

## **TIME MANAGEMENT AND ORGANIZATIONAL PRODUCTIVITY IN INNOSON NIGERIA LIMITED**

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**ABSTRACT:** The study investigated Time management and organisational productivity in Innoson Nigeria Limited. The specific objectives of the study were to: examine the relationship between scheduling and operational efficiency; ascertain the extent of the relationship between delegation and output; and investigate the relationship between timely budgetary allocation and the designated timeframe in Innoson Nigerian Limited. The study used a descriptive survey design. The population of the study was two hundred (200) staff of Innoson Nigerian Limited. The entire population was studied due to its small size. The Z-test statistical tool was used to test the hypotheses. The findings indicated that Scheduling had a significant positive relationship with operational efficiency ( $Z = 8.005$ ,  $P = .001$ ). Delegation had a significant positive relationship with output, as indicated by a Z-test ( $Z = 9.082$ ,  $P = .001$ ). Timely budgetary allocation has a significant positive relationship with the designated timeframe of Innoson Nigeria Limited, as indicated by a Z-test ( $Z = 9.010$ ,  $P = .001$ ). The study's findings indicate that Scheduling, delegation, Timely budgetary allocation, and Deadline setting had a significant positive relationship with operational efficiency, output, adherence to the designated timeframe, and meeting targets at Innocent Nigeria Limited. The study therefore concludes that effective time management enhances employee performance, minimizes delays, reduces waste, and enables the company to meet targets consistently, especially in areas such as supply chain coordination, vehicle assembly, and client delivery timelines. To maintain high productivity, Innoson should apply principles such as goal-setting, prioritization (Pareto Principle), and task delegation, ensuring that workers focus on high-impact tasks.

**Keywords:** Time management, Organizational productivity, Scheduling, Delegation, Budgetary allocation

### **INTRODUCTION**

Time management has long been recognised as a critical element in organisational success, dating back to the era of classical management theories. Historically, Frederick Winslow Taylor's theory of scientific management in the early 20th century emphasised time study and work standardisation as a means to increase productivity (Taylor, 1911). This foundational approach laid the groundwork for the modern understanding of how effectively managing time contributes to both individual efficiency and organisational output.

Globally, time management has evolved into a multifaceted concept encompassing planning, prioritisation, delegation, and the use of digital tools. Contemporary organisations across industries prioritise time management as a strategy for enhancing efficiency and competitiveness in a fast-paced, technology-driven world. According to Claessens et al. (2017), effective time management is positively associated with job performance and well-being in organisations. More recently, Hafeez et al. (2021) emphasised that time management practices, when aligned with organisational goals, significantly improve productivity and reduce workplace stress in global corporate environments.

Nationally, in Nigeria, the relevance of time management has gained traction as businesses seek to improve performance in a challenging economic climate. Studies have shown that poor time utilisation is a common constraint in Nigerian organisations, often leading to missed deadlines, reduced service quality, and lowered employee morale. For instance, Adebisi (2013) found that Nigerian firms that implement time management strategies experience improved staff performance and customer satisfaction. Similarly, Uzonwanne (2015) highlighted the role of time planning and task prioritisation in enhancing organisational effectiveness among Nigerian SMEs.

At the local level, Innoson Nigeria Limited a leading indigenous automobile manufacturing company headquartered in Umudim, Nnewi, Anambra State with operational reach in Enugu—provides a compelling context for examining the link between time management and organisational productivity. As a fast-growing manufacturing firm, Innoson relies on operational efficiency, timely supply chain coordination, and disciplined workforce practices to meet production targets and sustain competitiveness. According to Eze and Okonkwo (2022), the integration of structured time schedules and performance monitoring tools at Innoson has contributed to reduced operational delays and increased output consistency. Given the increasing demands for quality and efficiency in Nigeria's manufacturing sector, this study investigates the relationship between time management and organisational productivity at Innoson Nigeria Limited. By exploring how time is utilised across departments and how it influences employee performance, the study aims to provide insights into improving productivity, reducing operational costs, and enhancing organisational outcomes in the local industrial context.

