

Volume 2, Issue 1

ISSN: 2410-8197



South American Journal of Management

Review on The Global Environment of Business: New Paradigms for International Management

Article by Natasha Adatia
Texila American University (DSM-TZ)
E-mail: natashadatia@hotmail.com

Abstract

This research looks at the work of David W. Conklin, the editor of Ivey Business Journal. The purpose of this article was to therefore understand the concept of the global business environment. Through showing the continuous changes in the global business environment, the article review highlights the importance of international management in order to survive and grow in the international market. The article has further managed to critically review the article by David W. Conklin in terms of its structure, accuracy stability and validity. The goal is to provide knowledge to the public on the global business environment whilst teaching individuals on how to analytically review an article.

Source:

David W. Conklin. (July/August 2011). The Global Environment of Business: New Paradigms for International Management (Sage Publications, Thousand Oaks California, 2011). Available: <http://iveybusinessjournal.com/publication/the-global-environment-of-business-new-paradigms-for-international-management/>. Last accessed 05 December 2015.

Introduction

According to a recent study, market forces have been reported to change and effect the global business environment. What are these forces and their impacts on our organizations? How do we manage them? Let's find out.

This Article Review will analytically review the article "The global environment of Business: New paradigms for International Management". In order to fully understand the article and evaluate the structure of the article, the review will begin with summarizing the article. Secondly, it will provide literature review from a variety of scholars relating to the topic of the article. Thirdly, it will critically appraise the efficiency of the article's structure, assessing the articles format and accessibility. Further, it will study the article and examine the article in terms of its authority, currency, accuracy, objectivity and coverage. In addition, the article review will be evaluated in terms of its accessibility and credibility. The review will further provide a conclusion with its suggested recommendations. All in all, the article was clear, relevant and rich in data.

Article summary

This article was published by "Ivey Business Journal" in 2011 based on a book by David W. Conklin entitled "The global environment of Business: New paradigms for International Management". The article further consisted of excerpts from an article named "Effective Executive" by the IUP publications, Hyderabad India, during 2011.

According to David Conklin, "Forces outside the firm's traditional boundaries are increasingly important in determining the firm's success". Therefore, the purpose of this article was to basically provide its readers with data in order to enrich them with the knowledge on how to modify their strategies and management practices and adapt to the changes taking place in the global business environment. The article provides approaches on managing all the forces included under each subtitle in order to ensure the market trend's stability. The operative knowledge that the publisher has provided could guide organizations to further manage the ongoing changes and forces taking place in the environment. The article "The global environment of Business: New paradigms for International Management

“comprise the following subtitles: Social forces; Technological forces; Economic forces and Political and Governmental forces.

Review of literature

The article presented adequate and relative literature in support of the subject. Since the article was based on an academic perspective, the literature provided placed emphasis on each subtitle contributing literature from different sources. In addition to the literature review provided, the following literature relating to this article can be summarized as below:

According to Bounding and Christen (2001) Businesses in the global market are not always successful. Organizations undergo a significant amount of costs due to differences such as institutional structure, organizational structure and changes in the external environment that increase the chances of uncertainty, costs and the risk of failure. To support this, Melissa Centurion Lopes (2013) also researched on organizations operating globally and stated that increased scale of globalization leads to increased level of risks through fluctuations in interest and foreign exchange rates and therefore involves greater levels of uncertainty that can impact an organization’s capital.

Kilter (1998) claimed that PEST analysis is a useful strategic tool for understanding market growth or decline, business position, potential and direction for operations. To support this, Foot, Scharfstein and Stein (1993) stated that PEST (Political, Economic, Social, and Technological) analysis is useful when a company decides to enter its business operations into new markets and new countries. The use of PEST helps to break free of unconscious assumptions, and help to effectively adapt to the realities of the new environment.

According to Schimmoeller L J (2010), the following can be defined as PEST factors:

- Political factor takes care of the government intervention in the business keeping in view the areas such as taxation labor, trade laws, and government stabilities, government policy on economy and market ethics and trading agreements with the government.
- Economic factors takes into consideration areas which can effect business operation and decision making. They include interest rates, taxation changes, economic growth, inflation and exchange rates.
- Social factor helps to determine the demand of the company’s products and services. Social factors include the cultural aspects and health consciousness, population growth rate, age distribution, career attitudes etc.
- New technologies create new products and new processes. Technology can reduce costs, improve quality and lead to innovation. They can determine barriers to entry, minimum efficient production level and influence outsourcing decisions. Technology transfers have been a crucial process in industrial growth and global integration. This is a process where technology is transferred from one country to another, creating industrial growth in both countries.

Article structure

The article was presented on a theoretical and academic basis, providing concrete and fruitful data established by the article, concisely pointing out the fundamental aspects and the bases of the article and research done. The arrangement of the article included moderately structured paragraphs and therefore the information on each paragraph was easily readable and accessible. There were four different subtitles, which meant that each subtitle included important and meaningful information relating to that particular subtitle.

