

Time Management and Employee Engagement

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Abstract: *This study examines time management and employee engagement. The dimensions of time management were reviewed as delegation and prioritization while measures of employee engagement were employee self-efficacy and employee absorption. This study was anchored on The Pickle Jar Theory and supported by The Pareto principle. The objective of the study was to examine the relationship between delegation and employee efficacy, to determine the relationship between delegation and employee absorption, to examine the relationship between prioritization and employee efficacy and to determine the relationship between prioritization and employee absorption. The study that time management is imperative and essential to effective employee engagement thus enhance the attainment of organizational goals and objectives. The study concluded that the dimensions of time management which include delegation and prioritization influence employee engagement which helps in the attainment of organizational goals. The study recommended that management should actively engage in prioritizing that will facilitate and improve organizational effectiveness in the organization, management should also delegate responsibility in order to improve customer's satisfaction and organizational effectiveness.*

Keywords: *Delegation, Prioritization, Self-efficacy, Employee Absorption.*

INTRODUCTION

Background of the Study

Time is an important factor needed to enhance various organizational performances i.e. the way time is being managed in an organization will reflect on its performance either positively or negatively. One of the most frequent concerns and complain of people nowadays is lack of time. It is all because of 24/7 fast-paced world in which we live. Time is the valuable resource for everyone. It has equal importance for personal and for professional success. Time is constant and irreversible. It is perishable and cannot be stored for further use. It is finite in nature that is why everyone should spend time carefully.

According to Abramson et al (2005), the performance of an organization is evaluated in terms of the degree of achievement of the organizational goals and objectives at what monetary costs and efficiency, time management is concerned with effective allocation of time to both resources and employees which must be properly managed and all priorities must be placed in order of

their importance. Time management is often associated with the recommendation to set personal goals. These goals are recorded and may be broken down into a project, an action plan, or a simple task list. For individual tasks or for goals, an importance rating may be established, deadlines may be set, and priorities assigned. Time management involves investing time to determine what one wants out of his day to day activities. Effective time management is the investment of time in such a way that suitable results are achieved from activities within a specific time range and it emphasizes on effectiveness rather than efficiency. One's ability to choose between the important and the unimportant and be determined to follow the correctly chosen sequence is the key determinant of effectiveness in time management. In order to manage time, managers must be creative and introduce various ways of producing output within a stipulated time. They must be able to manage

their emails and phone calls, that is, they must be able to minimize the time they spend receiving phone calls and reading emails. The key to successful time management is planning and then protecting the planned time, which often involves re-conditioning your environment, and particularly reconditioning the expectations of others.

In the view of Agburu(2012), a set of certain skills and methods to achieve targets, goals and objectives such as setting goals, analyzing, allocating and organizing the available time is known as time management. Time management does not mean to do most stuff rather it means to do what is deemed important. It also emphasizes to eliminate the inessentials. Better time management results quality work, quality social life and an organized personality but constant planning, review and revision is required until it become a habit. Time management can be learned by planning and to stay with it. An important part of planning is prioritizing. Prioritizing means list out the tasks you have to do and classify them according to their priority, and then spend most of time to the important and

Statement of the Problem

Effective time management is a major challenge many managers in Nigeria are facing today as they have a lot of duties to perform within a limited time. Performance in an organization revolves round the monetary costs, efficiency (i.e. ability to do something well or achieve a desired result without wasted effort) and effectiveness (i.e. doing the right things more than performing them efficiently). Time is a necessity for every organization in achieving its goals and objectives. The attempt to accomplish the desired goal poses a great threat to many organizations.

Conceptual Framework

The dimensions of time management were adopted from Kohn (2000). and developed on by the researcher while the measures of employee engagement were adopted from,

urgent tasks. Like any other person proper management of time is also important for the managers. Manager's work is closely related to time as he has to fulfill numerous working demands in limited time.

Employee engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, self-efficacy and absorption (Agu et al. 2015). Their research investigated whether engagement mediates the relation between job resources and job performance. Interestingly, they found that an increase in job resources has led to higher work engagement and lower absenteeism. In another different study, employee engagement also influences job performance. There has been various dimensions of time management such as time attitude, goal setting, time utilization however no study have adopted the dimensions of delegation and prioritization on employee engagement, it is in this regards that this study is carried out to examine the relationship between time management and employee engagement.

