



**A Publication of Departments
of Accounting & Finance
and
Business Administration**

Fountain University, Osogbo, Nigeria

www.osogbojournalofmanagement.com

ISSN 2315 - 6325 (Print); ISSN: 2408 - 6959 (Online)

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**OSOGBO JOURNAL OF
MANAGEMENT
(OJM)**

Vol. 5, Issue 1, 2020



FOUNTAIN SCHOOL OF MANAGEMENT

Fountain University Osogbo Journal of Management (FUOJM)

A Publication of Departments of Accounting & Finance and Business Administration, Fountain University, Osogbo.
Journal homepage: www.osogbojournalofmanagement.com
ISSN: 2315 - 6325 (Print); ISSN: 2408-6959 (Online)



Vol 5 (1)

April, 2020

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A Publication of Departments of Accounting & Finance and Business Administration, Fountain University, Ougba
Journal homepage: www.fountainjournalofmanagement.com
ISSN: 2315 – 6325 (Print) ISSN: 2408-6059 (Online)

EFFECTIVE TIME MANAGEMENT PRACTICE AND ORGANIZATIONAL SURVIVAL: AN EXPERIENCE FROM INTERNATIONAL BREWERY PLC, ILESHA, OSUN STATE, NIGERIA

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Abstract

The study attempts to examine the effect of time management practice on organizational survival in International Brewery Plc, Ilesha, Osun - State. The population of the study stood at 456 with the sample size of 213 which was determined with the use of Taro Yamane's formula. Simple random sampling technique was used for the study with the employment of structured questionnaire to obtain the required information from the respondents. The descriptive statistics adopted comprised simple percentage and tables, while inferential statistics used was Pearson Product Moment Correlation (PPMC). The findings of the study revealed that there is a significant relationship between time management practice and employees' effectiveness ($N = 192, r = .841, p = .000, < 0.05$). The findings of the study established further that there is a significant relationship between time management practice and organizational work performance ($N = 192, r = .870, p = .000, < 0.05$) in International Brewery Plc., Ilesha. The study therefore recommends that the management of the organization should make adoption of time management practice a culture and as a means of withstanding and surviving the business rivalries, and that the company through all its workforces should embrace and believe in the use of time management techniques for: minimization of work stress among the staff of the company, prevention of last minute rush of work, improvement of performance at all levels, enhancement of product quality, and assurance of prompt service delivery.

Keywords: business performance, organizational effectiveness and efficiency, organizational survival, time, time management

JEL Classification Codes: A155, D23, D91

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1. INTRODUCTION

Time is an indispensable resource that everyone needs to achieve his or her set goals and predetermined objectives in life as it is so delicate that it cannot be held back, but can only be spent and once misused it can never be regained. Effective time management is not only the key to the success of any business, but it is also essential to its survival as the decisions and future of the organization rest heavily on the management's ability in ensuring that these decisions are made correctly and actions are taken promptly for the realization of the set goals. Time management is the arrangement of business and personal affairs in such a manner that you and your things show up when, where, and how you have intended them to, as frequently, effortlessly, and ubiquitously as possible, and to facilitate getting things done as quickly as possible with the less amount of resources (time, money, energy, and people) necessary. This includes the art of arranging, scheduling, organizing, and budgeting one's time so as to generate more effective work and productivity. Time management therefore represents the skills, tools, and abilities of doing the right thing at the right time, with minimum effort, and resources effectively and efficiently, thereby accomplishing the set goals and the things that are personally prioritized and valued as this in the long run results into optimal work performances.

However, the drive for coping with the pressures of modern work life without experiencing excessive job stress necessitates priority attention on good time management as this does not really connote doing more work, but it rather means focusing on the tasks that matter and are capable of making a difference in the workplace. The essence of good time management is to achieve the lifestyle balance that is desired or required as good time at work refers doing high quality work and not high quantity (Donaldson, 2011).

In the contemporary business world, time management has gained popularity and consequently its prominence, not only as a motivating element behind employees' job performance and productivity, but as the basis for the overall organizational performance and survival. In the world of work, time happens to be considered as one of the most important assets for any organization as in such organization, there is renewed consistency and a crave for continuous learning, application of new strategies through research and development, and growth taking into cognizance the value and essence of time (Zucas & David, 2012). This is premised on the fact that time is not only tied to every business activity of the organization, but it also sets smart goals and does measure its successes and failure. Therefore, to ensure effective time management for business performance and survival, organization's management team as well as the workforces are required to decide which tasks fall into the categories of important task, essential tasks, low value tasks, the ones that are most valuable to the organization, and those requiring urgent completion.