The article was based on a book by David W. Conklin entitled “The global environment of Business: New paradigms for International Management” further conducted by the Ivey Business Journal. The article also constituted bits of an additional article named “Effective Executive” by IUP Publications, in Hyderabad, India. The article entailed well-informed materials that would generally be expected from such studies. For instance, there were

sections relating to the research done and their outcomes. Each subtitle constituted on the way forward with suggested solutions and their success rates.

Overall, the article was rich in detail, involving a broad summary of the main points covered in the article. Such an article can form a great direction for all organizations and individuals to understand and manage the changes taking place in the global business environment and adapt to the new reality. The article's arrangement was reasonably established, with the practice of both moderately longer and shorter paragraphs facilitating readers to access the critical points without difficulty. The article was HMLT (online based) and included a few links, literature from other scholars and researches done by other individuals, hence making the information more reliable. The article further provided a separate section at the end of the article which consisted information on which the Author was with a link to view the Authors full bio data. Therefore, readers were able to fully view detailed information on whom the Author was.

Article critique

Authority

The article "The global environment of Business: New paradigms for International Management" was written by David W. Conklin in 2011, published by Ivey Business Journal. Ivey Business Journal is a website that publishes academic and theoretical articles in order to provide its readers with the understanding on implementing that knowledge with the reality, and current market conditions.

Furthermore, the authors' credibility was well established. David W. Conklin is a Professor at the Richard Ivey School of Business. His teaching and research focus on the economic, political, social and technological forces that impact businesses and require modifications in strategies and management practices. The article also provides a section on the website, stating the Authors Biography. Additionally, the website provides a list of all the other articles written by that Author. Moreover, the article had a contribution from another article named "Effective Executive" by the IUP publications, Hyderabad India, during 2011.

Accuracy

The framework of the information incorporated in the article was presented in an article format. The information provided by the article was based on a recent research development. It was further promoted by a qualified author. The article similarly provided extracts from another article contributing to the article's accuracy. A few websites for more information was cited in-text to support both the literature review and the research itself. Additionally, the solid recording and arbitrating processes further added to the articles accuracy. Overall, the article can be said to be sufficiently accurate.

Currency

Ivey Business Journal is a source for business professionals and students read in more than 150 countries by a predominantly large audience including executives, directors, managers and academics. Ivey Business Journal provides articles in order to improve the practice of management and further publish interviews and articles written by business professionals and thought leaders. The article "The global environment of Business: New paradigms for International Management" was written by David W. Conklin and published on July/August 2011 by Ivey Business Journal. Therefore the article relates to a research progress that's current and communicates to the recent environmental changes taking place. The article cites conversant sites and references that provide other evidence related articles in support of the article. Overall, the article can be stated as a current and pertinent publication.

Relevance

This article can be stated as an academic article. Since the article was written by business professionals and thought leaders, the article provided high academic credibility. The article

was written to provide knowledge to its readers in order for them to improve their practice of management. Such academic contexts can be particularly useful to those academic interested in the global business environment and on understanding the international market generally. Since the article provides concrete and wide ranging data, the article would be most relevant to graduate students who have worked with global firms and less relevant to first year business students.

Objectivity

The information presented was objectively developed and reinforced with a current research base. The article acknowledged all inputs from external sources and provided links and sites for reference purposes. The article had absolute no evidence of bias. Apart from former remarks which were merely based on providing an over view of the situation, the article made no judgments what so ever. The article acknowledged the density of the matters conversed in a number of ways. For example, the literature review delivered justifications on the key term under each subtitle and sustained their research verdicts with relatable research, literature and references.

Stability

The article can be stated as a stable publication for the reason that, the article provides an adequate list of sources and links relating to the academic base of the article. Such an academic article can be identified as a stable resource.

Recent advances related to the topic

According to a recent study on Globalization, the economy and the global environment often play roles in driving individuals to make changes within their organizations. Forced changes offer opportunities that may have been overlooked in the past. They can lead to increased performance, higher employee morale, and, ultimately, greater profits the business. It is said that, the way you respond to the changing global economy impacts your chance of survival and success in that environment.

With the upcoming advances in technology, communication and transportation open up an entire world of opportunities for organizations operating globally. It has been agreed that, companies need to develop strategies and resources to exploit the opportunities and utilize local resources to remain competitive. Currently, lot departments have started to diversify in order to meet the needs of various cultures, languages, market demands and available resources.

Management of a global workforce are now developing new skills and maintaining clear communications within each other. It has been noted that resources are now managed differently with additional personnel in various departments. Human resource managers are developing skills to introduce new hiring techniques, employee benefits and pay scales.

Furthermore, in order to meet the various demands of the public; companies have started to consider alliances and mergers with other global companies. Organizations are now investing on developing a global network to them through the various new channels they'll be trading in. Acquisitions and joint ventures are been reported to solidify the position of your companies in other countries. Additionally, organizations have been improving their leadership skills in order to meet with the cultural adjustments. For example, while your employees may have become accustomed to working only set daytime hours, companies have started to institute a culture of flexibility that calls for varied schedules to maintain relationships through different time zones.