According to International Labour Organization (ILO) (2016), Time management has become a major challenge to managers. Organizations face a number of problems and challenges centering on inefficiencies in its time management. These could be stated as follows: Lack of job security and poor working conditions of employees; lack of adequate maintenance of human resource policy; lack of proper structuring of the organization which is required to have a new trend that would enhance its efficiency and make it feasible; poor team building and lack of self-discipline.

Sharma, Chaudhary, & Singh, (2019) and developed on by the researcher, the moderating variable as adopted from Hisrich and Peter, (2002).

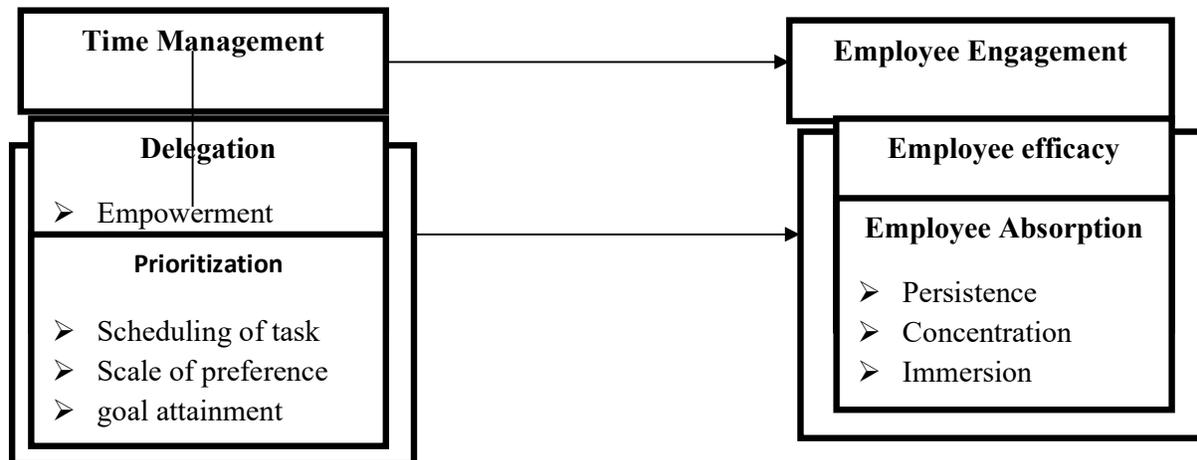


Fig. 1.1: Conceptual Framework of Time Management and Employee Engagement

Source: Kohn (2000), Sharma, Chaudhary, & Singh, (2019), Hisrich and Peter, (2002) & Researcher conceptualized (2022).

Aim & Objectives of the Study

The aim of the study was to examine the relationship between time management and employee engagement. Other specific objectives are:

1. To examine the influence of delegation on employee engagement.
2. To determine the influence of prioritization on employee engagement.

Research Questions

The following research question was generated to guide the study:

1. To what extent delegation influences employee engagement

2. To what extent prioritization influence employee engagement

Significance of the study

This study is of immense significant as it adds to the body of knowledge and will be beneficial to organizations in other to enhance effective time management, as effective time management influence employee engagement

which influence the attainment of organizational goals, also it will serve as a reference point for further study relating to time management and employee engagement.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Time Management

Time management refers to numerous techniques and skills that can help a person to make use of the available time in the most efficient way and to accomplish goals, tasks and projects within the predetermined period of time. Time management skills vary from, but are not limited to, prioritizing tasks, planning, scheduling, organizing and the delegation of functions. However, it also includes an analysis of the time spend for

different activities as well as close monitoring that allows one to improve his time management skills. According to Hisrich et al. (2002), "time is a unique quantity, an entrepreneur (manager) cannot store it, rent it, and buy it. Everything requires it and it passes at the same rate for everyone. Effective time management is the investment of time in such a way

that optimal result is gotten from activities consuming a specific time quantity. Time management hinges on the principle that it is more important to do the right things than to do things right.