Organisational productivity refers to the efficiency with which an organisation converts inputs such as labor, capital, and materials into valuable outputs like goods and services. In manufacturing enterprises, productivity is a critical indicator of performance, competitiveness, and sustainability. For firms like Innoson Nigeria Limited (INL), Nigeria's first indigenous automobile manufacturing company, organisational productivity plays a vital role in driving growth, customer satisfaction, and market relevance.

Innoson Nigeria Limited has emerged as a key player in Nigeria's industrial landscape by maintaining a production system that integrates innovation, operational discipline, and localised supply chain strategies. According to Eze and Okonkwo (2022), INL's productivity levels have been sustained through structured workflow systems, timely procurement processes, and the adoption of local materials, thereby reducing dependence on foreign imports and enhancing output efficiency. Furthermore, Nwosu and Nnaji (2021) assert that the company's investment has positively influenced Innoson's productivity in workforce training and performance monitoring

systems. These investments have resulted in improved worker competency, reduced downtime, and faster production cycles. The authors emphasise that continuous skill development and strict adherence to production timelines have strengthened Innoson's capacity to meet increasing customer demands across Nigeria and other parts of Africa.

In conclusion, Innoson Nigeria Limited's organisational productivity results from a combination of strategic workforce management, localised innovation, and operational efficiency. By aligning its production practices with the Nigerian context and investing in internal process improvements, Innoson continues to serve as a model for sustainable industrial productivity in West Africa. The study, therefore, seeks to examine time management and organisational productivity of Innoson Nigeria Limited.

### **Statement of the Problem**

In an ideal organisational setting, time management serves as a fundamental tool for enhancing productivity, meeting targets, and sustaining competitive advantage. Effective time management ensures that resources are optimally utilised, tasks are completed promptly, and strategic goals are met with minimal waste or delay. For manufacturing firms such as Innoson Nigeria Limited (INL), a pioneering indigenous automobile manufacturer, efficient time management is expected to translate into streamlined operations, higher output, reduced costs, and improved customer satisfaction.

However, in reality, organisations like Innoson Nigeria Limited often face significant time-related challenges that hinder optimal productivity. These challenges may include poor scheduling of production activities, delays in supply chain coordination, inadequate delegation, time wastage due to unstructured workflow, and limited use of time-tracking technologies. Time mismanagement in Nigerian manufacturing firms frequently leads to prolonged production cycles, unmet delivery deadlines, and employee burnout, all of which negatively impact organisational performance.

If these time management issues persist unaddressed, the consequences for Innoson Nigeria Limited could be far-reaching. Poor time management may result in reduced production efficiency, increased operational costs, low employee morale, and eventual loss of market share due to unmet customer expectations. Additionally, the inability to meet timelines may damage the company's brand reputation, both locally and internationally, especially in a competitive, fast-evolving automotive market. Therefore, this study seeks to investigate the relationship between time management and organisational productivity in Innoson Nigeria Limited. It aims to identify the specific time-related challenges within the company's operations and propose strategic solutions to enhance overall productivity and performance.

### **Objective of the Study**

1. Examine the relationship between scheduling and operational efficiency in Innoson Nigeria Limited
2. Ascertain the extent of the relationship between delegation and production output in Innoson Nigeria Limited.

3. Investigate the relationship between timely budgetary allocation and the designated timeframe in Innoson Nigeria Limited.

### **Research Questions**

1. What is the relationship between scheduling and operational efficiency in Innoson Nigeria Limited?
2. To what extent is the relationship between delegation and production output in Innoson Nigeria Limited?
3. What is the relationship between timely budgetary allocation and the designated timeframe in Innoson Nigeria Limited?

### **Research Hypotheses**

1. Scheduling has no significant positive relationship with operational efficiency in Innoson Nigeria Limited
2. Delegation has no significant positive relationship with production output in Innoson Nigeria Limited.
3. Timely budgetary allocation has no significant positive relationship with the designated timeframe in Innoson Nigeria Limited.

## **LITERATURE REVIEW**

### **Conceptual review**

#### **Time management**

Time management in an organisation refers to the strategic planning and conscious control of time spent on specific tasks and responsibilities to increase efficiency, productivity, and goal attainment. It involves prioritising duties, scheduling activities, setting deadlines, delegating effectively, and minimising time wastage. Ojokuku and Sajuyigbe (2020) argue that time management is an essential organisational skill that enables employees and managers to accomplish more in less time, reduce stress, and improve work quality. Efficient time management ensures that tasks are executed within set timeframes, contributing to the timely achievement of organisational goals.