Conclusion

Conclusively, this article review published by Ivey Business Journal, written by David W. Conklin has critically studied "The global environment of Business: New paradigms for International Management". The article has provided different sources of data, from various

research studies and scholars which made the article more reliable and rich in data. Overall, the content, structure, strengths and limitations of the article were well-examined and evaluated. The article integrated the main content of the article in relation to the analysis of the research study on the ongoing market forces and conditions whilst stating solutions on how to recognize and manage these marketing trends and forces in the global business environment. The article can be especially useful to all companies operating globally.

Recommendation

As a recommendation to all my readers, I believe that organizations require Directors who can reflect on what the company's purpose is where it wishes to reach and how it will remain significant to customers and society in general. Directors need to watch over management's risk identification and modification process in order to gain comfort with detecting the emerging threats. These trends and forces will impact consumer preferences and regulation. It's vital to comprehend how these changes may affect your business and the environment it operates in.

References

- [1.] Main source:
<http://iveybusinessjournal.com/publication/the-global-environment-of-business-new-paradigms-for-international-management/>
- [2.] Ivey Business Journal. (). About. Available: <http://iveybusinessjournal.com/about/>. Last accessed 13th December 2015.
- [3.] Boulding and Christen (2001) *The impact of Globalization: Economy, government, and the public*, Available at: wac.colostate.edu: Last accessed 30th November 2015.
- [4.] Dunne, T., M.J. Roberts, and L. Samuelson (1988) "Patterns of Firm Entry and Exit in U.S. Manufacturing Industries," *The Rand Journal of Economics*, 19(4), pp. 495-515. Last accessed 20th November 2015.
- [5.] Froot, K.A., Scharfstein, D.S. and Stein, J.C. (1993) 'Risk Management: Coordinating Corporate Investment and Financing Policies.', *Journal of Finance*, 48(5), pp. 1629-1658. Last accessed 30th November 2015.
- [6.] Kotler, P. (1998). *Marketing management—Analysis, planning, implementation, and control* (9th ed.). Englewood Cliffs: Prentice-Hall. Last accessed 05th December 2015.
- [7.] Kotter, J., & Schlesinger, L. (1991). Choosing strategies for change. *Harvard Business Review*, pp. 24-29. Last accessed 10th December 2015.
- [8.] Madhok, A. (1998) "The nature of multinational firm boundaries: Transaction costs, firm capabilities and foreign entry mode".', *International Business Review*, 7(3), pp. 259-290. Last accessed 06th December 2015.
- [9.] Melissa Centurio Lopes (2013) *Five globalization risks and how to manage them*, Available at: http://blogs.oracle.com/eppm/entry/five_globalisation_risks_and_how. Last accessed 08th December 2015.
- [10.] Pearce, J., & Robinson, R. (2005). *Strategic management* (9th ed.). New York: McGraw-Hill. Last accessed 12th December 2015.
- [11.] Porter, M. (1985). *Competitive advantage*. New York: Free Press. Last accessed 12th December 2015.
- [12.] Schimmoeller L J (2010) "Success Factors of New Product Development Processes", [Online] Available at: http://maja.uni.mb.si/files/apem/APEM5-1_025.pdf Last accessed 10th December 2015.
- [13.] Titman, S., and R. Wessels (1988) "The Determinants of Capital Structure Choice." *Journal of Finance*, 43, pp. 1-18. 12th December 2015.
- [14.] Ward, M., Price, A. (2006) *Turning Vision into Value.*, Pretoria: Van Schaik Publishers: 08th December 2015.
- [15.] https://en.wikipedia.org/wiki/Literature_review: Last accessed 20th December 2015.

Review on How Technology Has Impacted the Global Business Environment

Article by Natasha Adatia
Texila American University (DSM-TZ)
E-mail: natashadatia@hotmail.com

Abstract

This research looks at the work of Oneil Williams, the editor of Opposing Views. The purpose of this article is to understand the concept of the global business environment in relation to the recent advances in technology. As we all know, technology has been one of the major components for organizations operating globally, therefore it is through this article that I was able to highlight the importance of keeping up to date with your technology in order to thrive in the global market. Apart from the theoretical knowledge produced, the article review further analyses the article "How has technology impacted the global business environment?" in terms of its structure, accuracy stability and validity. One of the other objectives of this article review is to guide individuals on how to systematically review an article.

Source: Oneil Williams. (13th July 2015). *How Has Technology Impacted the Global Business Environment?* Available: <http://science.opposingviews.com/technology-impacted-global-business-environment-1372.html>. Last accessed 08th January 2016.

