

**SELF ORGANIZATION AND TIME MANAGEMENT SKILLS NEEDED BY  
MODERN SECRETARIES FOR SUCCESSFUL JOB PERFORMANCE IN  
IJEBU-ODE, OGUN STATE**

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## CERTIFICATION

I certify that this work was carried out under my supervision by **Rafiu Aminat Anuoluwapo**, with Matric no: 16080117003 of the Department of Business Education , Tai Solarin College of Education, Omu,, Ijebu, Ogun State.

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Date

## **DEDICATION**

This research work is dedicated to Almighty God, the most supreme, ever living and faithful. To him be all glory, great and wonderful things he has done, throughout my stay in Tai Solarin College of Education.

Also to my lovely mother Mrs Mujeedat Rafiu, brothers and sisters who have contributed both morally and financially towards my educational achievement.

Also to my husband (Ade ori mi) for his support and encourage towards my achievement.

Lastly, to my late father Mr Rafiu Aremu, may his soul in perfect peace (Amen).

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I give praise to Almighty God who has been my guide and guard throughout my stay in the pursuit of academic excellence in the citadel of learning. I am full of boundless and unqualified wonders, courage to overcome stumbling blocks and obstacles.

My sincere appreciation and thanks goes to my able supervisor Mr. Orelesi for his advice and excellent supervision of the project, I wish him God protection and guidance in his life (Amen).

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My profound gratitude goes to my able husband Awonusi Akeem Olorunjuwon who God has been using for me financially, morally and through his word of advice that made me achieve my academic goal. I pray that Almighty God should continue to protect and bless him (Amen).

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## **ABSTRACT**

*This study investigates self organisation and time management skills needed by modern secretaries for successful job performance in Ijebu ode, Ogun state. A descriptive research technique was used. The population of the study comprised secretary from some selected five (5) companies (Frigo Glass Nigeria Limited, Nigeria Breweries Pls, Rabi Farm, Tai Farm, Bigi Foods) in Ijebu-Ode Local government of Ogun State. One hundred (100) secretaries in Ijebu-Ode Local Government Area of Ogun State were used as sample size for the study. Simple percentage method was used while the hypothesis was tested using the chi-square method. The findings of the study showed that 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. The researcher concluded that time management should be acquired through learning and developing consistent time management habit. The researcher recommended that time should be set for the accomplishment of all activities by government at all levels including the core ministries. Adequate provisions should be made for the attainment of the goals set.*

# **CCHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

Time is universally static irrespective of geographical location. There are 24 hours in a day all over the world. This has remained constant. However, our activities are numerous; so to achieve all our goals within the limited time depends on how we manage the time available for us. Managing one's time can efficiently and effectively lead to a better performance, both at work and at home. Time in an organization is an intangible factor of production that cannot be reclaimed once lost. Time is our most precious asset, yet we mismanage it. Ultimately, the efficiency and effectiveness of any organization, whether private or public sector, largely depends on the effective utilization of the available scarce resources by its employees (Osawe, 2015). Time can be described by Bhatia (2002) as the one commodity that is unbiased, available to all in equal amounts. It does not cost anything monetarily and it is completely of our own disposal. We never seem to have enough of it and it is not possible to achieve it once used.

Time management is paramount in any organization which has direct relationship with secretary performance. Ultimately, the effectiveness of organizations comes down to the effectiveness of time usage, which is the concern of many managers on how their employees make use of their precious time especially secretary that deals with the administrative work in their organization. The management of time is an issue which is fundamental to secretary job performance. In the past attention to the relationship between time and secretary job performance was restricted to manual workers when they make use of crude tools to carry out their job, and then, by means of organization and methods, to clerical workers. The consideration of time utilization for secretary grades has not received much attention until recently.

Current approaches are based on the assumption that personal effectiveness at work is primarily a function of the individuals management of his/her time. The subject of time management and personal effectiveness overlaps with those dealing with such issues as leadership delegation and communication. The interest in time management as a topic of attention in its own right has drawn together these other issues. The principle issues of time management can be classified under three headings, that is, those related to the nature of the job, those related to the personality and attributes of the job holder and those related to the people who make up the job holder's role set.

Self-organization, also called (in the social sciences) spontaneous order, is a process where some form of overall order arises from local interactions between parts of an initially disordered system. The process can be spontaneous when sufficient energy is available, not needing control by any external agent. It is often triggered by seemingly random fluctuations, amplified by positive feedback. The resulting organization is wholly decentralized, distributed over all the components of the system. As such, the organization is typically robust and able to survive or self-repair substantial perturbation (Bernard; 2016).

In any organization, self organization and time management are rated very high to secretary in order to avoid non productive in an office. So the secretary must know how to manage his or her self and time properly as well as that of her boss to be able to achieve the organization's set goals. Time wasting and low level of organization has been observed as the major cause of secretary's poor performance on the job. Good secretaries are those who can manage themselves as well as others.

Mackenzie (2015) asserted that an efficient secretary arranges her day's work according to priority in order to meet up with the boss's target, thereby achieving greater results in the work place. Aromalaran (2013). Identified time

waster as those vices which prevent office workers from accomplishing desired goals at the appropriate time. A good secretary is one that always accepts responsibilities without grumbling and should be able to carry out work without supervision whether directly or indirectly.

## **1.2 Statement of the Problem**

The level of productivity of secretary in recent days has now been given great criticism as the demand for global effectiveness continues to strive. In present days secretary job has become more tedious which the lot of secretaries sees as a challenge. In olden days, secretary spends more time on a particular job and is always caliber of people who are not self organized with low academic qualification or professional skills.

Observation just shows that lot of time have been wasted by secretary in past years when their job requires low technological tools. But presently secretary find in difficult to use computer which will improve their self organization and time management as a result of its efficiency, accuracy and reliability.

I addition to that, the issue of overtime is also peculiar with secretary, they sees their work as a time consuming work which make them come early and to work and close late due to heavy workload which however spill over the next working day. This problem arouse due to the inability of some secretaries to plan their work in order of priority. As a result of all these, the research deem it fit to examine self organisation and time management skills needed by modern secretaries for successful job performance.