The goal of every organization is to achieve effectiveness in all the sectors of business endeavor. Effectiveness refers to doing the right things or occupying oneself with the right things (Kinicki et al. 2003). The concept of effectiveness is linked to the assumption that organizations are goal-oriented. Kinicki et al. (2003) argued that effectiveness is essential for improving results; and in order to perform effectively, clarity is needed. In another development, Dwight (2012) viewed effectiveness as a qualitative characteristic that indicates the extent to which targeted problems are addressed and the degree to which preset goals and objectives are achieved by employees. Nwadukwe et al. (2012) contended that if workers do not know what results are expected of them, there is a risk that they will work but will not perform effectively, which means that they are not doing the right things and so their contribution will be that of the opposite. The ability to choose between the important and the unimportant and be persistent on the correctly chosen sequence is the key determinant of effectiveness in time management.

Time is an essential resource; it's 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. According to Agu et al. (2015), 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 is reached

Dimensions of Time Management

There are various dimensions of time management such as time attitude, goal setting, time utilization, however for the

Delegation

Delegation is the transfer of authority to make decisions and complete specific tasks (Alonso et al. 2008). Learning how to delegate is one of the most important skills for managers and

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 your life both at work, at home and even in our personal life. Time is that quality of nature which keeps all events from happening at once. To manage your time, you need to go through a personal time survey and estimate the way your time is being spent. Time management is a set of principles, practices, skills, tools and system that help you use your time to accomplish what you want. Time management is a skill that many of us seem to learn through necessity. The problem with learning a skill through necessity is that, more often than not, bad habits creep in and, although the skill may be useful in general, we do not use it to its full potential. Time management is a skill that takes time to develop and perfect. It also is a skill that is different for everyone. Time management refers to the development of processes and tools that increase efficiency and productivity. According to Hisrich et al. (2002), "time is a unique quantity an entrepreneur (manager) cannot store it, rent it, and buy it. Everything requires it and it passes at the same rate for everyone. Time management involves investing time to determine what one wants out of his activities. Effective time management is the investment of time in such a way that optimal result is gotten from activities consuming a specific time quantity. Time management hinges on the principle that it is more important to do the right things than to do things right. The ability to choose between the important and the unimportant and be persistent on the correctly chosen sequence is the key determinant of effectiveness in time management.

purpose of this study, this study adopted delegation and prioritization as dimensions of time management.

leaders to possess. Strong delegation techniques can help managers save time, motivate people, and train

people, as well as these techniques can enable managers to take on new opportunities (Ancona et al,2011). However, the lack of delegation practices often leave people frustrated, unmotivated, and under-trained, while the manager remains overworked. Delegation is a skill that enables managers to achieve more without burning themselves out. Delegation involves entrusting work, responsibility and authority by a leader or a head of a team to a subordinate in the bid to hold the accountability of the outcome of the performance. This implies assigning a level of decision making autonomy and encourages performance of a given task to achieve a desirable outcome. Delegation is also an important function in every organization and in the educational setting. Delegation enables management to make the best use of their time and skills as well as ensuring that staff and subordinates are assisted in their growth and development whilst building trust and confidence as well as increasing the amount of expected work to be completed (Besanko et al.2006).

Bosch et al (2006) explained that effective delegation provides several benefits to the educational setting as managers are able to mobilize resources, share responsibilities and also focus on doing a few tasks well, rather than many things less effectively resulting in increased management and leadership potential. Clearly, delegation has the potential to increase the level of productivity of heads and management of educational institutions. In view of this, heads of institutions are able to dedicate more time and resources to daunting and challenging tasks that require more attention. The need for quality education and its subsequent management envisages the need to delegate some roles to other staff members to ensure that more ground is covered in administering quality education to the satisfaction of all stakeholders.