Introduction

According to the National Science Foundation, technology-focused companies are successful in foreign markets and develop high value added products. However, Technology is not without drawbacks. Many would argue that the advantages of operating in a global business environment outweigh the setbacks. Therefore, the intention of this Article Review is to systematically review the article "*How Has Technology Impacted the Global Business Environment?*" By Oneil Williams. Secondly, the article review will provide literature review from a number of scholars relating to the topic of the article. Thirdly, it will analytically review the proficiency of the articles structure, assessing the articles format and accessibility. Fourthly, the article review will intend on valuing the article in terms of its authority, currency, accuracy, objectivity and coverage. Furthermore, the article review will be appraised in terms of its accessibility and credibility. Lastly, the review will consist of a conclusion, putting forward suggested recommendations. Overall, the article can be said to be clear, legible and applicable.

Article summary

This article was published by "OPPOSINGVIEWS" in 2015 based on an article written by Oneil Williams titled "*How Has Technology Impacted the Global Business Environment?*" The article additionally contained data from the National Science Foundation.

According to Oneil Williams, "Globalization has forced companies to engage in strategic planning in order to grow their businesses and compete in an international marketplace". Therefore, the article intends on sharing knowledge with its readers on how technology has impacted the global business environment in both a positive and a negative way. The article provides evidence through including examples of other internationally successful organizations and how the increase in competitiveness has opened opportunities for high-tech jobs. The article further provides information on the drawbacks of how technology has impacted the employment rate in other countries and forced lower wages, further pointing out the importance of strategic planning for companies who wish to grow their organizations and compete in the global business environment. Overall, the publisher has provided

knowledgeable information that could direct organizations to promote and ensure that their organization can further continue to be a leading provider in its market. The article "*How Has Technology Impacted the Global Business Environment?*" consist of the following subtitles: Competitiveness; Lower Wages; High-tech Jobs and Strategic Planning.

Review of literature

The article presented inadequate literature in support of the subject. However, the following literature relating to this article can be summarized as below:

The 21st century presented without doubt the biggest changes, progresses in technology, and its effects on organizations. According to Brooks, Weatherston, & Wilkinson (2010) reasoning, the use of or lack of use of technology has a strong influence upon the competitiveness of firms, sectors and nations. Nevertheless, Seitz & Hite (2011) points out that the wrong use of technology can conversely cause harm to the world.

According to Dunne, T., M.J. Roberts, and L. Samuelson (1988), technology brings both tangible and intangible benefits to become cost efficient and to meet the rising wants and needs of customers. Technological innovations affect the culture, corporate productivity, relationship among employees, suppliers, clients and customers. Similarly, Madhok, A. (1998) states that the future of our organizations success will depend upon our ability to use technology to provide products and services that provide accessibility to customers and to create additional efficacies in the processes. Many competitors have substantially greater resources to invest in technological improvements. To support this, Pearce, J., & Robinson, R. (2005) states that the vigorous growth of technology requires speedy reaction by businesses in order to survive in an emerging competitive environment and keep up with new developments and inventive services which other competitors might be offering. These include both products and processes that can bring out opportunities and threats. However it is essential for organizations who want to create a competitive advantage and survive in the global business environment.

However, according to Melissa Centurio Lopes (2000), even though technology can be useful, its fast pace and intricate systems can be perplexing. If companies want to upgrade their systems or modify the type of technology used, they have to reeducate both their employees and customers. To support to this, Acemoglu, D., Johnson, S. and J. A. Robinson (2001), stated that these advancements in technology makes it difficult for businesses to keep up with technological change whilst increasing the number of competitors in their market. lapper, L., and I. Love, (2004), also states that technology upsurges the chances of crime. An employee with wrong intentions can pilfer funds and make it challenging for the company to trace.

Article structure

The article was brought up as an abstract, which built-in the theory and key points developed by the article. The article provide informational data supported by the article, succinctly explaining the core reason under which the article and research was executed. The paragraphs were short in structure and therefore the information provided on each paragraph was easily accessible and decipherable. However there were only four subheadings, which meant that the article provided little but crucial information under each subheading. Each subheading, on the other hand provided excerpts and comparative information that further provided concrete evidence in relation to the topic. A few sections provided examples of a few organizations operating in the global business environment and their outcomes. Such analysis can make the reliability and validity of the article resilient.

The article however did not provide a conclusion as such, therefore the article lacked a comprehensive summary. The last subheading named "Strategic Planning" proposed a recommendation that stated on the importance of strategic planning for companies operating in the global market. Both references and resources used in the article were cited at the end of the article. Overall, the article's structure was fairly established. The use of short paragraphs

enabled the reader to access the key points without difficulty. The article was HMLT (online based) and included a few links, which further simplified the informations accessibility. The article further provided links to the author, citations and references which therefore allowed the reader to access additional information more effortlessly.

Article critique

Authority

The article “*How Has Technology Impacted the Global Business Environment?*” was written by Oneil Williams in 2015 and further published by OPPOSING VIEWS. OpposingViews.com is a liberated site founded in 2007 that publishes original journals and articles on social issues, sports, politics, religion and entertainment with an initiative to continuously provide in-depth analysis and breaking news all year around.

