IMPACT OF SELF ORGANISATION AND TIME MANAGEMENT ON STAFF PERFORMANCE AND SERVICE DELIVERY

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ABSTRACT

Self organisation and time management is gradually gaining ground in the field of management due to the inability of many organizations and individuals to achieve their aims and objectives. This art of arranging, organizing, scheduling, and budgeting one's time for the purpose of generating more effective work and productivity, is solely responsible for the failure or success of many people who hitherto had a promising prospect. The population for this study was made up of 196 respondents who work in the various departments of the institutions studied. Survey design was adopted. The study elicited opinions of the subjects on the impact of self organisation and time management on the performance of staff in the office environment. The entire population was studied because of its manageable size and as a result there was no population sample for the study. The reliability of the instrument was determined through a pilot study on a sample population of 20 secretaries from secondary schools and banks drawn from Idah. The reliability co-efficient to test the internal consistency of the instrument was determined by the use of Cronbach-Alpha which gave a reliability co-efficient of 0.83. SPSS was used to analyze the data collected for the study. The result showed a positive impact of self organisation and time management on the performance of office staff because time management is essential in all human activities and serve as a good tool for the attainment of any organizational goals. This study recommends that self organization be inculcated in all staff as a work culture and basic office etiquette necessary for individual and organisational success. It is also recommended that time management be given priority attention and be jealously implemented by both employers and employees for efficiency and increased productivity.

Keywords: Self organisation, Time management, Staff Performance

Introduction

It is a generally known fact that time marches on and almost every time people always say "make the best of each day", "live every day as though it's your last", but such affirmations alone are not enough. We are aware that time is precious. Being able to manage time is important for those people who desperately would like more time to do all the things they want to do. You know who you are. "I wish there were more hours in a day" is one of your favourite sayings. Yet there are some people that seem to get so much done each day and still find time to relax and enjoy themselves.

We all have the same amount of time, that is, 24 hours per day. As such, good time management is about making the best of the time available to you. This also means using your time to help you attain both your short term and long term goals. Stress is a huge problem in this society and being in control of your own time is a sure way of helping you manage the stress you face everyday. Knowing what you are doing and when, then having enough time to do each activity will go a long way to help you reduced stress. It is important to mention here, the concept of flow. Flow refers to those moments where you are so focused on an activity that all other things are forgotten. (Heylighen 2007). If you are managing your time well, you should be engaging in regular flow-inducing activities. This means minimizing time wasters that do nothing to enhance your wellbeing or give you the feeling that comes from engaging in something that absorbs all of your attention.

There are many times when we feel we have whiled away our time and haven't achieved anything. We realize that the day has passed and we did nothing. However, there are a few people who do not feel so. Their each day is panned, for they are all set to achieve targets and goals. They keep achieving these small tasks and goals and ultimately fulfill their dreams. What make these people stand out from the rest is their organizational skills. Organizational skills can be termed as a set of skills that help you achieve your higher goals in life. These skill sets help you plan, implement the procedures, monitor growth and ultimately achieve your set goals. To put it the other way, organizational skills are kind of self-discipline measures that differentiate a leader (and good administrators) from the rest. These skills help an individual to acknowledge a reason or purpose for each day. These skills make an individual focus towards a higher goal in life. In a nutshell, setting up a goal is easy but to achieve the said goal is tough. Organizational skills help individuals plan and prioritize their actions and activities in a way that makes them achieve the goal. The following organisational concepts are vital in accomplishing goals:

Self organization is the ability to work in an ordered and methodical manner while being efficient and productive. Good self organisational skills help us to cope with the world around us and are essential if we want to achieve personal goals as well as perform well in our job. These skills help keep us focused on doing the right tasks, help us set our priorities and give us the confidence that we are following our chosen pathway to our desired destination (Fuller 2010). Good self organisation requires the ability to prioritise, plan, manage time and work to deadlines. Self organisation is required for managing our time, resources, relationships, information, our environment, pressure, and our behaviour (Dombeck, 2006). Time management and organization skills are applicable to a wide range of office tasks. The awareness part of time management corresponds to self-monitoring method. What you need to self-monitor are your commitments and how much time you spend on them. Commitments are appointments, or things you have to do like errands. They are also the things you choose to do when you are avoiding your actual commitments (such as spending time hanging out with your friends). Some commitments are predictable and follow a formal schedule, while others are informal and occur more spontaneously. Make sure you schedule time for different commitments (Hayner, 2015).