Time is a necessity for every business in meeting its set targets since it is an important factor required to enhance various organizational performances. Most often, these performances are evaluated in terms of the degree of achievement of the organizational goals and objectives in some monetary costs and efficiency. However, effective time management is a major challenge that managers in most Nigerian establishments are facing in today's world of works as they are cumbered with a lot of duties to perform within a limited time. The attempt to accomplish the

goal for the organization therefore poses a great threat as these workplaces are faced with a number of challenges bothering on inefficiencies in time management, thus resulting into problems such as lack of job security and poor working conditions of workers, lack of adequate maintenance of human resource policy, lack of organizational structure required for enhancement of efficiency, poor team building, and absence of self-discipline. Therefore, in order for organizations' management in the country to address these challenges, investment in time is required to determine what these organizations want out of their day to day activities in such a way that appropriate results are achieved within a specific time range. Hence, this study is conducted to examine the effect of time management on organizational survival with a focus on International Brewery Plc, Ilesha, Osun State, Nigeria.

2. LITERATURE REVIEW

2.1 Conceptual Clarification

2.1.1 Concept of Time Management

Time can be defined as the period in which processes or actions take place. Oxford Advanced Learner's Dictionary defined time as a period either short or long, during which you do something or something happens. Time is a scarce resource which requires proper management or else nothing can be managed. According to Maganga (2014), time is a limited period during which an action, process, or condition exists or take place, that is, a period that is needed for a particular activity to be accomplished. Time is referred to by Adejo (2012) as an indispensable resource that is irrecoverable, limited and dynamic. Irrecoverable for the reason that every minute spent is gone forever, limited because only 24 hours are available in a day and dynamic because it is never static.

Therefore, time management can be defined as a period, either short or long, which encompasses how individuals utilize their time judiciously with a view to produce result. Time management is a concept that has been described differently by different authors or scholars. For example, Lakein (1973) define time management as the process of using particular techniques such as 'to-do' lists or deliberately planning activities, or to participate in training so as to learn how to master and utilize such a technique. According to Randall (1979), time management refers a process by which tasks and goals are accomplished for an employee to become effective in his or her job and career. In the opinion of Claessens (2004), time management means the types of behavior that distinguish persons who do things on time, stick to deadline and spend little time on their activities from the people who are often late, pass deadline, spend much time on their activities and waste time on irrelevant matters.

Claessens, Roe and Rutte (2009) describe this concept as a method employed or used by managers to enhance work performance effectiveness. According to Hirsch and Peters (2002), time management is the investment of time in a manner that optimal result is obtained from activities that consume a specific quantity of time. This refers the practices that are adopted by people to ensure better usage of their time. It is as well seen as the systems and principles that individuals make use of so as to make deliberate decisions over the activities that occupy their

time. Likewise, Hirsch and Peters (2002) add that time management hinges on the principle that it is more essential to do the right things than to do things right. Time management is the organization of events or tasks by initially estimating how much time a task will take to get to the completion stage, when it must be completed, and then adjusting these events that would interfere with its completion so that completion is reached in the right time. Time management is not just getting more things done in a particularly day; it is about getting the things that matter most done. Time management includes the ability to decide what is essential in life both at work, at home and even in our personal life (North, 2004).

2.1.2 Time Management Techniques

As said by Kaufman, Lane and Lindquist (1991), the following are some of the techniques of time management in the workplace:

i. Setting of Priorities:

According to Kaufman, Lane and Lindquist (1991), effective time management requires a distinction between what is important and what is urgent as workplace's activities are clearly categorized into four (urgent, not urgent, important and unimportant activities). Kaufman, Lane and Lindquist (1991) maintain that while activities that are both urgent and important are expected to be quickly carried out, less time should be spent on activities that are unimportant regardless of their urgency so as to gain time in focusing on activities that are not urgent, but important. Focusing on the main activities allows the organization to gain greater control over its time and possibly to reduce the number of important tasks that do become urgent.

ii. Effective Goal Setting:

A goal is referred to as the desired outcome that must be specific, measurable, achievable, and realistic which has to have a time frame within which it must be accomplished. Proper goal setting is the first and very important step in effective time management as it is a powerful process of thinking about the organization's future and for motivating the workforces towards turning the firm's vision into reality (Kaufman, Lane & Lindquist, 1991).