The authors’ credibility was also well established. The article provides a section under the article on a brief introduction about the author. Oneil Williams started writing way back in the 1993’s. He wrote for “The Sunday Gleaner” and “Jamaica Observer” two newspaper publications in Jamaica. Oneil Williams’s academic background shows that he holds a Bachelor of Arts and a Masters of Arts in communication from the University of Central Florida. He is known to write articles that relate to the changes taking place in the real world. Furthermore, the article also provides an acknowledgement to the photographer whose photo was used in his article.

Accuracy

The basis on which the article was integrated is based on a recent research analysis. It was published on a well-reputable site which currently has more than 25 million viewers monthly. The article was presented in an article format and was further supported by a well-known and qualified author. Furthermore, the article was secured by recent list of resources and references used in-text to promote the article and data provided. The firm editing and arbitrating processes have also contributed to the articles accuracy and efficacy. Overall, the article can termed as an accurate publication.

Currency

The article “*How Has Technology Impacted the Global Business Environment?*” was written by Oneil Williams and was published by OPPOSING VIEWS in 2015. OPPOSING VIEWS is a site that updates and publishes the latest news and theories all year round. The article published also relates to a research that progresses every year. I believe the information provided is current and communicates to the recent environmental changes taking place. The study it describes is an on-going subject. The article also mentions recent and informed references in the site, therefore I believe that this article is current.

Relevance

This article can be categorized as an academic material, based on an academic structure. Because the article was published by a well-recognized author and issued through a valid site, the article was high in credibility. The article was written to enrich its readers with the changes taking place in the global market and its impact on the general public. Such an academic context can be particularly helpful to those individuals who can seek for better opportunities in developed countries. Furthermore, this article can be useful to those organizations that need to understand the risks of operating in the global business environment. The government can also use this information and create barriers to entry in order to maintain the employment levels in their countries. The article would however be less relevant for well-established organizations.

Objectivity

The information introduced was accurately established and secured with a current research base. The article accredited all inputs from outer sources and further provided links and sites for referral purposes. The article had no such evidence of bias. The article was reinforced by the acknowledgement that the article was purely based on a research basis, and further recognized the density of the matters discussed. For example, the article talks about how the advancement of technology has forced the economy to provide jobs with lower wages and increase the rate of unemployment. The participants mentioned in the article were clearly defined as well (Toyota, McDonalds, Microsoft and Apple).

Stability

The article can be regarded as a stable publication for the reason that, the article states and provides a sufficient amount of sources and sites used in relation to the academic base of the article. Such an academic article can be identified as a stable resource.

Recent advances related to the topic

The rapid development of business globally is due to the continuous advancement in technology. Today, organizations operating globally have managed to successfully conquer language barriers, and transformed the global commerce. At this rate, the whole world can be a potential market. Customers are now able to read about and buy the goods they wish to purchase from any part of the world. Technology has also positively impacted the methods of conducting business globally, whether your business is centered in a small town or a metropolitan area like Tokyo, it can enjoy the same capabilities to run the business with anyone around the globe. Skype, email, and presentation tools like GoToMeeting can make instant communication and organized meetings possible. Furthermore, the use of technology has significantly improved in establishing personal connections.

However, according to a recent study, the use of technology has drawbacks too. It is said that internet technology in business decreases the personal aspect of business relationships. Many debate that technology has distorted the line between professional and private lives. With the labor so in some cases you will receive lower wages for a job that should be paying a higher rate. Not everyone considers the fact that the ones who are able to take advantage of all that globalization has to offer are the people who have the money to take advantage of it, unfortunately for the ones with little or no money are left in a cycle of poverty because they cannot afford to utilize the benefits of globalization. In some cases companies take advantage of cheap labor in other locations, which abolishes local industries because these local companies cannot compete with wages bigger multinational companies offer.

In General, it is apparent that there are both positive and negative effects of globalization and many of these effects are much more complex and multi-dimensional. There is far more that could be debated on the benefits and drawbacks of globalization, Globalization is currently affecting our lives more and more every day and has immense implications on the way we live our lives.

Conclusion

Conclusively, the article published by “OPPOSINGVIEWS”, written by Oneil Williams has analytically studied the topic “*How Has Technology Impacted the Global Business Environment?*” The article has provided examples of different organization for referable purposes, which has further made the article more consistent and relatable. In general, the body of the article, content, strengths and weaknesses of the article were well assessed and appraised. The article further analyzed the advantages and disadvantages of both operating in a global business market and the it’s pros and cons to the general public. Therefore the article provided wide ranging information. Despite the fact that it was a short article in general, the article has managed to cover and convey the core information of the topic.

Recommendation

I believe that technology has had a tremendous impact upon the global business environment. Therefore, I would recommend that small organizations who wish to grow in the global business market should consider outsourcing their activities in order to reduce their costs and place emphasis on the business to do their best. That way, organizations will provide more job opportunities and simultaneously decrease the rate of unemployment. Furthermore, large organizations who wish to reduce the impact of competition should focus on technologies such as the Internet (social media), mobile phones and customer relationship management systems which are fundamental and critically affect the way companies communicate with potential customers.