Time management

This refers to the use of a range of skills, tools and techniques used to organize or manage time when accomplishing specific tasks, projects or goals. Effective time management is underpinned by a range of additional skills which include planning, allocating, goal setting, delegation, monitoring and analysis of time spent, organizing, scheduling and prioritising. Time management is the capability to properly plan and organize time to maximize productivity and efficiency. It denotes the ability to use time consistently well to complete immediate tasks and to work towards long term goals. Time management is both a skill and an attitude; it requires the skill of knowing and using time management techniques, but is also dependent on being motivated and driven in order to put the plan into practice (Dumbeck 2006). Time management is about managing your day affectively so you can achieve all that you want to achieve. It is also about making use of time today, so that you can obtain larger, long term goals whose deadline is sometime in the future.

Being able to manage your time well will leave you with a feeling of mastery and accomplishment, knowing that you put your time to good use (Hisrich and Peters 2002).

According to (Barnard 2007), Time Management Tips to Increase Productivity and Improve Organizational Skills include:

Advance Preparation: First, prepare your work list for the following day the evening or night before. The best exercise is for you to plan your entire next day as the last thing you do before coming home from work. When you plan your day the night before, your subconscious then goes to work on your plans and goals while you are asleep. Very often you will wake up in the morning with ideas and insights that apply to the work of the day. A major benefit of preparing your daily list the night before is that this exercise lets you sleep more soundly. A major reason for insomnia is your lying awake trying not to forget everything that you have to do the following day. Once you have written down everything you have to do on your list, it clears your mind and enables you to sleep deeply. This will help you increase productivity throughout the next work day.

Time Scheduling: Scheduling your time reduces stress and releases energy. The very act of using your organizational skills to plan your day, week, and month gives you a greater feeling of control and will help increase productivity throughout your day. You'll feel in charge of your life. It actually increases your self-esteem and improves your sense of personal power.

Start Early: To increase productivity, start your day early. The more time you take to sit, think, and plan, the better organized you will be in every area of your life (Hisrich and Peters 2002). In the biographies and autobiographies of successful men and women, almost all of them have one thing in common. They developed great organizational skills and the habit of going to bed at a reasonable hour and rising early. Many successful people arise early so that they can have enough time to think and plan for the coming day. As a result, they are always more effective than those who sleep in until the last possible moment. A few minutes of quiet reflection before you begin any undertaking can save you many hours executing the task. When you get up early and plan your day in advance, you tend to be more calm, clear-headed, and creative throughout the day.

Organisational Skills: Resolve to improve your organizational skills and use a filing system both at home and at work. As much as 30 percent of working time today is spent looking for misplaced items. These are things that are lost because they have not been filed correctly. There are few activities so frustrating as spending your valuable time looking for misplaced materials because no thought was given to a filing and retrieval system. The best and simplest of all filing systems is an alphabetical system when using manual filling or generic file management system when using a computer system to keep office records. In conjunction with a filing system, you should have a master list or record of all your files in a single place. This master list gives you the title of each file and tells you where the file is located.

Prime Time Management: Organize your life so that you are doing creative work during your internal ''prime time.'' Your internal prime time is the time of day, according to your body clock, when you are the most alert and productive. For most people, this is in the morning. For some people, however, it is in the evening. Occasionally, a writer, an artist, or an entertainer may find that her prime time is in the early hours of the morning. It is important that you be aware of your internal prime time so that you can schedule your most important projects accordingly to increase productivity. Your most important work usually requires that you be at your very best, rested, alert, and creative. You must also be aware of external prime time. This is the time when your customers or clients are most readily available. Each person should give some thought to structuring their day for both their external and internal prime times.

Objectives of the Study

The major objective of this study is to examine the impact of self organisation and time management on workers in an office environment. Specifically, this study sought to find out:

1. The extent to which self organisation improves efficiency and productivity of workers in the office environment
2. The extent to which time management impact on the work of performance of employees in office environment
3. The extent to which prime time management, planning, prioritization and time scheduling influence rate of work turn over of employees in the office

Scope of Study

This study is limited in scope to cover The Federal Polytechnic Idah, Federal University Lokoja, Kogi State University Anyigba and Kogi State Polytechnic Lokoja respectively.