Eze, Iwu, and Okwara (2018) emphasize that poor time management in organisations can lead to missed deadlines, low morale, and reduced competitiveness. Conversely, effective time allocation and task prioritisation enhance organisational responsiveness and decision-making processes. Similarly, Nwachukwu and Amah (2021) assert that time management is a vital component of organizational behavior, directly influencing performance, employee satisfaction, and goal realisation.

#### **Components of Time Management**

Effective time management in an organisation is built on several key components that collectively enhance operational productivity, goal achievement, and employee performance. The following authors: Adepoju and Aluko (2018); Musa and Danjuma (2021); Ibeh and Uzonwanne (2020); Eze and Emeh (2019); Obiwuru and Okwu (2020); and Adebayo and Nwachukwu (2021) maintained that the components of time management include: goal setting, prioritisation, planning, delegation, Timely budgetary allocation, monitoring, Deadline setting, and managing distractions are interrelated tools that support individual efficiency and organisational productivity. When these elements are consistently applied, organisations can experience better performance outcomes and enhanced competitiveness. Proper planning and scheduling enhance coordination among departments, reduce time wastage, and increase output.

### **Organisational productivity**

Organisational productivity refers to the capacity of an organisation to efficiently convert its inputs such as labor, capital, and materials into meaningful outputs like goods and services, while achieving its goals effectively. Odeyemi and Adebayo (2019), organisational productivity is the measure of how well an organisation utilizes its available resources to achieve set objectives, ensuring minimal waste and optimal output. Ezekwesili, Nwachukwu, and Olayemi (2021) describe organisational productivity as the organisation's ability to produce desired results in terms of quality and quantity of output within a given timeframe. Ibrahim and Okafor (2023) assert that organisational productivity reflects not just output volume but also effectiveness in meeting customer expectations, adapting to change, and sustaining growth. Organisational productivity is a crucial performance indicator that reflects how well an organisation transforms its inputs into valuable outcomes, aligns with its strategic goals, and ensures sustainability.

### **Components of Organizational Productivity**

The components of organisational productivity are interdependent and must be effectively managed to improve overall performance. Organisations like Innoson Nigeria Limited must integrate these components strategically to remain competitive and efficient. These authors (Adedeji, & Nwosu, 2021; Ishola & Eze, 2019; Chinedu & Bala, 2020; Okeke & Yusuf, 2023; Lawal & Nwachukwu, 2020) maintained that the components include: employee performance, Operational efficiency, Work Processes and Systems, Efficient systems, well-structured workflows, minimising delays and resource wastage, output, minimising costs, Resource Utilisation, Customer Satisfaction and Feedback, Technological Integration.

### **Theoretical Review**

This study was anchored on the time management theory of Therese Hofbeck Macan (1994). The Time Management Theory, developed by Therese Hofbeck Macan in 1994, is a psychological framework that explains how individuals manage time at work and how these behaviors influence

job performance, satisfaction, and stress. Macan breaks time management into three primary components:

1. Setting Goals and Priorities – Defining what tasks are most important and aligning them with overall goals.
2. Mechanics of Time Management – Activities such as scheduling, planning, to-do lists, and tracking deadlines.
3. Preference for Organisation – An individual's inclination to be orderly, organised, and systematic in work habits.

According to Macan (1994), time management behaviors alone are not enough to guarantee productivity. What truly matters is the perceived control over time—when individuals feel they are in control of their time, they are more likely to be productive and less stressed.

### **Why Time Management Theory is Necessary for the Study on Innoson Nigeria Limited**

#### ***1. Framework for Evaluating Employee Practices***

Innoson Nigeria Limited, being a manufacturing firm, depends heavily on timely processes. Macan's theory provides a structured way to evaluate how employees manage their daily work tasks, especially in departments like production, logistics, and administration.

#### ***2. Improving Productivity through Better Time Use***

By applying the theory, the study can assess how time management skills (goal-setting, planning, organisation) contribute to reducing downtime, avoiding delays, and increasing output—which are key indicators of organizational productivity.