References

- [1.] Main source: Oneil Williams. (13th July 2015). How Has Technology Impacted the Global Business Environment?, Available: <http://science.opposingviews.com/technology-impacted-global-business-environment-1372.html>. Last accessed 08th January 2016.
- [2.] Acemoglu, D., Johnson, S. and J. A. Robinson (2001), "The Colonial Origins of Comparative Development: An Empirical Investigation" *American Economic Review*, 91, pp. 1369-1401. Last accessed 22nd January 2016.
- [3.] Boter, H. and C. Holmquist (1996) Industry Characteristics and Internationalization Process in Small Firms, *Journal of Business Venturing*, 11:471-87. Last accessed 17th January 2016.
- [4.] Boundless. "Impact of Technology on Marketing." Boundless Marketing. Boundless, 21 Jul. 2015. Retrieved 22 Jan. 2016 from: <https://www.boundless.com/marketing/textbooks/boundless-marketing-textbook/the-marketing-environment-3/technology-32/impact-of-technology-on-marketing-170-7298/>. Last accessed 22nd January 2016.
- [5.] Brooks, I., Weatherston, J., & Wilkinson, G. (2010). *The International Business Environment 2e*. Pearson Education. Last accessed 15th January 2016.
- [6.] Cameron, G., Proudman, J. and Redding, S. (2005) Technological Convergence, R&D, Trade and Productivity Growth, *European Economic Review*, 79: 775-807. Last accessed 17th January 2016.
- [7.] Dunne, T., M.J. Roberts, and L. Samuelson (1988) "Patterns of Firm Entry and Exit in U.S. Manufacturing Industries," *The Rand Journal of Economics*, 19(4), pp. 495-515. Last accessed 15th January 2016.
- [8.] Klapper, L., and I. Love, (2004), "Corporate Governance, Investor Protection and Performance in Emerging Markets", *Journal of Corporate Finance*, Vol. 10, No.5, November, 703-728. Last accessed 23rd January 2016.
- [9.] Madhok, A. (1998) "The nature of multinational firm boundaries: Transaction costs, firm capabilities and foreign entry mode". *International Business Review*, 7(3), pp. 259-290. Last accessed 20th January 2016.
- [10.] Melissa Centurio Lopes (2013) *Five globalization risks and how to manage them*, Available at: http://blogs.oracle.com/eppm/entry/five_globalisation_risks_and_how. Last accessed 10th January 2015.
- [11.] Parente, S. L. and Prescott, E. C., (1994) "Barriers to Technology Adoption and Development," *Journal of Political Economy*, Vol 102(2), pp 298-321. Last accessed 23rd January 2016.
- [12.] Pearce, J., & Robinson, R. (2005). *Strategic management (9th ed.)*. New York: McGraw-Hill. Last accessed 15th January 2015.
- [13.] Sachs, J. and A. Warner (1995), 'Economic Reforms and the Process of Global Integration', *Brookings Papers on Economic Activity*, 1, 1-118. Last accessed 23rd January 2016.
- [14.] Schmidt, P. (1988), "Estimation of a Fixed-Effect Cobb-Douglas System Using Panel Data," *Journal of Econometrics*, 37, 361-380. Last accessed 17th January 2016.
- [15.] Seitz, J. L., & Hite, K. A. (2011). *Global Issues*. Wiley-Blackwell. Last accessed 16th January 2016.

Impact of Time Management on Organizational Effectiveness

Article by James Ziekye
PhD in Management, Texila American University, Guyana
Email: jamesziekye@yahoo.com

Abstract

Future Implications: *The study focuses on the practice and observance of the three central factors, planning/scheduling, organizing/prioritizing and personal Purpose: within the context of the current level of globalization and its associated technological advancement, coupled with the ever increasing global business competitiveness, time management is regarded as one of the most effective management principles requiring the recognition of effective factors on reactions to stressful events undertaken by employees and staff of many organizations which desire to scale the pinnacle of success. The purpose of this paper is to determine and identify the factors that affect time management in Ghana and examining the relationship between organizational effectiveness and time management.*

Approach: *A model was designed based on the literature, linking factors of time management with time management and organizational effectiveness. Four hypotheses were built based on the literature and the model were tested in perspective of the previous studies and literature.*

Findings: *The literature and various studies concluded that factors such as strategic planning, organizing/prioritizing and personal responsibility / accountability as principal indices of time management cumulatively have positive impact on organizational effective performance. The more these important time management principles or indices are employed by any organization or management, the more efficient and effective their time management practice becomes. Also there exists a positive relationship between time management and organizational*

Effectiveness. The more efficiently time is managed by the staff and employees of an organization, the more productive and effective the organization becomes.