Review of Related Literature

Time is a period of time considered as resources under your control and sufficient to accomplish something – Isaac (1999), it can also be regarded as the period during which actions or processes take place- Webster's Collins dictionary calls time as a system or measuring duration. A scarce resources which must be properly managed otherwise nothing can be managed Healthier (2005) Hence, Time is the continuum of experience in which events pass from the future through the present to the pass (Anand 2007). The supply of time is very limited, while the demand for it is limitless. Time lost is lost forever. Time is life. To waste your time is to waste your life. To a typical European, time is money, it must be respected. To a Nigerian time is a snail. It must crawl and wait for him and no event should take place until after two or three hours of advertised take off time.

Time is an essential resource; it is irrecoverable, Limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24 hours exist in a day and dynamic because it's never static. It keeps on moving and does not wait for anybody. According to North (2004), Time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion so that completion is reached in the appropriate amount of time.

Time Management is not about getting more things done in a day. It is about getting the things that matter most done. Time management is the ability to decide what is important in life both at work, at home and even in our personal live (David 2011).

Time management is important for the following reasons:

Time is limited: Time is a very special resource in that you cannot store it or save it for later. Everyone gets the exact same amount of time each and every day. If you don't use your time wisely, you can never get it back.

Time is scarce: Most people feel like they have too much to do and not enough time. Lack of time is blamed for everything. Time management helps you use the time that you do have in better ways.

Time is needed for everything: You need time to do almost anything worthwhile in life. Waiting for more free time is risky and most time unproductive. Learn how to make time for the things that are important. Even if you can only afford to give a small amount of time each week to your goals, you'd be surprised at how much progress you can make.

You can accomplish more with less effort: When you become more productive using improved time management skills and tools, you can accomplish more with less effort. Reducing wasted time and effort gives you even more productive time throughout the day.

Too many choices: In this day and age, there are so many ways you can spend your time. You need some sort of plan to make intelligent choices. Time management helps you make conscious choices so you can spend *more* of your time doing things that are important and valuable to you.

Methodology

Survey design was considered appropriate for the study. The study elicited opinions of the subjects on the impact of self organization and time management on the efficiency and productivity of workers in office environment. The survey design was considered appropriate because the research centers on people, their beliefs, opinions, attitude and behaviour by providing answers to the following research questions:

1. To what extent does self organization improves efficiency of workers in the office environment?
2. To what extent does time management impact on the work of performance of employees in office environment?
3. To what extent do prime time management, planning, prioritization and time scheduling influence rate of work turn over of employees in the office?

Area of the Study

The area covered in this study includes The Federal Polytechnic Idah, Federal University Lokoja, Kogi State University Anyigba, and Kogi State Polytechnic Lokoja.

Instrument for Data Collection

A structured questionnaire was used for data collection. The questionnaire consisted of two sections (A and B). Section 'A' is on the background information of the respondents. Section 'B' consisted of structured items with a four-point rating scale. The respondents were required to tick (√) as they deemed appropriate.

Reliability of the Instrument

The reliability of the instrument was determined through a pilot study on a sample population of 20 secretaries from a similar population drawn from Idah Secondary Commercial College, St. Peter's College Idah, Dickson Memorial College Idah and St. Kizito Seminary College Idah. The reliability co-efficient to test the internal consistency of the instrument was determined by the use of Cronbach-Alpha which gave a reliability co-efficient of 0.83.

Research Question 1

To what extent does self organisation improves efficiency of workers in the office environment?

Table 1: Mean Ratings of Responses of Secretaries on the extent to which self organisation improves efficiency of workers in the office environment

S/N	Items	Mean	SD	Remark
1	Self organization improves and enhances punctuality of staff at work.	3.83	0.42	Accepted
2	Good self organisation ensures that office staff utilize their work period for useful and productive engagements.	3.95	0.23	Accepted
3	Self organisation ensures that no time is useless while at work.	3.97	0.18	Accepted
4	Self organisation eliminates unwarranted errors that could be counter productive to an organisation.	3.86	0.39	Accepted
5	Self organisation promotes comportment and composure of staff in the office.	3.87	0.41	Accepted
6	Self organisation promotes and projects the good image of an organisation.	3.91	0.32	Accepted
7	Self organisation improves customers' satisfaction and boost secretary's morale.	3.95	0.22	Accepted
8	Self organisation improves staff confidence on how to go about their duties	3.86	0.44	Accepted
	Grand mean	**3.90**	**0.33**	

Table 1 above shows the analyses of data used to answer research question 1 concerning the extent to which self organisation improves efficiency of workers in the office environment with a mean of (3.90). The data indicates that respondents agree that Self organization improves and enhances punctuality of staff at work with a mean of (3.83), Good self organisation ensures that office staff utilize their work period for useful and productive engagements with a mean of (3.95), Self organisation ensures that no time is useless while at work with a mean of (3.97), Self organisation eliminates unwarranted errors that could be counter productive to an organisation with a mean of (3.86), Self organisation promotes comportment and composure of staff in the office with a mean of (3.87), Self organisation promotes and projects the good image of an organisation, with a mean of (3.91), Self organisation improves customers' satisfaction and boost secretary's morale with a mean of (3.95) and that Self organisation improves staff confidence on how to go about their duties, with a mean of (3.86).