Delegation of responsibilities also comes with empowerment. This enables individual staff and team members to achieve results that are critical in any competitive industry. Delegating responsibilities helps increase the level of speed, response and customer satisfaction for all stakeholders (Agu et al. 2015). Delegation

promotes empowerment that is an effective tool that management and leadership allow a team or an individual staff the freedom and creativity to achieve the strategic goals outlined by management. In the case of empowerment through delegation, it is expected that management and leaders measure the performance of individuals based on the milestone reports and results as well as the final reports submitted. It is imperative that delegation allows compliances to the required or outlined procedures. It is hence important to ensure that simple daily tasks are delegated to individual staff whilst ensuring that they have been empowered to undertake such tasks.

In the view of Van-Schaik et al (2004) Delegation involves authority to complete an assigned task but does not involve the delegated individual transferring the task to another individual. This helps the manager or the leader to review the delegated work and ensure that it is completed and properly done to meet the expected goals. Employees have and continue to be the most valuable resource any organization has. Hence, heads of departments can work more effectively by empowering employees who perform delegated jobs with the authority to manage the assigned tasks. It is important to successfully train employees to acquire the required skills, experience and the resulting confidence that helps develop the subordinates for higher positions. Good delegation provides better managers and a higher degree of efficiency. Primarily, delegation aims to get the job done by someone else (Colombo et al. 2004). The several benefits of delegation are that; it saves time and helps achieve more within a short stipulated time. Delegating responsibilities to team members helps utilize the capabilities and strengths of other individuals within the organization. It goes a long way to help increase the value of the leader. Delegation helps enhance the credibility of the leader (Colombo et al. 2004). As subordinates are allowed the opportunity to show their strengths and also make contributions to the work, the leader earns some respect and loyalty from the subordinates.

This also helps the leader to look for more challenging tasks that can help increase their value within the organization.

Delegation presents an opportunity for subordinates to develop themselves as well as acquire new skills as they achieve the outlined objectives set by the leader. These make the subordinates more versatile and also see themselves as important and an integral part of the team. Also, delegation promotes self-esteem as it tends to show that the leader has trust and confidence in the subordinates. Having interesting and challenging work feels good and being trusted to complete a job raises one's self-esteem. A strong self-esteem goes further to enable subordinates accomplish their goals. When jobs are delegated, they are usually found to be very interesting and hence make them enjoyable. It goes further to promote innovation and initiative taking among subordinates (Dawes 2006).

Delegation promotes efficiency and promotes flexibility. It allows work to be done by different people in different ways thereby ensuring a high level of success and achievement of objectives. Also, there is the promotion of team work as other members in the organization are encouraged to partake in undertaking other responsibilities (Colombo et al. 2004). This also results in a balance of workloads. Delegation allows a fair sharing of responsibilities and work. Each individual that work is delegated to gets a fair share of work to be completed by the entire team. There is also the chance to ensure effective

Prioritization

Prioritizing is the ability to see what tasks are more important at each moment and give those tasks more of attention, energy, and time (Green et al. 2005). Organization focuses on what is important at the expense of lower value activities (Major et al. 2002). Organizations have many things to do, and they never have time and energy to do them all. Many things will be left undone; no matter how hard organizations try. Prioritizing is a way to solve difficult problems (Dong et al. 2010). Colombo et al. (2004) submitted that one key reason why prioritizing works very

communication. Delegation requires that subordinates understand clearly what is expected to be achieved by the team. This helps them accomplish assigned tasks with ease. Through delegation, committed and well performing team members are identified and subsequently be retained in the team.

Delegation is a tool for developing people while also freeing up time for the manager to take on new responsibilities and to develop himself or herself (Colombo et al. 2004). In organizations, delegation is often the first step toward electing a successor. This technique allows the successor to slowly learn the job and enables the manager to move on to a higher position. In addition, effective delegation is essential to developing high quality leaders. By delegating work, managers are able to coach, train, and develop competent employees, making them more valuable to the organization (Colombo et al. 2004). All of these reasons emphasize the positive outcomes associated with delegation. On the other hand, while delegation sounds good in theory, it can also be one of the biggest challenges for any manager, leader, or owner (Dessein et al. 2006). As the famous saying goes, "if you want it done right, do it yourself." This is how many people feel. It is often difficult to find the right person to handle the delegated task, coupled with finding the free time to train the person on how to do the job. All of these items are hurdles that each manager must overcome in order to delegate effectively.

