and economic events, company's niche is sure to change. Success also breeds change; growth itself leads to system modifications. And as a company's position in an industry improves, its strategy has to be adjusted. Few enterprises offer identical service over a long period of time.

Success prompts diversification, as decline in demand leads to a search for new opportunities. So change may be one of the methods in the manufacturing or administrative process of organizations in form of formal structure of departmental and personal duties and relationships or in terms of policy affecting the basis and foundation of action in a particular aspect of a business. Achieving the set organizational goals through keeping pace with the needed changes – modifications, adjustments or innovations in these areas depends on efficient time management. Time is money in business cycle. A right decision, taken at the wrong time may cause a company a huge sum of money as a potential customer's order or interests could be cancelled, diverted or lost because of delay. Efficient use of time is a pre-requisite to realizing the level of profitability which is the sole purpose of business enterprises.

As we have stated above, time as an integral part of the management process has influence on a manager's private time. Hence in the words of Bhatia (in Arhuidese, 2004), "time management is an important part of life management". Those who know how to use time well can actually control their life well. Effective time management can help individuals become master of their destiny and time is one of the tools they can use to achieve their goals and objectives. Time management is a skill which one ought to learn in order to develop habits at work which are of great value and which will help achieve success.

Theoretically, we anchor this paper on the theories and approaches of time management because of their relevance in analyzing the issue under interrogation. Propositions on how to make workers maximize the use of time at work is not recent. Its origin dates back to the scientific management theory propounded by Fredrick Winslow Taylor (1947). Scientific management derived from the conviction of the contributors to management thought that knowledge of pure science could be extended to human affairs. The scientific management knowledge was aimed at the physical capabilities of the workers especially with regards to time and motion study on the one hand and reward for workers and time limit for payment of workers on the other hand. In order to determine efficient use of time at work, Fredrick Taylor undertook series of studies of the motion used in each one.

In the study, Taylor (1947) employed a young man to time each motion with a stop watch. These small segments of the job e.g. (picking up a bolt and a clamp, inserting a bolt head in the machine), he called elements, and he arrived at the total time necessary to complete a job by totaling the elements times and adding allowances for brief rest and unavoidable delays. Taylor studied both the motions themselves and the tools employed, with a view to learning how fewer or shorter motions could be used to accomplish the job. These were to be reduced to laws and rules for workers to follow. Time and motion study which he carried out were to save workers energy to accomplish task.

Before Taylor's time and motion study, work was based on piece rate system and initiative. Taylor felt that under piece-work system, output and productivity could not be measured. Management depended on initiative to accomplish the job. If he did it fast and well, it was the resultant effect of the initiative of the particular worker and not the result of any other factor such as training. If a worker performed his responsibilities much better than another, the explanation was that he had more initiative than the other. To some extent, Taylor felt that management was under siege or at least at the mercy of the workers who would either take positive or negative initiative to work and produce a fair days job or not. But through time and motion study, Taylor wanted management to scientifically impose time and motions on workers to carry out certain tasks. By it, output could be assured.

Other contributors to the early management theory were March and Simon (1958) who designated the theory as classical probably because it was earliest in time inform of recognized prescriptive to administration. Under the theory, they tried to show that there was a sound principle of administration. The theory advanced the philosophy that viewed administration as a technical problem basically concerned with the division of labor and specialization of functions, establishment of hierarchy of authority and span of control. It formed the framework of the theory by which L. Gulick distinguishes four organizational bases namely: purposes, process, material and place, and designates the work of executives as being concerned with planning, organizing, staffing, directing, co-ordination, reporting and budgeting (POSDCORB). The theory assumes that employees are primarily passive instruments capable of performing work and accepting directions. Administration/Management in this context is cast in a mechanistic paradigm devoid of human emotion. Workers are expected to adjust to management commands and not the management to human needs. The theory was concerned with the best technical means of improving output.

From the scientific or classical approach to management, a number of advantages accrued to management generally and to time management in particular. The improved working method which it brought about resulted in increased productivity. For instance, after Taylor had installed an incentive payment plan for shovelers at **Bethlehem Steel** and showed the men how to shovel correctly, it was found that 150 men could do the work formerly performed by 450 workers. It stimulated management into adopting a more positive role in leadership at the shop floor level.