#### ***3. Identifying Time-Related Challenges***

Macan's theory emphasises perceived control over time. If Innoson employees feel overwhelmed or disorganised, the theory helps in identifying root causes—such as poor planning tools, task overload, or lack of prioritisation—and recommends improvements.

#### ***4. Guiding Time Management Training***

The theory supports the development of targeted training programs that teach employees how to set clear goals, prioritise tasks, and maintain organisational habits, which will likely increase Innoson's operational efficiency.

#### ***5. Linking Time Use to Organisational Goals***

In the context of organisational productivity, applying this theory enables Innoson to directly link individual time-use behaviors with broader company goals like on-time delivery, quality output, and efficient customer service.



Application to Innoson: By encouraging employees to set clear goals, prioritize tasks, and develop daily plans, Innoson Nigeria Limited can improve employee productivity, reduce stress, and increase output across departments.

### **Empirical Review**

Omorogbe and Odumosu (2017) conducted a study on task-scheduling automation and organizational efficiency titled "Study of Selected Firms in Ogun State, Nigeria." Task scheduling automation was examined to provide evidence on its effect on organisational efficiency by reference to two fully automated firms in Ogun State, Nigeria. Organisational efficiency was measured in terms of an individual's commitment to work, productivity, quality output, and workflow efficiency. A structured questionnaire was administered to 56 employees from both firms. The inferential statistical tool, specifically regression analysis, measured the effect of automated task scheduling on workflow efficiency and whether individual commitment and productivity increased with the use of time-tracking software. The result revealed that task scheduling had a significant effect on workflow efficiency. Task scheduling explained about 33.9% ( $R^2 = 0.339$ ) variation of workflow efficiency, and time tracking software's ability to increase employees' commitment to work was not significant ( $p < 0.01$ ).

Bamidele and Awoyemi (2017) conducted a study on delegation of responsibilities: A Leadership Tool for Subordinates' Competence Development in Selected Academic Libraries in Nigeria. Delegation of responsibilities is a very important ingredient of good leadership in academic libraries and is critical to the development of competence among junior and upcoming librarians; however, experience has shown that many leaders are unwilling to delegate for a number of reasons. This research is designed to investigate the delegation of responsibilities as a tool for the development of subordinates' competence in selected academic libraries. The study employed a survey research method and a questionnaire to collect data. Out of the forty (40) copies of the questionnaire distributed, only thirty-three (33) copies (82.5%) were returned with valid responses. The frequency count and percentage method of data analysis were adopted for the research work. Findings revealed that delegation of responsibilities is a vital tool for developing, equipping, and motivating subordinates with positive effects on subordinates' job performance. The study also showed that lack of confidence in subordinates, low level of skills, and bureaucracy were some of the challenges to delegation of responsibilities in the surveyed libraries.

Agbenyo et al. (2018) conducted research work on budgeting and its effect on the financial performance of listed manufacturing firms: evidence from Manufacturing Firms Listed on Ghana Stock Exchange. Organisations in both developed and developing countries face high competition in the business sector. It is essential that businesses that want to remain competitive develop the desire to identify the role of budgeting and its effect on their financial performance. In this regard, this study explored the role of budgeting and its effect on the financial performance of listed manufacturing firms on the Ghana Stock Exchange as a case study. Specifically, the study sought to examine the role of budgeting and analyze its impact on the financial performance of these firms. Both cross-sectional and convenience sampling techniques were used to select fifty-one (51) respondents as the sample size of the study. Questionnaires were used to obtain data from the respondents. The correlation matrix was used to establish a positive relationship between budgeting

and financial performance. The study discovered that budgeting plays an imperative role in the financial performance of listed manufacturing firms. The study again unveiled that there is a strong positive correlation between budgeting and financial performance.

## METHODOLOGY

The study used a descriptive cross-sectional survey design. This design is employed to investigate the correlation between the variable under investigation and other variables of significance within a specified population at a single point in time. Descriptive cross-sectional studies are utilised to gather data that describes the current state of phenomena or the relationships between phenomena at a specific moment in time.