well is the 80/20 Rule. The 80/20 Rule states that 80 percent of our typical activities contribute less than 20 percent to the value of our work. So, if you do only the most important 20 percent of your tasks you still get most of the value. Then, if you focus most of your efforts on those top value activities, you achieve much more than before, or you will have more time to spend with your family. Prioritizing is about making choices of what to do and what not to do. To prioritize effectively needs to be able to

recognize what is important, as well as to see the difference between urgency and importance (Donaldson 2011). The important or high priority, tasks are the tasks that help us achieve our long-term goals or can have other meaningful and significant long-term consequences. Kelly (2002) argued that many of the tasks we face during a day seem equally urgent and important. Yet, if you take a closer look, you will see that many of the urgent activities we are involved are not really important in the long run. At the same time,

Concept of Employee Engagement

Employee engagement is one of the most crucial factors of the organization's performance and its success. Miller (2004) is of the view that employee's engagement as a situation where employees are motivated to deliver high level of performance with developing commitment, loyalty, productivity and ownership. That employees' engagement is a set of positive attitudes which employees have towards the organization's performance and benefits (Colombo et al. 2004). According

Employees' engagement is one of the key drivers of company performance as explained in the introduction, so these two combinations could be viewed as more valuable and decisive for any entity. Further, it focuses on challenges in improving employees' engagement and it investigates the key areas to focus on employee engagement. Since lack of studies which are carried out on employee engagement on organization performance, this study will help organizations which are looking for further improvements in employee engagements. Further, findings of the study will be helpful to each type of managers as well

In the view of Negi (2009) Employee engagement can be considered as cognitive emotional and behavioral. Cognitive engagement refers to the employees' beliefs about the company, its superiors and the workplaces policy and culture. The emotional aspect is how employees' feel about the organization, the people and the risks involved in it. The amount of effects put forth by Farmer et al. (2004) proposed that the characteristics of jobs drive people's attitudes and behaviors. Since Khan proposed this

things that are most important for us, like improving ourselves and our skills, getting a better education, spending time with family, often are not urgent. Green et al. (2005) contended that with good prioritizing skills, a manager can finish as soon as possible all the important urgent tasks, the ones that would get them into a crisis or trouble otherwise, then, focus attention and try to give more and more time to those most important, but not urgent tasks, the ones that are most rewarding in the long run.

to McCann (2004), developing employee engagement is a process that never ends and emotionally enriches work experience. Further, he opined that engagement is not about making people happy, or paying them more money. McCann (2004) pointed out that knowing the level of employees' engagement within the organization is the foundation for change and its success. This study explores that what is the impact of employee's engagement on organization performance.

employees in their work processes are more engaged. In regard to the aforementioned, McCann (2004) described employees' engagement as the positive, affective psychological work – related state of mind that leads to the employees to actively express and invest themselves emotionally, cognitively and physically in their role performance. Kruse (2012), states that employees' engagement is the emotional commitment an employee has to the organization and its goals, resulting in the use of discretionary effort.

Employees engagement as a concept was first proposed by Khan (1990). As cited in McCann (2004) as the harnessing of the organizational members' selves to their work roles. Khan (1990, as cited in McCann 2004) who is considered as the father of employee engagement movement work to the extent they completely commit their physical, cognitive and emotional resources to the cause. This implies that an employee has to be present both physically and psychologically when performing organizational roles.

concept, researchers have crafted different definitions which reflect

different understanding of employee engagement with respect to their different fields of study. Also these definitions vary because individuals differ in similar jobs and from job to job. Thus employees' engagement as a concept has no single unitary definition. Aside the cognitive emotional and behavior state definition of employees engagement, some researchers have gone ahead to incorporate more terms in their definitions. According to Harvey (2007) employee engagement refers to a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective cognitive state that is not focused on any particular object, event, individual or behavior.