## **1.3 Objective of the Study**

The main purpose of the study is to determine the effects of self organisation and time management skills needed by modern secretaries for successful job performance.

The specific objective of the study is to:

- i. determine the ways in which effective planning and coordination can improve secretary job performance
- ii. examine how time optimization aids successful secretary job performance
- iii. analysis how self composition determine the rate at which secretary perform better

#### **1.4 Research Question**

The following research questions were raised:

- i. In what ways can effective planning and coordination improve secretary job performance?
- ii. How can time optimization aids successful secretary job performance?
- iii. How can self composition determine the rate at which secretary perform better?

#### **1.5 Research Hypotheses**

The research hypotheses for this research are as thus:

- H<sub>0</sub>. There is no significant relationship between effective planning and coordination on secretary job performance
- H<sub>0</sub>. There is no significant relationship between time optimization and successful secretary job performance
- H<sub>0</sub>. There is no significant relationship between self composition and secretary job performance.

#### **1.6 Scope of the study**

The scope of the study covers self organisation and time management skills needed by modern secretaries for successful job performance in Access Bank, Ijebu Ode, Ogun State

#### **1.7 Significant of the Study**

This study could be of great important to secretaries in both the public and private sectors as well as business men generally, administrators and to

government functionaries engaged in one form of activity or the other. The knowledge acquired from this study will enhance secretaries' job performance and will also improve their knowledge on how to manage their time effectively and reduce their time wastage.

### **1.8 Limitation of the Study**

Certain limitations were confronted in the cause of carrying out the research work. They include lack of adequate finance in the process of conducting the research, little time allocated for carrying out the research, since the student would equally have lectures simultaneously in school. Others include lack of adequate relevant material to carry out the research, however efforts to be made to ensure that this challenges do not impact negatively on the research outcome.

Another constraint was the reluctance of some respondents to give information because they did not believe the assurance given them that the data collected were purely for academic purposes. The timing of the study posed some constraints because the researcher could not make a thorough search due to time frame needed for the project.

### **1.9 Definition of Term**

**Effective:** According to the Macmillan English Dictionary for Advanced Learners effective means working well to produce the result that was intended. It also means Successful, especially in producing a strong or favorable impression on people.

**Time:** It is a limited period during which an action, process, or condition exists or take place. It is a period that you need for a particular activity to be accomplished.

**Management:** It is the organizing and controlling of the affairs of a business or a sector of a business.

**Organization:** A group of people identified by a shared interest or purpose. It is also the coordinating of separate components into a unit or structure.

**High:** To be at a level of great intensity. It is also the greatest, strongest or most extreme part of something.

**Performance:** It is the way in which somebody does a job, judged by its effectiveness. It is also the act of accomplishing a task or the standard to which someone does a job.

**Self Organization:** Self-organization refers to the process by which individuals organize their communal behavior to create global order by interactions amongst

**Management Skills:** The practice of understanding, developing and deploying people and their skills. Well-implemented skills management should identify the skills that job roles require, the skills of individual employees, and any gap between the two

**Job Performance:** Level at which someone achieve a designated task

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Conceptual Framework**

##### **2.1.1 Time**

Time is a period of time considered as resources under your control and sufficient to accomplish something Isaac (2019), 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 (2015) Hence, Time is the continuum of experience in which events pass from the future through the present to the pass (Anand 2017). 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 (2014), 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.

### **2.1.2 Time and Effective time management**

Time is an essential resource; it's irrecoverable, limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it's never static. 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 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 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 development and perfection. 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. Effective time management is the key to high performance levels. Effective time management not only affects the productivity of your employees, but also helps to cope with stress, conflicts and pressure more efficiently. It also helps them maintain a healthy work-life balance and keeps them motivated. Time management training is one of the most effective tools to enhance the productivity of your team. In the time management training, participants are provided with a unique planning and managements systems that help them have greater control over their time as well as their performance. As a manager, sales person, administrative assistant or an executive, time is the most valuable asset. In order to have an effective utilization of time, prioritize task and activities then eliminate unnecessary elements.

Effective time management cannot be turned on or off when convenient. It is a set of skills and behaviors that become a pervasive part of one's professional and personal life. The two major components of time management are practice and purpose. The practice component refers to what you do with the minutes of your day. The purpose component refers to finding and knowing your purpose in life. When you manage your time, the minutes of your life, and it falls in alignment with your purpose of your life, you have a fantastic chain reaction. This alignment can enable you to accomplish your tasks more effectively, to reach your goals more quickly, and to give you a greater sense of peace.

According to Hisrich and Peters (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.

Time management is a method for managers to increase work performance effectiveness [Claessens, Roe, Rutte (2009)]. Time management is probably not as easy as what it is imagined and expected to be. Hence, authors differ in the way in which they define time management. In their study, "time management: effectiveness, logic and challenges", Claessens, Roe, Rutte (2009) have noted that the term time management means different things to different people.

According to Lakein (1973), time management refers to the use of particular techniques such as 'to-do' lists or deliberately planning activities, or to participate

in training with the purpose of learning how to master and use such a technique. In general sense, Claessens et al (2009) have defined time management as types of behavior that differentiate people who do things on time, stick to deadline and spend little time on their activities from those who are often late, pass deadline, spend much time on their activities and waste time on unimportant matters.

Time management is defined as one process by which you can accomplish the tasks and goals which will enable you to be effective in your job and career Randall (1979). According to Chales (1987) cited in Frank (1994), who is one of the foremost influences in the field of time management, defines time as ‘occurrence of events one after another and defines management as the act of controlling’. He claims that, therefore, time management becomes the act of controlling events.

Research on how individuals perceive and think about time includes psychophysical research that views time as a mental construct which compares the perception of time to “clock” time (Macan, 1994), sociological research that views time as a social construction, a convenience that cultures agree on (Lewis & Marks, 1977), and behavioral research that attempts to predict what individuals might do, their motives for thinking about time in a certain way and their related behavior (Hirschman, 1987).