Responsibility/discipline for enhancing institutional time management which leads to productivity and organizational effectiveness. The organizations should therefore design their rules, processes, policies and organizational structures in such a manner that gives room for the implementation and operationalization of among other factors, these three fundamental imperatives. This will surely lead to organizational growth and development.

Keywords: *Time management, impact and organizational effectiveness*

Introduction

The main purpose of this article is to propose or recommend by pointing out the critical pillars/ factors as well as the new possibilities of time management and its impact on productivity and organizational effectiveness. It is fundamentally aimed at shedding light on how an organization through its time management policies, processes and principles such as planning, organizing, scheduling, prioritizing, personal responsibility/discipline can achieve success and growth for the organization as a whole. This would undoubtedly enable employees to use their time more effectively for the much needed better services and better customer satisfaction whether in the public or private sector organization.

Time management has become a critical factor for most government organizations in Africa and Ghana in particular, which has, in recent times, been bedeviled with outrageous public sector wage bills with very little to show for it in terms of productivity, good customer service and actual value for money, as a result of which many are calling for public sector reforms. One of the main reasons for the continuing underdevelopment of African countries is

our nonchalant attitude to time and the need for punctuality in all aspects of life. The problem of punctuality has become so endemic that lateness to any functions is accepted and explained off as 'African time'. It is against this background that time management in public administration or private sector organization in Ghana is so crucial.

Time, as a key critical resource in every organization must be managed carefully and judiciously because of its limitations, impermanence and non-recoverable character, in order to maximize productivity and better customer services. The new possibilities of time management presented in this paper can help policy makers, managers and public administrators to adopt and implement right strategies that would bring about the much needed positive transformation in their organization.

After all, given the opportunity without time as limiting factor, everyone is able to do their job, unfortunately however time is of essence here and their abilities are measured by how much time they require to do it.

Literature review

Time management

Time

Under the term time management we mean organization, distribution and duration of work indifferent periods such as day, week, month, or year. What is time? Some even say that time does not exist because the past is unreachable, the future is unknown, and the present is immeasurable, which is an interesting theory. We will allocate a simplified definition of time which says that time is actually movement in space.

It can also be explained as a period of time considered as resources under your control and sufficient to accomplish a given activity task. It is 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 and sagaciously managed otherwise nothing can be managed [27]. The continuum of experience in which events pass from the future through the present to the pass [30].

The supply of time is very limited, while the demand for it is limitless. Time is life. To waste your time therefore is to have wasted one's life.

Attributes of time

Time is a unique and one most scarce resource in the universe. It can neither be replaced like man nor accumulated like money. Time cannot be turned on and off like a machine or stock piled like raw materials. It flows at a pre-determined rate whatever happens and everybody is equally endowed with the same amount of it irrespective of his position, hence, time like any other scarce resource must be managed and used judiciously.

Time management

Reed defined management as the organizational process that includes managing resources, strategic planning, setting; objectives, employing and deploying the financial and human assets needed to achieve objectives, and measuring results [28]. As defined by [31], time management is basically the art of arranging business and personal affairs in such a way that you together with your things show up when, where, and how you have intended them to as effortlessly and ubiquitously, as practicable, and to facilitate getting things done as promptly as practicable with the less amount of resources (money, time, energy and people) necessary.

Time management actually represents the tool, skills and abilities required in doing the right thing at the right time, with minimum effort, and resources, effectively and efficiently, leading to the achievement of your goals and the things you personally prioritized and value.

Time management according to North [29] is the organization of tasks or events by first estimating and forecasting how much a task would take to be completed, when exactly it must be completed and adjusting events that would interfere with its completion, so that

completion is finally reached in the appropriate anticipated amount of time. Time management is not about getting more things done in a day. It is rather about getting the things that matter most done. It is the ability to responsibly decide what is important in life both at work, at home and even one's personal life.

Time management is not and would not ever be distinct and separable from management in general. Its main objective is to prevent dawdling and waste of time and regulate working time. Time management places much emphasis on preventing unnecessary activities, increase of efficiency, organizing and delegating tasks.

Effective time management provides employees with a feeling of greater security, independence and the clients with satisfaction with efficient and faster service delivery tailored to the needs.

According to Crutsinger [2], time management is about determining what should be done by first and foremost setting goals, deciding which events are considered most important and realizing that other activities or events will have to be scheduled around them (prioritizing), making decisions about how much time one allows for certain tasks (time estimation), flexibly adjusting to cater for the unexpected (problem solving), reconsidering priorities and goals on a regular basis (evaluation), and observing patterns and trends in behavior.

There is ongoing debate over exactly what skills and behaviors constitute effective time management.

For example, Shipman identified six principles for effective time management. These principles included being aware of self, setting goals and priorities, structuring time appropriately increasing personal effectiveness and efficiency, scheduling time for events or activity, and scheduling relaxation time [41]. Time management behaviors have more recently been characterized as making lists, organizing, evaluating one's schedule, goal setting, keeping and routinely breaking down tasks and events into simpler parts [10].