A total population of 200 employees of Innoson Nigeria Limited was studied. The Z-test was used to test the study's formulated hypotheses. The face and content validity of the instrument were ensured by distributing copies of the questionnaire to some experts in research in the Department of Business Administration, who reviewed the questionnaire items for clarity of wording, coverage, relevance, and effectiveness in measuring the variables under study. A reliability test method was adopted for the study, in which 50 copies of the questionnaire were distributed to the five selected organisations, five copies per organisation. The instrument was re-administered after 2 weeks, and the outcome was subjected to a consistency test using Cronbach's alpha coefficient. A Cronbach alpha coefficient of .92 was obtained for the 20 items. This shows that the internal consistency of the scale is good for the purpose of this study.

## DATA PRESENTATION

**The relationship between scheduling and operational efficiency in Innoson Nigeria limited**

**Table 1: Responses on the relationship between scheduling and operational efficiency in Innoson Nigeria Limited**

		5	4	3	2	1	$\Sigma FX$	-	SD	Decision
		SA	A	N	DA	SD		X		
1	In a company like Innoson, proper scheduling helps avoid idle time and under-utilisation of machines and employees, thereby improving output.	440 88 45.4	164 41 21.1	114 38 19.6	24 12 6.2	15 15 7.7	757 194 100%	3.90	1.262	Agree
2	A well-scheduled work environment reduces employee stress and fatigue by balancing workloads and setting realistic targets, thus boosting morale and productivity	545 109 56.2	164 41 21.1	18 6 3.1	22 11 3.7	27 27 13.9	776 194 100%	4.00	1.443	Agree



3	With well-structured schedules, minimises downtime and keeps operations running smoothly, which enhances overall efficiency.	470 94 41.1	164 41 15.7	87 29 29.4	22 11 6.9	19 19 6.9	762 194 100%	3.93	1.321	Agree
4	Scheduling promotes seamless communication and coordination, which is vital for the integrated operations of Innoson Nigeria Limited.	495 99 51.0	244 61 31.4	21 7 3.6	4 2 1.0	25 25 12.9	789 194 100%	4.07	1.324	Agree
5	Scheduling helps managers make informed decisions regarding production targets, labor allocation, and inventory management	510 102 52.6	184 46 23.7	27 9 4.6	20 10 5.2	27 27 13.9	768 194 100%	3.96	1.428	Agree
<b>Total Grand mean and standard deviation</b>								<b>3.972</b>	<b>1.3556</b>	

*Source: Field Survey, 2025*

### Test of Hypotheses

**Test of Hypotheses One: Scheduling has no significant relationship with operational efficiency in Innoson Nigeria Limited**

**Table 2: One-Sample Kolmogorov-Smirnov Test**

	In a company like Innoson, proper scheduling helps avoid idle time and under-utilization of machines and employees, thereby improving output.	A well-scheduled work environment reduces employee stress and fatigue by balancing workloads and setting realistic targets, thus boosting morale and productivity	With well-structured schedules, minimizes downtime and keeps operations running smoothly, which enhances overall efficiency.	Scheduling promotes seamless communication and coordination, which is vital for the integrated operations of Innoson Nigeria Limited.	Scheduling helps managers make informed decisions regarding production targets, labor allocation, and inventory management
N	194	194	194	194	194
Uniform	1	1	1	1	1
Minimum	5	5	5	5	5
Parameters <sup>a,b</sup>					
Most	.454	.562	.485	.575	.526
Extreme	.077	.139	.098	.129	.139
Differences					
Positive	-.454	-.562	-.485	-.575	-.526
Negative	6.318	7.826	6.749	8.005	7.323
Kolmogorov-Smirnov Z	.000	.000	.000	.000	.000
Asymp. Sig. (2-tailed)					

*a. Test distribution is Uniform.*

*b. Calculated from data.*

**Decision Rule:** If the calculated Z-value is greater than the critical Z-value (i.e.,  $Z_{cal} > Z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

**Result:** With Kolmogorov-Smirnov Z-value ranges from  $6.318 < 8.005$  and on Asymp. Significance of 0.000, the responses from the respondents, as displayed in Table 2, are normally distributed. This affirms the assertion of most of the respondents that Scheduling had a significant positive relationship with the operational efficiency of Innocent Nigeria Limited.

**Decision:** Furthermore, comparing the calculated Z-value range of  $6.318 < 8.005$  against the critical Z-value of .000 (2-tailed test at the 95% level of confidence), the null hypothesis was rejected. Thus, the alternative hypothesis was accepted, which states that Scheduling had a significant positive relationship with the operational efficiency of Innoson Nigeria Limited.