According to Allen (2001), time management is defined as practices individuals follow to make better use of their time. It also refers to principles and systems that individuals use to make conscious decisions about the activities that occupy their time. Time management is the management of our own activities to make sure that they are accomplished within the available or allocated time, which is an unmanageable continuous resource (Stephen Covey).

According to Hurley, time management is defined as using your time to accomplish given tasks in an efficient and effective way using tools and skills to

maximize your productivity. Effective time management is the key to high performance levels. Effective time management not only affects the productivity of your employees, but also helps them cope with stress, conflicts and pressure more efficiently. It also helps them maintain a healthy work- life balance and keeps them motivated. Time management training is one of the most effective tools to enhance the productivity of your team.

In the time management training, we provide participants with a unique planning and managements systems that helps them have greater control over their time as well as their performance. As a manager, sales person, administrative assistant or an executive, time is the most valuable asset. In other to have an effective utilization of time, prioritization of tasks and activities, eliminate unnecessary elements and manage the time management training. According to Human Ladders, time management isn't all about being time bound and productive but in broader perspective how effectively you show mutual trust and enjoy sharing in your team so that everybody in the team feels joy of success and achievement.

Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments. High performance in organizations is when an organization is so excellent in so many areas that it consistently outperforms most of its competitors for extended periods of time. Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments. To improve organization performance is through effective time management. Performance also determines the success and survival of every organization. A manager's performance is measured by the 3Es of management (Economy, Efficiency and Effectiveness). Since the manager is a man provided with resources in the form of men, materials, and money for the purpose of achieving stated organizational goals and objectives,

what lowest appropriate costs are being maintained (economy), what quantity and quality of goods and services are being produced, and resources used to produce them (efficiency), and how far the expected organizational goals are being achieved (effectiveness), become the best yardsticks of measuring the performance of the manager. The key to building high performance in an organization is to make sure you consider what and how you will get to your destination point.

### **Advantages of time management**

- It helps to take control of many areas of ones life.
- It increases productivity.
- Time management makes ones to be more organized.
- It helps us to utilize our time effectively.

To Americans, time is money. We live by schedules, deadlines and agendas, we hate to be kept waiting, and we like to get down to business quickly. In many countries, people are not rushed because they feel people in rush are arrogant and untrustworthy. In the U.S, the most important issues are generally discussed first when making a business deal while in Ethiopia, most important things are taken up last. Being late seems to be normal for business meetings in latin America and the reverse in Switzerland, Sweden and Germany.

### **Greg's ten Tips for time management**

1. **Prioritize.** Feeling overwhelmed by all you have to do? Stop and Think--which item must be completed today? This does not include items you'd like to get done today, but only the item(s) that must be completed today.
2. **Be realistic.** One way to set up yourself for a panic situation is to plan an unrealistic amount of work for one day or one week. Use your common sense to recognize when you have over-scheduled yourself. Enthusiasm is wonderful, but it.

3. **Delegate.** A person who refuses to delegate will very likely be a very busy and frustrated person. For anyone to personally handle every item is unnecessary and unwise.

4. **Work Efficiently.** For example, make sure your electronic calendar does not cost you time. People who love electronics will shake their heads no at this idea. But sometimes it can take longer to enter and maintain information in a gadget than to jot it down with a pencil in an old-fashioned paper planner.

5. **Organize Meetings Wisely.** According to a Wall Street Journal survey, meetings account for the greatest amount of unproductive time--topping telephone calls, paperwork and travel. With a little preparation, meetings can be transformed into productive assemblies helping you and your group steam toward, instead of away from, their goals. The key ingredient for a good meeting is preparation. Ask yourself--Is this meeting really necessary? Can the information be presented best another way? If there is still a need for a meeting, plan it well.

6. **Learn to Say No!** Many people have a tough time saying no. They allow themselves to become members of every committee even ones that are outside their particular talent. People, who can't say no, quickly discover their life is out of balance; it is being pulled in the opposite direction. No matter how important the obligations maybe, do not allow your family priorities to suffer.

7. **Destroy the Paper Monster.** The best guideline for paperwork is to either file it or toss it. We never use 80% of the paperwork we keep. Paper, magazines and other forms create clutter and confusion, which could turn into stress.

Another principle for paperwork is handling it now. Spend 20 seconds filing that important paper now rather than 30 minutes searching for it later. Take a moment to jot down that phone number on your permanent list instead of spending ten minutes tracking it down again later. A third rule for paperwork is organizing it.

Use colored folders to prioritize your work; colors allow you to see at a glance, which jobs need your immediate attention. Sub-divide files for greater efficiency.

8. **Manage Mail.** Answer E-mail immediately. Don't read it and then let it pile up in your in-box; keep your in-box clutter free. Create a "keeper" folder and transfer the mail you want to retain. Create another folder for "actions pending." Respect other people's time and avoid forwarding all those stories people love to send you. Delete junk E-mail without reading it and use your filters to eliminate spam.

9. **Make Lists.** Making a list can be a legitimate time manager. Keep a pad handy to jot down projects as they arise, items that come to mind to do later, and even phone calls you need to make. At the end of the day or week, whichever is best for you, mark off the items handled. Then, make a fresh list and prioritize the remaining items. This shouldn't take but a few minutes each day or a little longer if done once a week. Using this process can help you avoid that familiar sinking feeling when you realize you forgot something important and also help you feel on top of things on a daily basis while freeing your mind to concentrate on the job at hand.

10. **Allow Time for Fun and Surprises.** Don't carry time management to the point of where everything in your life is plotted, calculated, and placed on a calendar. Allow some spontaneity and fun in your life. Every now and then do something nice for someone totally unexpected. Call someone up and tell him or her how much you appreciate them.

### **2.1.3 Principles for effective time management**

According to European Journal of scientific research (2008), the following are principles for effective time management.

**A. Planning:** This involves the formulation of goals and definition of practical ways or steps to be taken to achieving same. If you are committed to bridging the

gap between your potential and your performance, better time management should become your lifestyle choice. There are three types of plans namely

- i. Strategic plan
- ii. Intermediate plan

Time management also helps you gain time for yourself to relax and do the things you enjoy doing.

- iii. Short term plans.