As it relate to time management, it provided the foundation on which modern work study and other quantitative management techniques could be based. Business and Public organizations have benefited and are continuing to utilize management techniques which have their origin in the scientific management movement as regards time management. Such time management techniques and principles which are discussed in details below include: specialization, division of labor, forecasting, organizing, controlling, unity of direction and objectives, planning, centralization, order etc. its rational approach to the organization at work enables tasks and processes to be measured with a considerable degree of accuracy.

Measurement of task and processes provided useful information on which to base improvements in working methods, plants and designs. In spite of the above attractions, the mental revolution on the part of management and labor which Taylor considered as the heart of his scientific management never materialized except perhaps in isolated instances and for a short period of time. Its draw backs manifest in its reduction of the workers role to rigid adherence to methods and procedures over which he had no discretion. Consequently, time ceased to be a controllable resource at the disposal of the worker, it led to the fragmentation of work on the account of its emphasis on the analysis and organization of individual tasks or operation. It generated a carrot and stick approach to the motivation of employees by enabling pay to be geared tightly to output. By it, planning and control (which are time management techniques or principles) of the work place activities are put exclusively in the hands of management. It ruled out any bargaining about wage rates since every job was measured, timed and rated scientifically. Above all, Taylorian model which place much emphasis on the employee at work and built standard ways of procedure sees the worker only as an instrument of production which can be handled as any other tool.

The short comings of the classical approach to administration led to further research into how people behave in organizations. One of such research experiments (Hawthorne Experiment), led to the conclusion that the sense of belonging to a work group and the nature of first line supervisor were important factors in shaping workers morale (See Arhuidese, 2004). The study revealed that the way people behave at work is affected by many factors other than the nature of the economic incentives that they are offered. That in addition of finding the best method and output, it was beneficial to management to look into human affairs; that the real power centers within an organization were the inter-personal relations that develop within the working units. This school of thought looks at organization as composed of individuals with different needs that can be studied and of groups of people who developed their own ways of doing things and their own codes of conduct. The organization was to be developed around the workers and had to take into consideration the human feelings and attitudes. Members of this school of thought argued that this approach makes for efficiency in the organization since it gives members a sense of security and a feeling of belonging.

The attraction of this approach with special emphasis on time management is its participatory approach to management of time. By it, the worker is involved emotionally and mentally in the application of himself to official activities. This is the basis of the commitment which underscores efficiency. Pursuant to such participatory approach, time management techniques

such as decentralization, management by objectives (MBO), management by exception, delegation of authority etc, is achieved and sustained.

It is against the background of these theories that further analysis of time management in this paper is predicated. Both theories are relevant as the above examples of time management based on both theories have shown. And in view of the relevance of these theories, it is unnecessary searching for the better theory or the best time management principle. All must be combined to achieve the purpose of the business organization. Chester Barnard recognized this fact when he purposely included both concerns as necessary factors for the survival of an organization.

Approaches to Time Management: A Synthesis

From the above analysis of management theories, time management techniques like other management techniques or principles are useful depending on the situation. Our analysis of various techniques of time management that follows is therefore eclectic as we draw information from different theories.

Setting Goals, Objectives and Priorities

The purpose of setting goals is to draw ones attention to them. A manager will not reach towards achieving a goal until he or she has certain clear objective in mind. The magic begins when he sets the goals. It is then the switch is turned on and the current begins to flow and the power to accomplish becomes a reality. Examples of guidelines for writing clear goals and objectives are instructive:

- a. Begin with an action verb that provides direction, action and accomplishments e.g. to develop, to maintain, to implement, to reduce, to increase etc.
- b. The action words should relate to a single key result such that achievement of objectives will be clear.
- c. They should be as specific and reasonable as possible. The more concrete and tangible the measures are, the more effective they will be in helping the manager to manage his time. Types of measures include: time, cost, members, completion of projects, percentages, submission of reports etc.
- d. They should be understandable.
- e. They should indicate a completion date.
- f. They should represent a priority for the person, job, goal and organization of which the person is a member. If there are too many goals or objectives, none is really a priority.