Measures of Employee Engagement

Various studies have adopted various measures of employee engagement such as energy, involvement and absorption, however

Employee efficacy

The term employee efficacy or self-efficacy refers to an individual's confidence in their ability to complete a task or achieve a goal. Self-efficacy also relates to the set of beliefs we hold about our ability to complete a particular task. The concept was originally propounded by the social psychologist, Albert Bandura. Albert Bandura (1977) as cited in Mitchell et al. (2001), a pioneer humanist and father of the concept of self-efficacy, defined it as peoples' beliefs about their capabilities to produce designated levels of performance that exercise their influence over events that affect their lives. According to him, self-efficacy is the product of past experience, observation, persuasion, and emotion. Today, psychologists contend that our sense of self-efficacy can influence whether we actually succeed at a task. Self-efficacy is linked to academic achievement and the ability to overcome phobias.

Self-efficacy is also the belief in one's capabilities to organize information and execute a course of action to navigate a prospective situation. Albert Bandura described self-efficacy as a key component of

There is however some convergence of what employee engagement represents, the scholars agree that the employee must be cognitively, emotionally and physically present in the workplace; when performing the job roles. McCann (2004) established that the good environment that is offered to the employees enables them to offer the best that the organization needs for the achievement of its goals and objectives. The popularity of the engagement construct can be attributed to the fact that it has the potential to predict employee outcomes, organizational performance and ultimately financial success. For the purpose of this study, employee engagement is defined as the long lasting positive cognitive, emotional and physical commitment of safe employees to their jobs.

this study adopted employee efficacy and absorption as measures of employee engagement.

the self-system, which consists of an individual's attitudes, abilities, and cognitive resources. High self-efficacy increases the likelihood of successfully achieving a given task. Self-efficacy is not wholly an innate characteristic, it can develop with experience and result in form of judgments about various dimensions of life. That means a person don't necessarily have to be born with a strong sense of self-confidence or belief in one's abilities, he can acquire this trait through his self-learning process. Self-efficacy has important effects on the amount of effort individuals apply to a given task. Someone with high levels of self-efficacy for a given task will be resilient and persistent in the face of setbacks, while someone with low levels of self-efficacy for that task may disengage or avoid the situation.

According to Albert Bandura (1977) as cited in Orlikowsky et al. (2002) Every employee in an organization is capable of identifying goals they want to accomplish, things they would like to change, and things they would like to achieve. At the same time many employees also realize that

putting these plans into action is not quite so simple. Bandura and others have found that an individual's self-efficacy plays a major role in how goals, tasks, challenges, including crisis, failed projects, and scandals are approached.

In the view of Oyedapo et al (2012) Self-efficacy (i.e. authentic self-confidence) is a more important asset than skill, knowledge, or even experience. Without self-efficacy, an employee will find it difficult to make tough decisions, lead meetings with authority, get people to communicate with them candidly, and be open to feedback, particularly when it is of the constructive type. Without self-efficacy, an employee will always doubt his decisions and find himself becoming defensive, when challenged.

Without well-developed self-efficacy, an employee may also find himself lacking in leadership qualities. Self-efficacy is the cornerstone of leadership. A leader can be taught to be an effective problem solver who is more decisive or to be a better communicator who can also coach, mentor and hold team members accountable (and many other fundamentals of leadership). Yet, without that leader first believing in himself or herself, true leadership will exist only in title. A leader that is technically qualified for the position, but lacks the confidence generated by self-efficacy, will find it difficult to lead others. Often, self-confidence comes from a life-long process of developing the sense of an internal authority of who you are. It is developed by directly engaging life in a resilient and courageous way. It requires balancing the external demands of life, work, and family that seek to influence who you are and how you behave.

In order for an employee to imply self-efficacy in improving his performance at the workplace, he must understand the sources of