**Guidelines for planning include:**

- i. Be specific about goals.
- ii. Make goals that are attainable.
- iii. Set quantity and time targets for same.
- iv. Mind the association you keep. Do not relate with dream killers.
- v. Start little and with what you have.
- vi. Be sincere.
- vii. Do not isolate yourself.
- viii. Be flexible.
- ix. Move plans to appraise your results.

**B. Organization:** Organization means putting all resources you have into plan to achieve personal goals. Listed below are principles for personal organization at work.

- i. Setting your priorities.
- ii. Time targets are set for priorities.
- iii. Allow time space for the unexpected.
- iv. Do not embark on more than one project at a time.
- v. Be a productive thinker.
- vi. Separate duties properly.
- vii. Work according to your temperament.

- viii. Do not develop impossible systems.
- ix. Allow time for idle minute between meetings and major jobs.
- x. Focus on results not in activity.

**C. Responsibility:** The essence of modern management borders on responsibility and accountability. It is common to find people passing the buck for every iota of failure or irregularity. Winston Churchill said “The price of greatness is responsibility. The steps towards responsibility are:

- i. Being responsible for who you are.
- ii. Being responsible for what you can do.
- iii. Being responsible for what you have received.
- iv. Being responsible to those that lead you.

**D. Accountability and Integrity:** It is one thing to have a goal or dream; it is another thing to achieve that same goal. At the end of specific periods, it is important for every responsible person to take stock of actual results of his/her actions and compare same with plans.

### **Other Principles on Effective Time Management**

Effective time management also depends on the principle of effectiveness. This means focusing on the most important issues/tasks as ‘there will never be enough time to do everything you have to do’. The things that matter least must be at the mercy of the things that matter most. This is the real meaning of the Pareto principle which says that 20% of your activities will account for 80% of the value of your activities. This means in essence that if you have a list of ten items to accomplish, two of these items will be worth more than the other eight items altogether. These two activities are thus worth-concentrating on as they contribute the greatest value to your work. The principle is sometime called the principle of forced efficiency which states that “there is never enough time to do everything, but there is always time to do the most important things”.

There is also the principle of analysis. This means the individual needs to analyze himself to know how his time is presently being spent. This is to make amend and to achieve another principle called the principle of posteriorities. The principle of posteriorities means to sit down on some priorities. It is deciding on what to discontinue. Another principle is that of teamwork. The manager needs to help other members of the management team and subordinates to become more sensitive to the time management concept when dealing with other individuals in the organization. Each member of the management team needs to employ effective time management in dealing with other members.

The principle of planning is another principle. It includes elements of all previously mentioned principles of effective time management. It is the 10/90 Rule of Effective Time management (the Rule of Indispensability). It states that 10% of time that you take to plan your activities carefully in advance will save you 90% of the effort involved in achieving your goals later. The very act of the manager of thinking through and planning his/her work in advance will dramatically reduce the amount of time that will take him/her to do the actual job. The planning principle gives rise to the principle of clarity which means writing and re-writing out the goals/activities you wish to accomplish (Hisrich, 2002).

## **Self Organization**

Self-organization refers to a broad range of pattern-formation processes in both physical and biological systems, such as sand grains assembling into rippled dunes (Accesspress, 2018).

## **2.2 Theoretical Framework**

### **2.2.1 Theories on High Job Performance**

During the early 1900s and on the other side of the Atlantic, max Weber in Germany and Henri Fayol in France offered their perspectives on the growing interest in increasing productivity. The problem, as Weber saw it, was how a large

organization might function more systematically. The answer, he concluded, was bureaucracy, which meant management by the office or position rather than by a particular person (Parsons, 1947) as cited in AMA journal (2007)]. According to Frederick Taylor in the US, during the late 1800s and early 1900s, “The principal object of management should secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee.” He placed the responsibility for productivity on management rather than on workers, saying that “it is the manager’s job to design the jobs properly and to offer the proper incentives to overcome worker soldering” [a term that Taylor used to mean “taking it easy” (Taylor, 1903). During the early 1900s, Frank and Lillian Gilbert emerged on the management scene with a similar method for increasing productivity. Frank Gilbert conducted motion studies in manufacturing; Lillian wrote one of the earliest contributions to the understanding of the human factor in industry, *The Psychology of Management* (1914), and she is known for bringing a human element into scientific management [Wren (2005) as cited in AMA (2007) Journal].

In contrast, Fayol made clear the importance of managerial ability as opposed to only job design and structure to improve organizational performance. He felt managers needed particular attributes:

- Physical qualities such as health and vigor;
- Mental qualities such as the ability to understand, learn, and adapt;
- Moral qualities such as energy, firmness, and a willingness to accept responsibility;
- A general education that encompasses matters that do not belong exclusively

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- Physical qualities such as health and vigor;
- Mental qualities such as the ability to understand, learn, and adapt;
- Moral qualities such as energy, firmness, and a willingness to accept responsibility;
- A general education that encompasses matters that do not belong exclusively to the function performed;
- Special knowledge particular to the function, be it technical, commercial, financial, managerial, and so on;
- Experience, including knowledge arising from the work itself and lessons from personal experience (Fayol, trans.; Storrs, (1949) as cited in AMA Journal (2007).
- In general, high-performance organizations are superior to their low-performance counterparts in the following areas:
  - Their strategies are more consistent, are clearer and well thought out.
  - They are more likely to go above and beyond for their customers.
  - They are more likely to adhere to high ethical standards throughout the organization.
  - Their leaders are relatively clear, fair and talented oriented.
  - They are superior in terms of clarifying performance measures, training people to do their jobs and enabling employees to work well together.
  - Their employees use their skills, knowledge and experience to create

### **3ES for Effective Job Performance**

The 3Es for effective organizational performance includes Economy, Efficiency and Effectiveness. More elaborately, economy is essentially a resource acquisition concept with a least reasonable cost. It means buying resources (men, materials, money) at a favorable price, at the right time, from the right source, in

the right quantity and quality. Efficiency is an essential resource usage concept, also with a least cost notion. It has to do with minimization of input and maximization of output. Efficiency thus refers to the relationship between the quantity and quality of goods/services produced and the cost of resources used to produce them at a required service/operational level. Effectiveness is defined as an ends-oriented concept that measures the degree to which programmed goals and objectives are met or achieved. Hence, Ayegh (2005) cautioned that effectiveness must be judged on the balance of positive and negative consequences. Thus, a manager's performance is a summation of his economy, efficiency, effectiveness in the procurement and use of his organizational resources to accomplish his organizational goals and objectives.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter reveals the methods that will be used in conducting this research which comprises of the research design, population of study, sampling methods, sample size, source of data collection, research instrument specification and method of data analysis

#### **3.1 Research Design**

In this research work, survey research technique will be adopted by selecting a sample from the total population. The information that will be collected will be analysed to make decision about the characteristics of the population from the sample that will be selected.