One or more of the following could be the role managers/administrators from which hints could be taken for goal setting: achieve an effective organization of the branch, carry out assigned tasks from Headquarters, improve operations, handle complaints, and develop subordinates, set goals and objectives for assistants. Ensure compliance with company's policies, set high standards of sale of product, encourage good team work, design better system, reduce costs, assign daily workloads, direct and control people's report, etc. Goals, objectives and priorities setting is indispensable to effective time management because in the words of Earl Nightingales (in Bhatia, 1994), "people with goals succeed because they know where they are going".

Knowledge of Personal Traits

The manager must know his personal traits and identify those that are negative to effective time management. Often, managers make scape goat of eternal factors as the primary sources of time wastage. But when a proper time analysis is made, you discover that the "man within" is the main source of generating such time wastage. The personal traits in work habits that interfere with the proper use of time include:

- Wasting time by making excuses or explaining past failures. A common excuse is “it did not work in the past so how can it work now”?
- Perfectionism which may make the manager work on a project long after he has reached the point of diminishing returns.
- Indecisiveness which leads to ineffective procrastination and inefficient shifting from one task to another.
- Negative emotions such as hostility, frustration and worry which interfere with clear thinking and good judgment and divert energy that could be better spent in getting things done.
- Excessive tension which can disrupt thought processes and interfere with accomplishments. Excessive tension also produces physical and mental fatigue, thereby shorting the time left for productive work.
- Insecurity which tends to make a manager subservient and unduly defensive. The insecure person is inclined to waste time to impress others. Because such a person will take up only activities which may create an outward impression but may not necessarily help in the actual work. As a leader reflects on your traits to detect any positive or negative traits that affect time management either ways and eliminate negative ones that constitute time wasters.

Planning

Planning means deciding in advance what to do, how to do it, when to do it and who is to do it (Arhuidese, 2004). The general saying is that he, who does not plan, plans to fail. Planning bridges the gap from where we are and where we want to go. It makes it possible for things to occur which would not otherwise happen. Planning is a sine qua non to management. Depending on the worth of your time, a manager must decide whether to:

- a. Delegate a job or add it to your own schedule. b. Hire a painter to paint the branch yourself. c. Take that extra hour lunch. d. Knock off early today.

Behind every achievement lies a plan. If you wish to get things done you must plan by:

Identifying your goals; establishing sub-goals; concentrating on essentials; and getting rid of negative personal traits that constitute time wasters in life.

Delegation of Authority and Functions

At the superior or managerial level, failure to delegate leads to time wastage. Among the barriers to delegation on the part of supervisors are: I can do it myself, fallacy; love to be involved in operating details; lack of confidence in subordinates; failure to establish effective controls and follow up; refusal to allow mistakes and anxiety to get credit.

So in order to delegate effectively, the reverse of the above mentioned barriers is the case. Few examples may suffice:

- Provide your subordinates with complete information on company policies and procedures as it relates to their job. The above have been referred to as the ten commandments of effective delegation.
- Define precisely the limits of a subordinates' responsibility and then permit him or her to forge ahead on his own. Let him the initiative to develop abilities and competency.
- Follow up on delegation with minimum direction rather than supervision.
- When a decision is to be taken by a subordinate, do not make it for him, although you should help him if he asks for help.
- Develop initiatives in subordinates so that they can cope with emergencies on their own.

- Do not be hasty about criticizing mistakes made by subordinates particularly in emergencies or in unusual situations.
- Never counter a delegate's order openly. If a decision must be reversed, always permit the man who made the decision to reverse it himself.
- Back your subordinates in their relation with their subordinates. Never let them down in front of their subordinates.
- Accept the responsibility for all decisions made in your department. Your subordinates are accountable to you, but it is you who will be accountable to the management when something goes wrong. Do not try to excuse yourself by blaming a subordinate.
- Be mentor to your subordinate. Show him the part to follow when he makes a mistake. Remember that it is only when your subordinates grow that you will grow.