developing effective self-efficacy. According to Bandura as cited in Mitchell et al. (2001), there are four major sources of self-efficacy which are as follows: (i). Mastery Experiences - Bandura believed that the most effective way of developing a strong sense of efficacy is through mastery experiences. Supportively, performing a task successfully strengthens our sense of self-efficacy (Mitchell et al. 2001). A critical component of mastery is that it requires the leader to accurately assess what is factual versus what is imagined; (ii). Social Modeling - According to Bandura, seeing people similar to oneself succeed by sustained effort raises observers' beliefs that they too possess the capabilities to master comparable activities to succeed. Hence, witnessing other people successfully completing a task is another important source of self-efficacy.; (iii). Social Persuasion - Bandura indicated that people could be persuaded to believe that they have the skills and capabilities to succeed. Consider a time when someone said something positive and encouraging that helped you achieve a goal. Getting verbal encouragement from others helps people overcome self-doubt and instead focuses on giving their best effort to the task at hand (Mitchell et al. 2001).; (iv). Psychological Responses - Our own responses and emotional reactions to situations also play an important role in self-efficacy. Moods, emotional states, physical reactions, and stress levels can all impact how a person feels about their personal abilities in a particular situation. Hence, it is not the sheer intensity of emotional and physical reactions that is important but rather how they are perceived and interpreted by the individual. By learning how to minimize stress and elevate mood when facing difficult or challenging tasks, people can improve their sense of self-efficacy (Mitchell et al. 2001).

Employee Absorption

This domain of employee engagement concerns the hedonic aspect of work. For a person to be engaged he or she should enjoy the work and find pleasure in performing it. Thus happy and focused employee embodies an engaged employee (Pandy 2005). This dimension of employees' engagement relates

the resilience efficiency through having the confidence to be absorbed and the resilience to be persistently absorbed in a task. Absorption (cognitive effect) centers on the degree to which the employee is concentrated; they develop influence on personal traits such as knowledge,

skills, abilities, temperament, attitudes and personality (Sabelis 2001). In the view of Sureshchandar et al (2012) Absorption is characterized by being "mentally there at work, individuals who are absorbed in their work are engrossed by it so that time at work passes quickly, and one has difficulty

Delegation and Employee Efficacy

In the view of Macan (1994) Effective delegation provides psychological empowerment and a collaborative, coordinated and comprehensive managerial technique for motivating and evaluating employees over their performance. It enhances self-confidence and reduces power distance necessary for employees to seek

Delegation and Employee Absorption

In the view of Ghosh et al. (2012) delegation enhances employee absorption to task in actualizing firm goals and objectives. Absorption occurs when employees are very engrossed in their work. The concept of flow which describes a positive state where people are immersed in their work is closely related to absorption. First, the manager controls the work of the subordinate. Secondly, the manager is held accountable at the next level

Prioritization and Employee Efficacy

Sabelis (2001) is of the view that establishing priorities is necessary in order to complete everything that needs to be done. Prioritization is important because it will allow you to give your attention to tasks that are

Prioritization and Employee Absorption

Susan (2012) opines that prioritization influences employee absorption as it is to organize (things) so that the most important thing is done or dealt with first. Sometimes this involves organizing a group of tasks, or things that need to be completed, and ranking them according to different factors including but not limited to, criticalness, whether or not it is time sensitive, and how long it takes to complete each one. This helps us determine what should be focused on to achieve maximum productivity and accomplish more.

detaching from work. Absorption is a long lasting behavior of an engaged employee that is characterized by content, concentration, preoccupation, immersion and attachment toward one's job. Absorption is the feeling of contentment while performing a job.

performance feedback from managers. When you delegate tasks to employees, they grow and develop their abilities (efficacy). They learn new skills that make them more valuable to the company and become more versatile. And all you have to do is delegate the right tasks to them, freeing up your schedule in the process(Ghosh et al. 2012).

for the outputs of subordinates, he or she is expected to play a leadership role. Although control is to be exercised by means of taking prompt remedial action, the managers may not be able to discharge the controlling function of all by themselves by attending to all minute details. It is enough if the action is taken within the authority delegated (Ziss,2001).

important and urgent so that you can later focus on lower priority tasks. Establishing priorities is necessary in order to complete everything that needs to be done.

It seems as there are two common ways of looking at prioritization: In regards to what should be done first when you have a lot of tasks to complete. In regards to time management, as you prioritize throughout the day to make sure you have time for everything. This is similar to a student who says they do not have enough time to go to school, do homework, eat, sleep, exercise, and socialize, etc. who is told to prioritize in order to do it all effectively (Strongman et al. 2000).