#### **3.2 Population of the Study**

The population of the study comprised secretary from some selected companies (Frigo Glass Nigeria Limited, Nigeria Breweries Pls, Rabiun Farm, Tai Farm, Bigi Foods) in Ijebu-Ode Local government of Ogun State.

#### **3.3 Sample and Sampling Technique**

Simple random sampling method will be employed for selecting appropriate number of respondents to represent the study population. Therefore one hundred (100) secretaries in Ijebu-Ode Local Government Area of Ogun State will be selected to form the study population through random sampling technique.

#### **3.4 Research Instrumentation**

Structural questionnaire will be use to collect primary data from respondents and it will be sub-divided into two sections namely; section A and section B.

Section A contains letter of introduction and questions related to respondent bio-data while section B comprises questions related to the objectives of the study.

### **3.5 Validity of instrument**

In this research work, the researcher will adopt the content and face validity to measure the validity of the research instrument. There is clear information as how to complete the questionnaire by the respondents and the researcher will personally administer and collect them to ensure high rate of return.

### **3.6 Reliability of Instrument**

The Test-retest reliability will be used to determine reliability of the research instrument by presenting same set of respondent repeatedly under similar condition but at different time.

### **3.7 Method of Data Collection**

The researcher will administer all copies of the questionnaire personally to the respondents and retrieved the questionnaire from them within a reasonable period of time and ensure adequate return rate.

### **3.8 Procedure for Data Analysis**

Data that will be collected will be presented in a tabular form and analyse using simple percentage method. Hypothesis formulated is to be tested using the chi-square method.

*Chi-square formula is as follows;*

$$x^2_{cal} = \frac{(F_o - F_e)^2}{F_e}$$

Where;

F<sub>o</sub> = Total Frequency/No of Variable

F<sub>e</sub> = Expected frequency

F<sub>o</sub> = Observed frequency

X<sup>2</sup> = chi-square

E = summation

## CHAPTER FOUR

### RESULTS AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This chapter presents the data analysis and interpretation of the data gathered. The data was analysed using descriptive statistics of frequency counts and percentages and Chi-square.

##### 4.1.1 Questionnaire Distribution

The details of distributed questionnaire are shown below in table 4.1 below:

**Table 4.1 Questionnaire Distributions**

Questionnaire distributed	100	100%
Questionnaire returned	99	99%
Questionnaire not returned	1	1%

Source: field survey, 2021

#### Interpretation

A total number of 100 questionnaires were administered. 100 representing 100% questionnaires were returned and 1 representing 1% questionnaires is not returned. This implies that 99% responses were achieved.

#### 4.2 Data Analysis

##### Analysis of Demographic Features of the Respondents

**Table 1: Respondents' Distribution by Gender**

Gender	Frequency	Percentage(%)
Male	44	44.0
Female	55	56.0
Total	99	100

Source: Field Survey, 2021

Table 1, 44% of the respondents are male while 56% are female. This shows that the female respondents are more than the male respondents that took part in the study.

**Table 2: Respondents' Distribution by Age**

<b>Age</b>	<b>Frequency</b>	<b>Percentage(%)</b>
18-25 years	30	30.0
26-30 years	43	43.0
31 – 40 years	20	20.0
41-50 years	4	4.0
51 years and above	2	3.0
<b>Total</b>	<b>99</b>	<b>100</b>

**Source: Field Survey, 2021**

Table 3 shows that 30% of the respondents that participated in the study are within 18-25 years, 43% of the respondents are within the age range of 26-30years, 20% of the respondents are within 31-40years, 4% of the respondents are within the age range of 41-50years while 3% of the respondents are within the age of 51 years and above.

**Table 3: Respondents' Distribution by Marital Status**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage(%)</b>
Single	32	33.0
Married	65	65.0
Divorce	2	2.0
Widow	0	0
<b>Total</b>	<b>99</b>	<b>100</b>

**Source: Field Survey, 2021**

Table 3 shows that 33% of the respondents are single, 65% are married while 2% filled divorce. This shows that majority of the respondents are married.

**Table 4: Educational qualification of the respondents**

<b>Occupation</b>	<b>Frequency</b>	<b>Percentage(%)</b>
NCE	21	21.2
ND/HND	13	13.1
BSC/B.ED	30	30.3
M.SC/M.ED	16	16.2
Others	19	19.2
<b>Total</b>	<b>99</b>	<b>100</b>

**Source: Field Survey, 2021**

Table 4 shows the occupation of the respondents, 21.2% are NCE holder, 13.1% are ND/HND holder, 30 percent are B.SC/B.ED holder, 16.2% are M.SC/M.ED holder, 19% respondents ticked others.