Management by Exception

Closely connected with the principle of delegation is the management technique called Management by Exception. It is an arrangement under which only exceptional case or issues are referred to management or the supervisor. Other cases being dealt with according to practice, instructions or general principle in accordance with the objective of the company; among the advantages is that it saves time as the supervisor or manager applies himself to few problems, the ones that really count, while the detailed and trivial aspects are left to others to handle. It reduces distractions as it flags supervisor's attention to critical areas only. It remains silent on matters that are under control or that is delegated to the subordinates. It lessens frequency of decision making.

Organization

Organization here in words of Arhuidese (2004) means the totality of the activities undertaken to give effect to plan at work. In the absence of proper organization, useful business time will be wasted. Proper organization implies the following:

All subordinates should be informed who is responsible for what and to whom, while the manager remain the ultimate authority in the branch through whom they are responsible to the highest authority in the company or organization; division of labor and areas of specialization should be clear and where there is fusion of responsibilities, co-operation should be the watchword to avoid conflict which constitute precious time waster; channel of communication should be well defined to avoid wasting precious time in seeking for information; managers should not seek to supervise too many people otherwise the wide span of control will constitute time wastage. Delegate authority as earlier described; everything should have its own place and there should be a place for everything in order to retrieve information, documents, equipment, files or records as and where needed without delay. There should be unity of command by which is meant that a subordinate should receive orders from one superior at a time. The reverse brings conflict which is a time waster; and as a superior, set daily targets, maintain time log, and avoid attempting too much at once.

Challenges to Time Management in Organizations: The Way Forward

In order for Nigeria to get into the club of the 20 top most developed economies of the world, the private and public sectors of the economy must learn and practicalise the skills of time management to stem the current level of time wastage in order to enhance national quest for sustainable development (Sapru, 2008). A critical appraisal of project management in the Nigerian public sector has revealed that there are still a lot to be done as regards project management in the country. Thus, there is the urgent need to encourage meaningful project management and evaluation for government at all levels of government in the country in order to build capacity, especially within the public sector and this will make it possible for the relevant government agencies at all levels to be equipped with the requisite skills tools and

technologies to successfully deliver projects within a acceptable time frame and required specifications

The way the manager or supervisor relates with his subordinates or workers in the station determines whether or not time is effectively used. There are several instances when a subordinate interact with the supervisor, such occasions can lead to wastage of time if the supervisor or manager discusses unimportant matters or are pre-occupied with unnecessary details. In the process, the supervisor may destroy their subordinate's priorities by putting up their own priority list. Supervisors or managers should make a very conscious effort to be aware of the effect they have in their subordinate's time. Some managers and supervisors fail to transmit instructions properly, keeping subordinates waiting for a long time, interrupt while a subordinate is working and so on.

For managers and supervisors to manage the organizations and individual time effectively when relating with their subordinates, a number of hints should be noted: Encourage subordinates to ask questions and seek agreements on priorities; be prepared to compromise, if necessary in order to make the best use of your own time and that of your subordinates; use the open door policy appropriately; be on guard against unscheduled visitors and telephone calls; and do not mandate change without discussion and agreement.

From time to time, meetings may be held at branches, state or zonal offices for various reasons such as a matter of company policy or for the purpose of planning or implementation of policy instructions from Headquarters. Literature on meetings and how to conduct meetings constitute a subject of its own. This is not our concern here. What is important is what managers and supervisors should know to avoid the use of meetings as time wasters. Examples of such hints are many, but the following have been identified:

- Meetings should be held during specific hours of the day. During other times people should be available for regular duties at their work-places.
- Meetings should start and stop at specific timings. A few late comers hold up the start of meetings.
- Representatives of departments should be able to commit and take decisions.
- A number of participants should be maintained. Restrict attendance to one participant from each section to avoid overcrowding.
- Time consciousness should be cultivated in the meetings.
- Meetings are for taking decisions and not collecting information and mudslinging.
- Repetition of subjects in different meetings should be avoided.