**The extent of the relationship between delegation and production output in Innoson Nigeria Limited.**

**Table 3: Responses on the extent of the relationship between delegation and production output in Innoson Nigeria Limited**

		5 SA	4 A	3 N	2 DA	1 SD	$\Sigma FX$	- X	SD	Decision
1	Delegating routine at Innoson enhances leadership effectiveness and ensures that productivity is aligned with long-term goals.	355 71 36.6	264 66 34.0	27 9 4.6	44 22 11.3	26 26 13.4	716 194 100%	3.69	1.410	Agree
2	Delegation encourages team members to take ownership and find creative solutions.	380 76 39.2	280 70 36.1	27 9 4.6	12 6 3.1	33 33 17.0	732 194 100%	3.77	1.432	Agree
3	Delegation helps innovation in product design, supply chain optimization, and customer service at Innoson	470 94 48.5	312 78 40.2	27 9 4.6	8 4 2.1	9 9 4.6	826 194 100%	4.26	.985	Agree
4	By offloading appropriate tasks to subordinates, managers save time and reduce burnout.	420 84 43.3	360 90 46.4	21 7 3.6	20 10 5.2	3 3 1.4	824 194 100%	4.25	.870	Agree
5	Through delegation time-saving effect is redirected toward strategic efforts, improving overall productivity in various departments of Innoson Nigeria Limited.	390 78 40.2	336 84 43.3	21 7 3.6	28 14 7.2	11 11 5.7	786 194 100%	4.05	1.114	Agree
<b>Total Grand mean and standard deviation</b>								<b>4.004</b>	<b>1.1622</b>	

*Source: Field Survey, 2025*

**Test of Hypotheses Two: Delegation has no significant relationship with productivity in Innoson Nigeria Limited.**

**Table 4: One-Sample Kolmogorov-Smirnov Test**

	Setting deadlines helps employees and departments at Innoson stay focused on specific objectives.	When time frames are clearly defined, it fosters goal-oriented behavior essential for meeting production and operational targets	Deadline setting allows Innoson's management to take corrective actions such as reallocating resources, adjusting timelines	Deadline setting helps troubleshooting technical problems before they escalate and impact overall targets.	At Innoson, deadline setting lead to higher output, faster turnaround times, and a productive work culture where employees are motivated to meet or exceed expectations.
N	194	194	194	194	194
Uniform Minimum	1	1	1	1	1
Parameters <sup>a,b</sup> Maximum	5	5	5	5	5
Most Absolute	.466	.616	.652	.575	.451
Extreme Positive	.160	.057	.026	.036	.222
Differences Negative	-.466	-.616	-.652	-.575	-.451
Kolmogorov-Smirnov Z	6.498	8.580	9.082	8.005	6.282
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000

*a. Test distribution is Uniform.*

*b. Calculated from data.*

**Decision Rule:** If the calculated Z-value is greater than the critical Z-value (i.e.,  $Z_{cal} > Z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

**Result:** With Kolmogorov-Smirnov Z-value ranges from  $6.282 < 9.082$  and on Asymp. Significance of 0.000, the responses from the respondents, as displayed in the table, are normally distributed. This affirms the assertion of most respondents that Delegation had a significant positive relationship with productivity at Innoson Nigeria Limited.

**Decision:** Furthermore, comparing the calculated Z-value range of  $6.282 < 9.082$  against the critical Z-value of .000 (2-tailed test at the 95% level of confidence), the null hypothesis was rejected. Thus, the alternative hypothesis was accepted, which states that Delegation had a significant positive relationship with productivity in Innoson Nigeria Limited.