### Analysis of the Research Questions

#### Research Question One: What are the ways effective planning and coordination can improve secretary job performance.

**Table 5:** Analysis of Research Question 1

S/N	Item	SA	A	UD	D	SD
1	When I set a goal or target before starting work, I performed excellently	63 (63.6%)	27 (27.3%)	3 (3%)	3 (3%)	3 (3%)
2	Proper organization of my work materials makes me perform better	41 (41.4%)	39 (39.4%)	7 (7.1%)	9 (9.1%)	3 (3%)
3	Availability of necessary equipment assist me in performing my duties diligently	37 (37.4%)	43 (43.4%)	7 (7.1%)	9 (9.1%)	3 (3%)
4	Breaking down of my target aids my performance at work	27 (27.3%)	43 (43.4%)	13 (13.1%)	11 (11.1%)	5 (5.1%)
5	Proper work timing improved by performance	27 (27.3%)	25 (25.3%)	14 (14.1%)	21 (21.2%)	12 (12.1%)
6	Effective delegation of duties contributes to my job performance	68 (68.7%)	25 (25.3%)	4 (4%)	1 (1%)	1 (1%)
7	Setting of priorities among all task aids my effectiveness	38 (38.4%)	45 (45.5%)	12 (12.1)	2 (2%)	2 (2%)

From the data presented in table 6 above, the study is used to analyse ways effective planning and coordination can improve secretary job performance. Item 1 shows that 63(63.6%) ticked strongly agreed, 27(27.3%) ticked agreed, 3(3%) ticked undecided,

decided and strongly disagreed. Item 2 shows that 41(41.4%) ticked strongly agreed, 39(39.4%) ticked agreed, 7 (7.1%) ticked undecided, 9(9.1%) ticked disagreed while 3(3%) ticked strongly disagreed. Item 3 shows that 37(37.4%) ticked strongly agreed, 43(43.4%) ticked agreed, 7 (7.1%) ticked undecided, 9(9.1%) ticked disagreed while 3(3%) ticked strongly disagreed. Item 4 shows that 27(27.3%) ticked strongly agreed, 43(43.4%) ticked agreed, 13 (13.1%) ticked undecided, 11(11.1%) ticked disagreed while 5(5.1%) ticked strongly disagreed. Item 5 shows that 27(27.3%) ticked strongly agreed, 25(25.3%) ticked agreed, 14 (14.1%) ticked undecided, 21(21.1%) ticked disagreed while 12(12.1%) ticked strongly disagreed. Item 6 shows that 68(68.7%) ticked strongly agreed, 25(25.3%) ticked agreed, 4(4%) ticked undecided, 1(1%) ticked decided and strongly disagreed. Item 7 shows that 38(38.4%) ticked strongly agreed, 45(45.5%) ticked agreed, 12 (12.1%) ticked undecided, 2(2%) ticked disagreed and strongly disagreed.

**Research Question Two: Time optimization aids successful secretary job performance**

**Table 7:** Analysis of Research Question two

S/N	ITEM	SA	A	UD	D	SD
8	Setting a minimum time for my work contribute to my job performance	42 (42.4%)	36 (36.4%)	15 (15.2%)	3 (3%)	3 (3%)
9	Setting a maximum time for my work contribute to my job performance	27 (27.3%)	51 (51.5%)	9 (9.1%)	9 (9.1%)	3 (3%)
10	Evaluation of time spent on a particular job helps to improve job performance	25 (25.3%)	42 (42.4%)	13 (13.1%)	13 (13.1%)	6 (6.1%)
11	Avoiding procrastination in discharging my duties helps to improve my productivity	51 (51.5)	28 (28.3)	12 (12.1)	6 (6.1)	2 (2.0)
12	Having time to relax in my place of work aids my job performance	35 (35.4)	44 (44.4)	16 (16.2)	2 (2.0)	2 (2.0)

From the data presented in table 7 above, the study is used to analyse time optimization aids successful secretary job performance. Item 8 shows that 42(42.4%) ticked strongly agreed, 36(36.4%) ticked agreed, 15 (15.2%) ticked undecided, 3(3%) ticked disagreed and strongly disagreed. Item 9 shows that 27(27.3%) ticked strongly agreed, 51(51.5%) ticked agreed, 9 (9.1%) ticked undecided and disagreed while 3(3%) ticked strongly disagreed. Item 10 shows that 25(25.3%) ticked strongly agreed, 42(42.4%) ticked agreed, 13 (13.1%) ticked undecided and disagreed while 6(6.1%) ticked strongly disagreed. Item 11 shows that 51(51.5%) ticked strongly agreed, 28(28.3%) ticked agreed, 12(12.1%) ticked undecided, 6(6.1%) ticked decided and 2(2.0%) strongly disagreed. Item 12 shows that 35(35.4%) ticked strongly agreed, 44(44.4%) ticked agreed, 16(16.2%) ticked undecided, 2(2.0%) ticked disagreed and strongly disagreed.

**Research Question three:** Self composition determine the rate at which secretary perform better

**Table 8:** Analysis of Research Question 3

S/N	ITEM	SA	A	UD	D	SD
13	If am self determined I will perform greatly in performing my work	27 (27.3)	35 (35.4)	19 (19.2)	8 (8.1)	10 (10.1)
14	When am psychologically balanced helps me in improving my performance in place of work	59 (59.6%)	31 (31.3%)	4 (4%)	4 (1%)	1 (1%)
15	Avoidance of unnecessary distraction improve my performance in my place of work	28 (28.3%)	45 (45.5%)	9 (9.1%)	14 (14.1%)	3 (3%)
16	Avoidance of too much noise aids my performance in my place of work	39 (39.4%)	46 (46.5%)	11 (11.1%)	2 (2%)	1 (1%)
17	Over stress affect my work in office	29 (29.3%)	45 (45.5%)	15 (15.2%)	9 (9.1%)	1 (1%)

From the data presented in table 8 above, the study is used to analyse self composition determine the rate at which secretary perform better. Item 13 shows that 27(27.3%) ticked strongly agreed, 35(35.4%) ticked agreed, 19(19.2%) ticked undecided, 8(8.1) disagreed while 10(10.1%) ticked strongly disagreed. Item 14 shows that 59(59.6%) ticked strongly agreed, 31(31.3%) ticked agreed, 4(4%) ticked undecided and disagreed, 1(1%) ticked strongly disagreed. Item 15 shows that 28(28.3%) ticked strongly agreed, 45(45.5%) ticked agreed, 9(9.1%) ticked undecided, 14(14.1%) ticked disagreed while 3(3%) ticked strongly disagreed. Item 16 shows that 39(39.4%) ticked strongly agreed, 46(46.5%) ticked agreed, 11(11.1%) ticked undecided, 2(2%) ticked disagreed while 1(1%) strongly disagreed. Item 17 shows that 29(29.3%) ticked strongly agreed, 45(45.5%) ticked agreed, 15(15.2%) ticked undecided, 9(9.1%) disagreed while 1(1%) ticked strongly disagreed.