Environment of work may constitute barriers to effective time management. Constant interruptions, endless telephone calls, visitors, change of events and public expectations which constitute time wasters may be closely linked with the working environment. To avoid environmental time wasters, organize your work area and keep in mind the following: Clear your desk of everything but the one project you are working on; put your "in basket" where it won't distract you on your desk; have good filing system either personal or departmental; have a visual area for your creative thinking. Use a chalk board or proclaim board; don't have your desk face an exist; don't have too many chairs in your office; it encourages people to seat down; post your goals or objectives near your desk; and keep interruption short by: (i) Setting a time limit, (ii) Look at the clock, (iii) Set the stage, (iv) Keep pencil or biro in hand, (v) Stay standing, (vi) Meet in the other person's office and (vii) It takes two to talk.

Procrastination is often said to be the mother of failure. All your effort at planning, setting goals, objectives, priorities etc, will be a nullity if you procrastinate at work. Its effect as a time waster

is direct and obvious. In order to conquer procrastination and make effective use of time, one should find out the causes of it, identify one's fear, weigh the consequences to it now, make public commitment, do the task easily in the day, set priorities, learn from experience and avoid taking too much work at a time.

The use of Management by Objective (MBO) cannot be overemphasized. This is a management technique which is relevant to setting of goals, objectives and priorities. It is a technique under which targets are fixed as a basis for achieving greater results in the organization (Arhuidese, 2004). The technique involve the fixing of agreed and realistic targets in precise quantitative terms, e.g. agreement to attract one thousand (1000) customers this month as against eight (800) hundred last month. The process involves identification of aims and objectives, definition of the responsibilities of every worker involved in terms of result and the measurement of performance against the stated aim and objectives at the end of the period. The factors that impede the attainment of the set objectives are then identified and courses of action are agreed on, in order to remove them. The results achieved are periodically appraised and new targets set and the process continues in a cyclical form. Among the advantages is that it helps in concentration individually and as a team on the really important task instead of dissipating energy and time on tasks which even if done superbly well could have little or no impact on the progress of the company. It helps in the control of subordinates and delegation of duties to them as discussed below.

Principles of Time Management Discussed Above: A Resume

Principle	of	Brevity,
Principle	of	Habit,
Principle	of	Proper Planning,
Principle	of	Prioritization,
Principle	of	Effectiveness,
Principle	of	Equal Distribution,
Principle	of	Time Estimates,
Principle	of	Complete Staff Work,
Principle	of	Delegation of Authority,
Principle	of	Analysis,
Principle	of	Management by Exception and by Objective,
Principle	of	Implementation,
Principle	of	Interruption and Control,
Principle	of	Follow-up, time is Irreplaceable and Irretrievable

Why You Should Take Time to Manage

Take time to think, it is the way to know what is possible,
 Take time to plan, it is important for effectiveness,
 Take time to build, it leads to improved ideas,
 Take time to delegate, it develops others and save time,
 Take time to say no, it saves time spent on calls,
 Take time to relax, it reduces stress,
 Take time to play, it helps you to be more creative,
 Take time to read, it keeps you up to date,
 Take time to train, it allows you to delegate,
 Take time to trust, it builds good relation,
 Take time to encourage, it increases morals and
 Take time to give recognition, it is the greatest motivator.

CONCLUSION

The concept of time management and employee efficient performance as captured by scholars and social commentators has been espoused with an attempt at clarifying the intellectual “cobweb” surrounding the issue of time management and efficient performance in organizations. To scientifically undertake the purpose of the paper, this paper traversed theoretical framework, conceptualizations, and discussed dominant issues in workers relations with time management. To this end, the theory on the concept of time management has been examined as postulated by scholars. An attempt has also been made to establish the nexus between time management and employee efficiency.

The paper established that there is a relationship between effective time management and employee performance. The paper took an in-depth look into the challenges that might have contributed to time wasters in organizations and individual life and dealt with the dominant ones for space constraint. These included the environment of work, meeting hours, manager subordinate relations etc. Some of the recommendations to manage time effectively forward include but not limited to use of MBO, conducive work environment, eliminating procrastination, cordial superior-subordinate relationship. The above result is efficiency in the performance of the managers and their subordinates.

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