Research Question 2
To what extent does time management impact on the work of performance of employees in office environment?

Table 2: Mean Ratings of Responses of Secretaries on the extent to which self organization impact on the work of performance of employees in office environment.

S/N	Items	Mean	SD	Remark
1	Time management eliminates idle gossip and promotes productivity of staff.	3.83	0.42	Accepted
2	Adoption and utilization of itinerary by secretaries improves time management and ensures productivity.	3.86	0.35	Accepted
3	Time management impact positively on staff productivity and organisational output.	3.85	0.41	Accepted
4	Time management ensures intelligent choice of what to do at what time.	3.92	0.30	Accepted
5	Time management eliminates staff redundancy and truancy in the office.	3.95	0.29	Accepted
6	Time management improves records creation, retention and disposal by staff.	3.87	0.42	Accepted
7	Time management increases the profit margin of any business organisation.	3.97	0.18	Accepted
8	Time management improves records dispatch and control systems in offices.	3.81	0.45	Accepted
	Grand mean	**3.88**	**0.35**	

Table 2 shows the analyses of data used in answering research question 2. The analysis showed that all the question items on the extent to which time management impact on the work performance of employees in office environment have a grand mean of 3.88 with the rest of the questionnaire items scoring the following means: Time management eliminates idle gossip and promotes productivity of staff with a mean of (3.83), Adoption and utilization of itinerary by secretaries improves time management and ensures productivity, with a mean score of (3.86), Time management impact positively on staff productivity and organisational output, with a mean of (3.85), Time management ensures intelligent choice of what to do at what time, with a mean of (3.92), Time management eliminates staff redundancy and truancy in the office, with a mean of (3.95), Time management improves records creation, retention and disposal by staff (3.87), Time management increases the profit margin of any business organisation (3.97) and Time management improves records dispatch and control systems in offices (3.81) respectively. The fact that none of the items scored less than 3.50 supported the claim that modern office technologies improve data processing in offices.

Research Question 3

To what extent do prime time management, planning, prioritization and time scheduling influence rate of work turn over of employees in the office?

Table 3: Mean Ratings of Responses of Secretaries on the extent which prime time management, planning, prioritization and time scheduling influence rate of work turn over of employees in the office.

S/N	Items	Mean	SD	Remarks
1	Prime time management is essential to every office activity by every office staff.	3.84	0.47	Accepted
2	Planning daily office activities of what to be done in the office ensures orderly conduct of staff.	3.94	0.24	Accepted
3	Prioritization of tasks in their order of importance enhances productivity.	3.77	0.50	Accepted
4	Time scheduling and allotment saves wastages of working hours.	3.80	0.47	Accepted
5	Office Intercoms and telephones reduce movement of staff within the office to pass information which in turn saves time.	3.86	0.37	Accepted
6	Planning tomorrows work today helps staff to sleep fine and wake calm, composed and ready to face the day's job.	3.92	0.28	Accepted
7	Prime time management boosts the morale of clients or customers who visits the office for one reason or the other.	3.79	0.50	Accepted
8	Planning promotes output, productivity, rate of turnover and profits.	3.83	0.44	Accepted
9	Time scheduling ensures that all tasks are performed at their right time.	3.94	0.27	Accepted
	Grand mean	**3.85**	**0.39**	

Table 3 shows the analyses of data used to answer research question 3, which is concern with the extent to which prime time management, planning, prioritization and time scheduling influence rate of work turn over of employees in the office. This has a grand mean of (3.85) while individual item in the table score the following means: Prime time management is essential to every office activity by every office staff, (3.84), Planning daily office activities of what to be done in the office ensures orderly conduct of staff (3.94), Prioritization of tasks in their order of importance enhances productivity (3.77), Time scheduling and allotment saves wastages of working hours (3.80), Office Intercoms and telephones reduce movement of staff within the office to pass information which in turn saves time (3.86), Planning tomorrows work today helps staff to sleep fine and wake calm, composed and ready to face the day's job (3.92), Prime time management boosts the morale of clients or customers who visits the office for one reason or the other (3.79), Planning promotes output, productivity, rate of turnover and profits (3.83), Time scheduling ensures that all tasks are performed at their right time (3.94). The fact that all questionnaire items scored above (3.50), proves that prime time management, planning, prioritization and time scheduling influence rate of work turn over of employees in the office.