iii. Appropriate Use of Planning Tools:

Kaufman, Lane and Lindquist (1991) identify electronic planners, pocket diaries, calendars, computer programs, wall charts, index cards and notebooks as some of the personal planning tools capable of improving work performance and enhancing productivity in the workplace. It is therefore maintained that writing down or recording the organization's tasks and schedules before performance go a long way in helping employees to focus on the workplace's priorities as the key to finding workable planning tools for the organization is to ensure consistent utilization of those tools.

iv. Delegation of Duties:

Maganga (2014) sees delegation as assignment of responsibilities or allocation of a task or tasks to someone else so as to free up some time for tasks that require one's expertise. Delegation arises from identifying tasks that others can undertake and then selecting the appropriate individual(s) to do them.

v. Avoidance of Multi-Tasks:

Another time management technique as enumerated by Kaufman, Lane and Lindquist, (1991) is avoidance of undertaking multi – tasks at a time. Maganga (2014) stresses that contemporary psychological studies have made known that multi-tasking does not in reality save time and that one loses time when swapping from one task to another and thus results in a loss of productivity. Maganga (2014) argues more that repetitive multi-tasking may cause difficulty in concentrating and maintaining focus when required.

2.1.3 Organizational Survival

Organizational survival as a concept has been described or defined by different book writers from diverse viewpoints. For instance, Osibanjo, Abiodun and Obamiro (2011) refer organizational survival as a primary objective or goal that all establishments have as attention to this goal facilitates the satisfaction and execution of other organizational goals. Also, Larsen and Lomi (2002) aver that organizational survival encompasses organization becoming more and more susceptible to challenges as a result of advancement in technology, innovations, increase in customers and accelerated growth. Thus, organization is increasingly reactive to these challenges and has the capability to take advantage of new market opportunities and realities. This implies that all workplaces consider survival as an absolute prerequisite for serving any interest of any kind.

2.1.4 Organizational Effectiveness

According to McCann (2004), organizational effectiveness is the degree at which organizations realize their mission through their main strategies. Likewise, Agu and Anichebe, (2015) maintain that organizational effectiveness is a successful accomplishment of financial performances such as improved sales, profitability and market share as market share is a measure of how dominant a company is in its industry, and as this proffers the business with a competitive edge in the industry with a view to know when a schedule should be created. To Miller (2004), the concept of organizational effectiveness is the amount of physical output produced for each unit of productive input. However, the realization of this objective is thus a measure of organizational effectiveness as the decrease or increase of the market share that an organization controls is a key indicator of a business' financial performance and consequently its organizational effectiveness (Shaw & Merrick, 2005).

2.1.5 Work Performance

Umran (2016) and Nafie (2014) are of the opinion that performance is an indicator of the level of attainment that measures and reflects the manager/entrepreneur's success at work. The firm's work performance is the desired outcome of the business' behavior of the people in it as how well a business is doing can be appraised from the company's financial ratios since profitability is designed to measure how successful an organization's operations are. However, where there is a high profit rate of the average normal profit rate, a business is expected to have a competitive advantage. This profit level is expressed in quite a number of ratios such as the ratio of return on assets, equity, and sales.

As mentioned by Ojo (2008), organizational performance represents the place of an organization concerning its competitors with regards to market share, profits, and capital base in such a way that it is built through the positive contributions of its workforces to organizational success. It is maintained that the concept of organizational performance is not unconnected to the ideas of effectiveness and efficiency since the performance of an employee is of great importance and high relevance for the organizations and individuals alike as performance of high tasks do results in satisfaction, feelings of self-efficacy, promotion, award, honor, and mastery when accomplishment is obtained. This is because the organization must not only produce the right product, but must also produce them utilizing the fewest possible inputs if it actually craves for enhanced performances.

2.2 Theoretical Review

A number of theories exist to explain time management and employee's effectiveness to guarantee organizational survival. These include but not limited to Pickles Jar theory, Parkinson's Law, and McGregor's Management assumption theory. Out of all these theories, Pickles Jar theory is therefore adopted for the purpose of this study due to the fact that it is very simple for employees to understand and execute.