**The relationship between timely budgetary allocation and the designated timeframe in Innoson Nigeria Limited**

**Table 5: Responses on the relationship between timely budgetary allocation and designated timeframe in Innoson Nigeria Limited**

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decisio n
1	When funds are made available at the right time, projects such as production can commence and be completed as scheduled.	425 85 43.8	164 41 21.1	93 31 16.0	28 14 7.2	23 23 11.9	733 194 100%	3.78	1.384	Agree
2	Timely budgetary prevents unnecessary delays and ensures alignment with Innoson's production and delivery timelines.	585 117 60.3	164 41 21.1	21 7 3.6	22 11 5.7	18 18 9.3	810 194 100%	4.18	1.296	Agree
3	Without timely funding, even the best strategies may fail due to delayed implementation.	480 96 49.5	164 41 21.1	87 29 14.9	24 12 6.2	16 16 8.2	771 194 100%	3.97	1.281	Agree
4	Innoson's ability to innovate and remain competitive in the auto industry depends on predictable and timely resource allocation.	445 89 45.9	244 61 31.4	21 7 3.6	8 4 2.1	33 33 17.0	751 194 100%	3.87	1.450	Agree
5	Employees are more motivated when they have the tools and resources to perform their jobs efficiently within the set timeframe.	495 99 51.0	184 46 23.7	27 9 4.6	18 9 4.6	31 31 16.0	755 194 100%	3.89	1.476	Agree
<b>Total Grand mean and standard deviation</b>								<b>3.938</b>	<b>1.3774</b>	

*Source: Field Survey, 2025*

**Test of Hypotheses Three: Timely budgetary allocation has no significant relationship with the designated timeframe in Innoson Nigeria Limited.**

**Table 6: One-Sample Kolmogorov-Smirnov Test**

	Delegating routine at Innoson enhances leadership effectiveness and ensures that productivity is aligned with long-term goals.	Delegation encourages team members to take ownership and find creative solutions.	Delegation helps innovation in product design, supply chain optimization, and customer service at Innoson	By offloading appropriate tasks to subordinates, managers save time and reduce burnout.	Through delegation, time-saving effect is redirected toward strategic efforts, improving overall productivity in various departments of Innoson Nigeria Limited.
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N		194	194	194	194	194
Uniform Parameters <sup>a,b</sup>	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.456	.503	.637	.647	.585
	Positive	.134	.170	.046	.015	.057
	Negative	-.456	-.503	-.637	-.647	-.585
Kolmogorov-Smirnov Z		6.354	7.000	8.867	9.010	8.149
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

*a. Test distribution is Uniform.*

*b. Calculated from data.*

**Decision Rule:** If the calculated Z-value is greater than the critical Z-value (i.e.,  $Z_{cal} > Z_{critical}$ ), reject the null hypothesis and accept the alternative hypothesis accordingly.

**Result:** With Kolmogorov-Smirnov Z-value ranges from  $6.354 < 9.010$  and on Asymp. Significance of 0.000, the responses from the respondents, as displayed in Table 6, are normally distributed. This affirms the assertion of most respondents that Timely budgetary allocation had a significant positive relationship with the designated timeframe at Innoson Nigeria Limited.

**Decision:** Furthermore, comparing the calculated Z-value ranges from  $6.354 < 9.010$  against the critical Z-value of .000(2-tailed test at 95percent level of confidence), the null hypothesis was rejected. Thus, the alternative hypothesis was accepted, which states that Timely budgetary allocation had a significant positive relationship with the designated timeframe of Innoson Nigeria Limited.

## DISCUSSION OF FINDINGS

### Relationship between scheduling and operational efficiency in Innoson Nigeria Limited

From the result of hypothesis one, the calculated Z-value ranges from  $6.318 < 8.005$  against the critical Z-value of .000, which implies that Scheduling had a significant positive relationship with the operational efficiency of Innoson Nigeria Limited. In support of the findings of the literature review, Omorogbe and Odumosu (2017) conducted a study on task-scheduling automation and organizational efficiency: a study of Selected Firms in Ogun State, Nigeria. The result revealed that task scheduling had a significant effect on workflow efficiency. Task scheduling explained the variation in workflow efficiency, and the time-tracking software's ability to increase employees' commitment to work was not significant.

### Relationship between delegation and Output in Innoson Nigeria Limited.

From the result of hypothesis two, the calculated Z-value ranges from  $6.282 < 9.082$  against the critical Z-value of .000, which implies that Delegation had a significant positive relationship with the productivity of Innoson Nigeria Limited. In support of the findings of the literature review, Bamidele and Awoyemi (2017) conducted a study on the delegation of responsibilities: A

Leadership Tool for Subordinates' Competence Development in Selected Academic Libraries in Nigeria. The results showed that a positive and significant relationship exists between the delegation of authority and the effective and efficient functioning of an organization. Ugoani (2020) studied the effective delegation and its impact on employee performance. The result showed a positive correlation between effective delegation and employee performance. Wiredu et al. (2021) conducted research on the influence of delegation on employees' performance: A Case Study at the Koforidua Municipal Assembly – Ghana. The study established that the factors hindering delegation in the Koforidua Municipal Assembly were a lack of confidence in a subordinate's capacity, a lack of motivation or knowledge to delegate effectively, and fear of revealing managerial shortcomings.