Discussion of findings

The findings of this study were discussed in line with the research questions that guided the study.

The extent to which self organization improves efficiency of workers in the office environment

The results of this study show that self-organization improves efficiency of workers in the office environment, improves output quality, enhance and facilitate productivity of secretaries. This nevertheless

supports the ideas that self-organisation improves the efficiency of workers in an office environment. Again, the results support the idea that self organisation ensures punctuality and make workers to utilize their work periods for useful and productive engagements while in the office. The finding above also buttress the claims that, self organisation eliminates unwarranted errors that could be counter productive to an organisation, promotes comportment and composure of staff in the office, promotes comportment and composure of staff in the office, promotes and projects the good image of an organisation, improves customers' satisfaction and boost secretary's morale and improves staff confidence on how to go about their duties and functions in modern offices.

The extent to which time management impact on the work performance of employees in office environment

The results of this study indicate that time management impact on the work performance of employees in office environment. This was further proven in the following areas, time management eliminates idle gossip and promotes productivity of staff, adoption and utilization of itinerary by secretaries improves time management and ensures productivity, time management impact positively on staff productivity and organisational output, ensures intelligent choice of what to do at what time, eliminates staff redundancy and truancy in the office, improves records creation, retention and disposal by staff, increases the profit margin of any business organisation and improves records dispatch and control systems in offices. This shows that time management is of utmost important to any organisation, employers and employees at large.

The extent to which prime time management, planning, prioritization and time scheduling influence rate of work turn over of employees in the office

The results of this study as shown in table three above show that prime time management, planning, prioritization and time scheduling influence rate of work turn over of employees in the office. The result corroborate with the earlier assumption that, prime time management is essential to every office activity by every office staff, planning daily office activities of what to be done in the office ensures orderly conduct
of staff, prioritization of tasks in their order of importance enhances productivity, time scheduling and allotment saves wastages of working hours, office Intercoms and telephones reduce movement of staff within the office to pass information which in turn saves time, planning tomorrows work today helps staff to sleep fine and wake calm, composed and ready to face the day's job, prime time management boosts the morale of clients or customers who visits the office for one reason or the other, planning promotes output, productivity, rate of turnover and profits and time scheduling ensures that all tasks are performed at their right time.

Conclusion

This study examines the concept of time management in the public sector. The research reports the civil servants' perception of the concept and how each of the concepts has been applied in the public services. It shows that time management is a good tool for the attainment of any organizational objective irrespective of the volume. These two concepts are like Siamese twins that would give direction to any organization (Private or Public), if it they taken as they should i.e. time set at the beginning of a particular period and performance appraisal conducted in consonance with the goals set at inception. It is therefore concluded that most government parastatals do not set time and therefore do not conduct objective appraisal of employees' activities.

Recommendations

Sequel to the findings of this research, it was recommended that:

(i) Time should be set for the accomplishment of all activities by government at all levels including the core ministries.

(ii) Adequate provisions should be made for the attainment of the goals set.

(iii) Mechanism should be put in place to monitor the attainment of the time set.

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Successful performance management relies on understanding the foundational concepts that are covered in other modules of this toolkit. It is assumed that readers have an overall understanding of quality principles, understand the basics of performance measurement, and are ready to embrace a quality improvement project within their organization. Performance management concepts presented here allow an organization to systematically manage the performance data required to support QI projects. Links to key concepts are embedded so that readers new to this content can link to the basic concepts bef... considered normal, average, or typical over a period of time and reflects existing care systems. Determining the baseline involves calculating the measure. Dissatisfaction with performance management is at an all-time high. What's more, performance management activities such as formal goal-setting processes, mid-year and year-end reviews, and extensive rating and calibration processes cost the average organization millions of dollars annually. Yet research shows individual performance management ratings have no correlation with business unit performance. What should be your organization's goal when it comes to performance management? What is the fundamental purpose of performance management?