2.2.1 Pickles Jar Theory

As explicated by Sengupta (2011), the basic idea of Pickles Jar theory is that it makes employees to be aware of the fact that distractions that lead to mismanagement and that should be totally avoided so as to follow the right track. The theory therefore suggests that employees should be scheduling only tasks that are of high priority to them for the day and to always leave gaps in between not too important activities as it teaches the right way to manage time. This is supported by the analogy of a pickle jar, where one can fit more in the jar if one adds large pebbles first before pouring in smaller pebbles and sand instead of adding the largest pebbles last when there is no tendency or likelihood that these pebbles will fit.

Effective management of time in the workplace is non-negotiable since workers cannot but face some stress and difficulties on the job, and with planning and prioritizing of works, assigned tasks can easily be managed so as to provide better care and colleagues. Pickles Jar theory considers time management as the veritable tool capable of helping employees to balance

their profession and personal lives more efficiently and effectively. This is because it is expedient to learn how to manage one's time at work effectively with a view to minimize stress and to efficiently carry out organization's work activities.

2.3 Empirical Review

Adejo (2012) assessed the effective of time management on work performance in Lasaco Assurance Plc. Simple regression analysis was employed with the aid of the SPSS software to test the hypothesis of study. The result of the study established that effective time management is an important tool for high organizational performance. It was therefore concluded that effective time management is a great tool for achievement of high performance; thus make it possible or easy for the organization to be in full control of its financial future through the improvement of its productivity. Likewise, in Nigeria, Adebisi (2013) researched on time management practices and its effect on business performance. The study used questionnaire as the instrument of data collection and the gathered data were analyzed in table and hypothesis was tested with analysis of variance. Findings of the research indicated that effective time management enables significantly the studied establishment to survive competitions, and not only that, but also makes it possible for the organization to grow its business. It was therefore concluded that there is significant and positive relationship between time management practices and the business performance of the organization.

A research work completed by Shazia and Muhammad (2015) examined the relationship between time management and academic achievement of the students. The findings of the study revealed that there is positive relationship between good time management and attainment of students' academic success as conducive environment goes a long way to bring about positive outcomes to the students, besides having good lectures from their teachers.

3. METHODOLOGY

The research design utilized for the study is survey method; the population consisted of Four Hundred and Fifty Six (456) staff members of International Brewery Plc, Ilesha, Osun State, Nigeria. This was based on the obtained figure from the information given. Taro Yamane's formula was used to select Two Hundred and Thirteen (213) respondents for the study. The used instrument of primary data collection was questionnaire. Therefore a total number of Two Hundred and Thirteen (213) copies of questionnaire were administered on the respondents, and only One Hundred and Ninety Two (192) copies, that is, (90 %) were well filled and returned and useful for the study. The remaining copies of the questionnaire could not be retrieved from the respondents. Percentages and Pearson Product Moment Correlation (PPMC) were employed for data analysis to test the research hypotheses.

4. RESULTS AND DISCUSSION

The analysis of the study was based on One Hundred and Ninety Two (192) copies of questionnaire that were usefully filled and returned by the respondents.

Table 1: Socio-Demographic Information of the Respondents

Variable	Level	Frequency (f)	Percentage (%)
Gender	Male	157	81.8
	Female	35	18.2
	Total	192	100.0
Age	Under 25yrs	44	22.9
	26 - 35yrs	86	44.8
	36 - 45yrs	48	25.0
	46yrs and above	14	7.3
	Total	192	100.0
Educational Qualification	NCE/OND	51	26.6
	First Degree	83	43.2
	Masters	49	25.5
	Ph.D.	2	1.0
	Others	7	3.6
	Total	192	100.0
Working Experience	Less than 2 years	52	27.1
	3 - 5 years	70	36.5
	6 - 10 years	34	17.7
	11 years and above	36	18.8
	Total	192	100.0
Department of Respondents in the Company	Human Resources/Administration	26	13.5
	Finance	19	9.9
	Production	100	52.1
	Plant and Engineering Services	24	12.5
	Research and Development	23	12.0
	Total	192	100.0

Source: Field Survey, (2020)

Table 1 shows the socio-demographic data of the respondents. It is shown that out of the entire participated respondents in the study, 81.8% were males, while 18.2% were females. It is therefore implies that the majority of the respondents in this study were males. The analysis of age distribution of the respondents indicates that 22.9% were under 25 years of age, 44.8% were of age 26-35 years, 25.0 % was of age 36-45, while 7.3% of the respondents were of age 46 years and above. Distribution according to educational qualifications shows that 26.6% had NCE/OND, 43.2% had First Degree, 25.5% had Master Degree, and 1.0% had Ph. D, while 3.6% of the respondents indicated other qualifications. Also, 27.1% of the respondents had less than 2 years of working experience, 36.5% had been working for between 3-5 years, and 17.7% had 6-10 years of working experience, while 18.8% of the respondents had 11 and above years of working experience in the organization. Analysis of respondents' departments reflects that 13.5% were in human resources/administration, 9.9% in finance, 52.1% in production, 12.5% in plant and engineering services, while 12.0% were in research and development.