### 4.3 Analysis of Research Hypotheses

**Test of Hypotheses:** There is no significant relationship between effective planning and coordination on secretary job performance

**Table 1.11:** Observed and Expected Frequency Table

S/N	SA	A	UD	D	SD	Total
1	63(39)	27(35.4)	3(8.8)	3(10.6)	3(5.2)	99
2	41(39)	39(35.4)	7(8.8)	9(10.6)	3(5.2)	99
3	37(39)	43(35.4)	7(8.8)	9(10.6)	3(5.2)	99
4	27(39)	43(35.4)	13(8.8)	11(10.6)	5(5.2)	99
5	27(39)	25(35.4)	14(8.8)	21(10.6)	12(5.2)	99
<b>Total</b>	195	177	44	53	26	495

**Table 1.12: chi square analysis on significant relationship between effective planning and coordination on secretary job performance**

Response	Frequency	Percentage %	P	D.F	Table Value	Cal. Value	Remark
SA	195	39.4	0.05	16	26.296	68.5	Significant
A	177	35.8					
UD	44	8.9					
D	53	10.7					
SD	26	5.3					
<b>Total</b>	495	100					

The  $X_t^2$  = at 5% significant level with a degree of freedom of 16 is 26.296

**DECISION RULE**

a. If  $X_c^2 > X_t^2$

Reject  $H_0$

Accept  $H_1$

b. If  $X_c^2 < X_t^2$

Accept  $H_0$

Reject  $H_1$

**DECISION TAKEN**

Since  $X_c^2$  is 68.5 is greater than  $X_t^2$  of 26.296, the null hypothesis was rejected. This means that significant relationship exist between effective planning and coordination on secretary job performance

**4.3.1 Analysis of Research Hypotheses**

**Test of Hypotheses:** There is no significant relationship between time optimization and successful secretary job performance

**Table 1.13: Observed and Expected Frequency Table**

S/N	SA	A	UD	D	SD	Total
1	42(36)	36(40.2)	15(13)	3(6.6)	3 (3.2)	99
2	27(36)	51(40.2)	9(13)	9(6.6)	3 (3.2)	99
3	25(36)	42(40.2)	13(13)	13(6.6)	6(3.2)	99
4	51(36)	28(40.2)	12(13)	6(6.6)	2(3.2)	99
5	35(36)	44(40.2)	16(13)	2(6.6)	2(3.2)	99
<b>Total</b>	180	201	65	33	16	495

**Table 1.14: chi square analysis on significant relationship between time optimization and successful secretary job performance**

Response	Frequency	Percentage %	P	D.F	Table Value	Cal. Value	Remark
SA	180	36.4	0.05	16	26.296	70.2	Significant
A	201	40.6					
UD	65	13.1					
D	33	6.7					
SD	16	3.2					
<b>Total</b>	495	100					

The  $X_t^2$  = at 5% significant level with a degree of freedom of 16 is 26.296

**DECISION RULE**

a. If  $X_c^2 > X_t^2$

Reject  $H_0$

Accept  $H_1$

b. If  $X_c^2 < X_t^2$

Accept  $H_0$

Reject  $H_1$

**DECISION TAKEN**

Since  $X_c^2$  is 70.2 is greater than  $X_t^2$  of 26.296, the null hypothesis was rejected. This means that there is significant relationship between time optimization and successful secretary job performance

**4.3.2 Analysis of Research Hypotheses**

**Test of Hypotheses:** There is no significant relationship between self composition and secretary job performance

**Table 1.15:** Observed and Expected Frequency Table

S/N	SA	A	UD	D	SD	Total
1	27 (36.4)	35 (40.4)	19 (11.6)	8(7.4)	10(3.2)	99
2	59(36.4)	31(40.4)	4(11.6)	4(7.4)	1(3.2)	99
3	28(36.4)	45 (40.4)	9(11.6)	14(7.4)	3(3.2)	99
4	39(36.4)	46(40.4)	11(11.6)	2(7.4)	1(3.2)	99
5	29(36.4)	45(40.4)	15(11.6)	9(7.4)	1(3.2)	99
<b>Total</b>	182	202	58	37	16	495

**Table 1.16: chi square analysis on significant relationship between self composition and secretary job performance**

Response	Frequency	Percentage %	P	D.F	Table Value	Cal. Value	Remark
SA	182	36.8	0.05	16	26.296	47.9	Significant
A	202	40.8					
UD	58	11.7					
D	37	7.5					
SD	16	3.2					
<b>Total</b>	495	100					

The  $X_t^2$  = at 5% significant level with a degree of freedom of 16 is 26.296

#### DECISION RULE

a. If  $X_c^2 > X_t^2$

Reject  $H_0$

Accept  $H_1$

b. If  $X_c^2 < X_t^2$

Accept  $H_0$

Reject  $H_1$

#### DECISION TAKEN

Since  $X_c^2$  is 47.9 is greater than  $X_t^2$  of 26.296, the null hypothesis was rejected. This means that there is significant relationship between self composition and secretary job performance

#### 4.4 Discussion of findings

This research was purposeful designed to determine the effects of self organisation and time management skills needed by modern secretaries for successful job performance. The research was carried out at Ijebu-Ode Local Government Area of Ogun State. With reference to research hypotheses one it was found out that there is significant relationship between effective planning and coordination on secretary job performance this conform with the view of North

(2004) who affirm that 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 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.

The research hypotheses two shows that there is significant relationship between time optimization and successful secretary job performance political participation significantly affect the youth active participation in governance of Nigeria as respondents believed that North (2004) who affirm that 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 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.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

The study examined the self organisation and time management skill. The study determined the effective planning and coordination can improve secretary job performance, time optimization aids successful secretary job performance and self composition determine the rate at which secretary perform better were postulated based on the objectives of this study. The chapter ends with definition operational research to achieve the aim of the study.