Theoretical Review

This study is anchored on The Pickle Jar Theory and supported by The Pareto principle

The Pickle Jar Theory (Jeremy Wright, 2002)

The Pickle Jar Theory serves as a visual metaphor to determine what is useful and what is not useful. It helps you to set your priorities for daily life and plan tasks in such a way, that you have time to spare instead of too few hours in the day. The Pickle Jar Theory is popular for time management. The

Pickle Jar Theory is based on a time management technique that prioritizes tasks and responsibilities in a specific order. This theory (also referred to as The bucket of rocks theory or The jar of life theory) was developed in 2002 by Jeremy Wright with the notion that time is a finite space that has limits.

The Pareto Principle (Joseph M. Juran , 1896)

The Pareto principle states that for many outcomes, roughly 80% of consequences come from 20% of causes (the "vital few"). Other names for this principle are the 80/20 rule, the law of the vital few, or the principle of factor sparsity.

Management consultant Joseph M. Juran developed the concept in the context of quality control, and improvement, naming it

after Italian economist Vilfredo Pareto, who noted the 80/20 connection while at the University of Lausanne in 1896. In his first work, *Cours d'économie politique*, Pareto showed that approximately 80% of the land in Italy was owned by 20% of the population. The Pareto principle is only tangentially related to Pareto efficiency.

Empirical Review

Abdullah, et al., (2012) carried out a study on the Relationship between time management and job performance. Time is the most precious resource in business and society, unlike alternative resources, like labor and capital. However, few organizations really know how their time is important resource. This study investigates the connection between time management and job performance. Time management helps improve employee's productivity, makes jobs easier, employees will perform tasks efficiently, helps employees attain the necessary tasks and finally to record and guide the organizations toward achieving its goals. This study was conducted on the bush sector which is a part of UNITEN University Tenaga National in Malaysia. Using data from a survey questionnaire of 220 participants, results show that there is a positive relationship between each of the time planning and time attitude with the job performance, and inverse relationship between time wasters and job performance. These results have theoretical implications for understanding how job performance as a result of employee engagement relates to time management. Implications of the results

are thought of future analysis directions are identified.

Oran (2009) has shown how students' study time in a semester can be saved by restructuring the class-schedules. If the restructured class schedules are implemented, the author is of the opinion that about a month's time can be saved in a typical semester. Though, it is basically a research on students' class schedule, time is used as a parameter and time management concepts have been used to delineate the propositions. Green et al. (2005) conducted a survey on 233 participants and found that the majority of the participants recorded significant improvement of performance in the following areas, i.e., planning, prioritising, and assertiveness. They also found that the median improvement of personal effectiveness was 20%. In the context of selected parastatals in Kenya, Njagi and Malel (2012) found a statistically positive correlation of 0.674 between time management and job performance. The researchers concluded that since there was significant positive correlation between time management and job performance, therefore, adequate training should be provided to the

managers on time management. In another related research, Afsaneh et al. (2019) investigated the extent time management skills are associated with self-efficacy. The

researchers found that poor time management, planning and organization skills have a negative effect on self-efficacy.

Gap of Knowledge

Several studies have adopted various dimensions of time management however, few or no study have adopted the dimensions of delegation and prioritization in relating to

employee engagement, it is in this regard that this study fill in the gap to provide extant literatures and findings in respect to time management and employee engagement.

Conclusion

The study concluded that time management is imperative and essential to effective employee engagement thus enhance the attainment of organizational goals and objectives. The study revealed that the dimensions of time

management which include delegation and prioritization influence employee engagement which helps in the attainment of organizational goals.

Recommendations

The following recommendations were drawn from the study:

1. Management should actively engage in prioritizing that will facilitate and improve organizational effectiveness in the organization.

2. Management should also delegate responsibility in order to improve customer's satisfaction and organizational effectiveness.

Contribution to scholarship

This study add to the body of knowledge as it provide relevant and extant literatures on time management and employee engagement, this study will serve as a references point for further study that would like to study time management in respect to delegation and

prioritization. It provides management and academics with relevant and adequate findings on delegation and prioritization as such it is of immense value to management, government parameters and other concern stakeholders.

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