Hypotheses of the Study:

HO₁: There is no significant relationship between time management practice and employees' effectiveness.

Table 2: Relationship between Time Management Practice and Employees' Effectiveness (N=192)

	Variables	$\bar{X}$	SD	1	2
1	Time Management Practice	10.72	4.39		
2	Employees' Effectiveness	10.56	5.39	.841**	

*p= .000 (p<.05)

Source: Authors' Computation, (2020)

Table 2 shows the result of the relationship between time management practice and employees' effectiveness. As shown in this table, the correlation coefficient (r) between time management practice and employees' effectiveness is .841. This value is found significant at 0.05 probability level. This result indicates that there was a significant relationship between time management practice and employees' effectiveness (N = 192, r = .841, p = .000, < 0.05). Since p-value is less than .05, null hypothesis is therefore rejected. This result concludes that there was a significant relationship between time management practice and employees' effectiveness. This finding is in tandem with the result of the study carried out by Shazia and Muhammad (2015) that there is positive relationship between effective time management and achievement of students' academic success in the studied institution.

HO₂: There is no significant relationship between time management practice and organizational work performance.

Table 3: Relationship between Time Management Practice and Organizational Work Performance (N=192)

	Variables	$\bar{X}$	SD	1	2
1	Time Management Practice	10.72	4.39		
2	Organizational Survival	10.02	5.43	.870**	

*p= .000 (p<.05)

Source: Authors' Computation, (2020)

Table 3 shows the result of the relationship between time management practice and organizational work performance. As it is indicated in the table, the correlation coefficient (r) between time management practice and organizational work performance is .870. This value is found significant at 0.05 probability level. This result shows that there was a significant relationship between time management practice and organizational work performance (N = 192, r = .870, p = .000, < 0.05). Since p-value is less than .05, null hypothesis is therefore rejected.

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This result concludes that there was a significant relationship between time management practice and organizational work performance. The result of this study corroborates or validates the findings of studies undertaken by Adejo (2012); and Adebisi (2013). The result of the research conducted by Adejo (2012) ascertained that effective time management is a veritable tool for enhanced performance in Lasaco Assurance Plc, the studied organization. It was as well found out from the study of Adebisi (2013) that there is significant and positive relationship between time management practice and the business performance of the organization under study.

5. CONCLUSION AND RECOMMENDATIONS

In line with the findings of the study, it could be inferred that effective time management is the answer not only to the employees' performance and corporate performance of the organization under the study, but it is also the panacea to the company's survival. This is so because effective time management makes scheduling of assigned tasks easier, causes employees to perform tasks at their highest and best skill level, enables prioritization and accomplishment of important tasks, facilitates recording and guiding of the workplace towards accomplishment of its set goals, and improves staff productivity. It is therefore concluded that there is a link between time management practice and employees' effectiveness in International Brewery Plc., Ilesha. It can as well be affirmed that there is existence of positive and significant relationship between time management practice and work performance in the establishment.

Consequent to the findings of the study, it is therefore recommended that:

- i. The management team members at all levels in International Brewery Plc., Ilesha should realize the essential of time management to the performance and survival of the organization in the contemporal and dynamic world of work, and therefore encourage all the company's staff to adopt time management practice as an avenue for withstanding and surviving the business rivalries.
- ii. The management of the organization should as well ensures that the company's staff embrace and believe in the use of time management techniques such as: setting of priorities, effective goal setting, judicious usage of planning tools, delegation of authority and share of assignments or duties, avoidance of multi - tasks at a time, and avoidance of procrastination. Imbibing these as practices in International Brewery Plc., Ilesha will not only minimize work stress among the staff of the company, it will as well prevent last minute rush of work, improve performance at all levels, enhance product quality, and ensure prompt service delivery.

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