Chapter two dealt with the literature review of the study, which highlighted the conceptual framework, theoretical framework and empirical framework. Time and Effective time management, Principles for effective time management while literatures from national, international journals were reviewed, the theory of theories on High Job Performance were all discussed.

Chapter three of the study provided a detailed explanation of the research methodology, descriptive research design was used and the population of the study were secretary of some selected companies (Frigo Glass Nigeria Limited, Nigeria Breweries Plc, Rabi Farm, Tai Farm, Bigi Foods) in Ijebu-Ode Local government of Ogun State.

Based on the findings from the study, it was discovered that 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.

#### **5.2 Conclusion**

The concept of Time management skills needed by modern secretaries for successful job performance in Nigeria has been analyzed with an attempt at x-raying the challenges facing effective management of time and its consequences in service delivery. The paper established that time management is a panacea to effective service delivery in

an organization. Effective time management will improve staff productivity, make scheduling of jobs easier, make staff to perform tasks at their highest skill level, helping staff to prioritize and accomplish important task, recording and guiding the organization towards achieving its set goals, eliminating procrastination, strengthen cordial superior-subordinate relationship.

Furthermore, being well organized in respect of the use of time in a work place improves employee's competence in performing his tasks towards achieving organization's goals. The paper argued that the spirit of time management should be acquired through learning and developing consistent time management habit. However time management culture in Nigeria is so unethical that most of the work times in an organization within Nigeria society, especially in the public service are given to unproductive services such as gossiping, unnecessary phone calls, attending to friends and relatives etc. The article concluded that, supervisors and managers in organization should prioritize their task, imbibing the principles of effective management and developing effective means of eliminating or reducing interruptions at work place.

### **5.3 Recommendations**

In order to ensure effective time management in an organization, it is 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.
- iv. Supervisor should organize and prioritize their jobs and concentrate on important tasks to increase their productivity and save time. Concentrating on important tasks also shapes and molds the manager's character to a superior, more competent and confident, happier and more productive person.
- v. Supervisors need to make out a list of tasks to be attended to with specific times attached to them, taking a leave from time management grid. While prioritization of tasks remains supreme, different supervisors need to determine what time of the day

they are most efficient. They should use such a period of time to work on the hardest and most complex tasks.

- vi. It is also important that before starting the day's work, managers need to set up the work environment to be comfortable, attractive and conducive to working for long periods. Organizational goals should be set, and communicated properly to employees. Employees should be involved in the planning of strategies and time frame to achieve the organization's goal. This gives the employees the sense of belonging toward commitment to achieving the organization's goal.
- vii. Effective delegation of duty to competent and skillful staff should be encouraged in the public service. Task must be delegated to the right person with the right material. Difficult tasks should not be delegated beyond employees' skills. Managers should create a well-defined system of rules, standard operating procedures, and norms so that they can effectively control behaviour within an organization vis-à-vis managing time in a work place. It is therefore important for a supervisor to develop a sense of urgency as every minute counts, being proactive and dynamic, being committed to team building and effective delegation of duties. Procrastination in an organization should be avoided. It is destructive to work time in an organization. Task being performed by the right and qualified staff is also a great measure to solving the problem of procrastination in the public service.

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**APPENDIX**  
**DEPARTMENT OF BUSINESS EDUCATION, TAI SOLARIN**  
**COLLEGE EDUCATION, OMU-IJEBU, OGUN STATE**

Dear Respondent(s),

**REQUEST TO FILL INFORMATION**

Am an undergraduate student carrying out research on self organization and time management skills needed by modern secretaries for successful job performance in partial fulfillment for the award of National Certificate Examination.

Your cooperation is needed to fill the attached questionnaire in order to achieve the study objectives. Information provided will be treated with utmost confidentiality.

Thanks in anticipation.

**SECTION A: BIO – DATA**

Please tick (  ) appropriately information that are related to you.

- i. **Gender:** Male (  ) Female (  )
- ii. **Age:** 18 - 25 years (  ) 26 -30 years (  ) 31 – 40 years (  )  
41 - 50 years (  ) 51 years and above (  )
- iii. **Marital Status:** Single (  ) Married (  ) Divorce (  ) Widow (  )
- iv. **Educational Qualification:** NCE (  ) ND/HND (  ) BSC/B.ED (  )  
M.SC/M.ED (  ) Others (  )

## SECTION B

Please tick (✓) the appropriate column to show the degree of your agreement to each of the statement below.

**KEY: SA - Strongly Agreed, A – Agreed D - Disagree, SD - Strongly Disagree**

S/N		SA	A	D	SD
<b>A.</b>	<b>WAYS THAT EFFECTIVE PLANNING AND COORDINATION IMPROVE SECRETARY JOB PERFORMANCE</b>				
1.	When I set a goal or target before starting the work, I performed excellently.				
2.	Proper organization of my work materials makes me perform better.				
3.	Availability of necessary equipment assist me in performing my duties diligently.				
4.	Breaking down of my target aids my performance at work.				
5.	Proper work timing improved by performance.				
6.	Effective delegation of duties enhance my job performance.				
7.	Setting of priorities among all task aids my effectiveness.				
<b>B</b>	<b>TIME OPTIMIZATION AIDS SUCCESSFUL SECRETARY JOB PERFORMANCE</b>				
8.	Setting a minimum time for my work contribute to my job performance.				
9.	Setting a maximum time for my work contribute to my job performance.				

10.	Evaluation of time spent on a particular job helps to improve job performance.				
11.	Avoiding procrastination in discharging my duties helps to improve my productivity.				
12.	Having time to relax in my place of work aids my job performance.				
<b>C</b>	<b>SELF COMPOSITION DETERMINE THE RATE AT WHICH SECRETARY PERFORM BETTER</b>				
13	If am self determined I will perform greatly in performing my work.				
14.	When am psychologically balanced it will helps me in improving my performance in place of work.				
15	Avoidance of unnecessary distraction improve my performance in my place of work.				
16	Avoidance of too much noise aids my performance in my place of work.				
17	Over stress affect my work in office.				