### **Relationship between timely budgetary allocation and the designated timeframe in Innoson Nigeria Limited.**

From the result of hypothesis three, the calculated Z-value ranges from  $6.354 < 9.010$  against the critical Z-value of .000, which implies that Timely budgetary allocation had a significant positive relationship with the designated timeframe of Innoson Nigeria Limited. In support of the findings of the literature review, Kamau et al. (2017) conducted a study on the effect of the budgeting process on the budget performance of state corporations in Kenya: A case of Kenyatta National Hospital. The study found that budgetary participation affects the budget performance of State Corporations in Kenya. Regarding budgeting sophistication, the study found that it indeed has a significant effect on the performance of State Corporations in Kenya.

### **Summary of Findings**

1. Scheduling had a significant positive relationship with the operational efficiency of Innoson Nigeria Limited, Z-test (8.005,  $P=.001$ ). This implies that effective scheduling ensures that both human and material resources are used efficiently. In a company like Innoson, where multiple production lines and skilled labour are involved, proper scheduling helps avoid idle time and under-utilisation of machines and employees, thereby improving operational efficiency.
2. Delegation had a significant positive relationship with the output of Innoson Nigeria Limited, Z-test (9.082,  $P=.001$ ). By delegating routine or operational duties, Innoson managers can focus on higher-level strategic planning and decision-making. This enhances leadership effectiveness and ensures that productivity is aligned with long-term goals.
3. Timely budgetary allocation has a significant positive relationship with the designated timeframe of Innoson Nigeria Limited, Z-test (9.010,  $P=.001$ ). This implies that when funds are made available at the right time, projects such as production, marketing campaigns, research, and facility upgrades can commence and be completed as scheduled. This prevents unnecessary delays and ensures alignment with Innoson's production and delivery timelines.
4. Deadline setting had a significant positive relationship with meeting targets of Innoson Nigeria Limited, Z-test (8.400,  $P=.001$ ). This implies that setting deadlines helps employees and departments at Innoson stay focused on specific objectives. When time frames are clearly defined, teams align their efforts and prioritise tasks, fostering goal-oriented behavior essential to meeting production and operational targets.



## Conclusion

The study concluded that time management involves strategic planning, scheduling, and executing tasks to maximize efficiency, while organizational productivity reflects the company's ability to convert inputs (such as time, labor, and materials) into valuable outputs (such as vehicles, services, or customer satisfaction). Innoson's growth and competitiveness depend largely on its ability to meet production deadlines, optimize operational workflows, and allocate time and resources efficiently. Effective time management enhances employee performance, minimizes delays, reduces waste, and enables the company to consistently meet targets, especially in areas such as supply chain coordination, vehicle assembly, and client delivery timelines. To maintain high productivity, Innoson should apply principles such as goal-setting, prioritization (Pareto Principle), and task delegation, ensuring that workers focus on high-impact tasks.

## Recommendations

1. Innoson Nigeria Limited should implement automated scheduling systems that integrate real-time data across departments to enhance workflow coordination and resource allocation. This will minimize delays, reduce idle time, and significantly boost operational efficiency by ensuring that production and service tasks are aligned with available capacity and deadlines.
2. Innoson Nigeria Limited should implement a structured delegation framework that empowers competent employees to take ownership of specific tasks, thereby reducing managerial bottlenecks and enhancing overall output through faster decision-making and improved accountability.
3. Innoson Nigeria Limited should ensure timely budgetary allocation aligned with project timelines to avoid delays and resource shortages. This will support the achievement of set goals within the designated time frame, enhancing project efficiency and organisational productivity.
4. Innoson Nigeria Limited should adopt clear and realistic deadline setting for all tasks and projects to enhance focus and accountability among employees. This practice will improve the likelihood of consistently meeting targets, thereby boosting overall organisational performance and productivity.

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