An empirical study investigating the effects of time management behavior has identified three broad most important clusters of behaviors. These behaviors include engaging in the mechanics of time management, setting goals and priorities, and having a preference for organization [12]. However, seven time management skills or behaviors can be considered essential to effective time management due to their frequency or repetitive prominence in the literature: (1) time analysis, (2) planning, (3) goal setting, (4) prioritizing, (5) scheduling, (6) organizing, and (7) establishing new and improved time habits[38], [33]; [34], [35]; [11] [13], [14], [15],[36], [37], [42]Although, time management documentation activities such as writing down goals, making lists, and utilizing calendars have been identified by many authors as necessary for effective time management, they tend to cross or fall in line with all seven skill areas mentioned above.

In time management, prioritization which involves determining what one should do by setting goals, deciding which events are the most important and realizing that other activities or events will have to be scheduled around them; three workload categorization dimensions easily come to mind. They include, essential tasks, important tasks and low value tasks. It therefore takes the professionalism and organizational competence of the individual manager to appropriately and accordingly prioritize the given tasks by asking these three fundamental questions; which tasks are most valuable to the organization? Which task does my manager consider most important? And if I cannot complete all the tasks which should I complete?

The need to help staff get organized thereby contributing to the stress reduction, freeing up time to do other activities and increasing work performance and productivity has been more vigorously stressed in recent time than ever.

Organizational effectiveness

The composition of people who formulate independent business identity for some specific purpose is commonly termed organization, and the process of getting desired outcome within defined resources is referred to as effectiveness. Organizational effectiveness is therefore the notion of how effectual an organization is in accomplishing the results the organization aims

to generate [39]. It plays a crucially important role in accelerating organizational development [40]. It is said to be the net satisfaction of all constituents or elements in the process of gathering and transforming inputs into output in an efficient manner [42].

Organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfils its objectives or desired goal without depleting its resources and without placing undue strain on its members and/or society. It is the maximum combined utility of the primary constituents

The goal model describes organizational effectiveness by the extent to which an organization attains its goals or objectives. The legitimacy model regards organizational effectiveness focusing on a background evaluation “of component preferences for performance and natural limitations on performance from a purely external environmental perspective” [42].

Theoretical framework

From the literature gathered for the study, the factors that fundamentally enhance effective time management include: (a) time analysis, (b) planning, (c) goal setting, (d) prioritizing, (e) organizing, (f) scheduling, and (g) establishing new and improved time habits, (h) responsibility and responsibility, (i) delegating and (j) decision making.

Main objective

The main objective of the study is to analyze the impact of effective time management on organizational effectiveness. The sub-objectives of the study are:

- To explore and determine those factors or indices of time management that impact positively on organizational effectiveness.
- To examine the relationships between time management and organizational effectiveness.

Conceptual framework

The following constitutes the conceptual framework of the study is:



Hypotheses

Based on the model and literature the study is designed to test the following hypothesis:

- H1: Managerial planning/scheduling has positive impact on organizational effective performance
- H2: Organizing / Prioritization has positive impact on organizational effectiveness/performance
- H3: There is a positive impact of managerial responsibility & accountability on organizational effectiveness or performance
- H4: There is a relationship between time management and organizational effectiveness or performance

Planning and effective organizational performance

Planning: this involves the formulation of goals or targets and the definition of practical ways or step to be taken to achieving them. When a manager fails to plan, it simply implies, he is planning to fail. A manager's commitment to bridging the gap between potential and actual performance is measured by how much he demonstrates better time management as his lifestyle choice. Planning can be strategic, intermediate or short term.

The study by Adebayo et al proved that, there was a relationship between planning and administrative effectiveness. This shows that planning is pertinent to administrative effectiveness as proper forecasting and planning of educational activities bring a lot of fulfillment and achievement to the administrators [44]. In view of this, Edem, Hendle and Hindle describe planning as a way to improve the use of time [47]. Ajayi and Ayodele observed that "failure to plan gives rise to in- effectiveness, undirected action and waste of resources." [46] The finding equally reflects the minds of Stoner, Freeman and Gulbert [45], they are of the opinion that planning is highly relevant to administrative effectiveness.

Organization / prioritization and organizational effective performance

Organization/prioritization: Organization means putting all resources you have into plan to achieve personal goal. Some principles for personal organization at work according to L.B. Ojo and D.A. Olaniyan include; setting one's priorities, ensuring that time targets are set for the set priorities, allowing time space for the unexpected, avoid embarking on more than one project at a time, being a productive thinker, separating duties properly, working according to your temperament, avoid developing impossible systems and focusing on results not activity [48].

Adebayo et al (2012) in their study pointed out prioritization as the next predictor of administrative effectiveness with a beta weight of 0.497 (48%). This implies that if this fundamental principle of time management is not critically considered by administrators, it may pose some difficulties in their administrative work. This was followed by planning with a beta weight of 0.164 (16%), while the least predictor of administrative effectiveness was scheduling with a beta weight of 0.121 (12%). What could be responsible for this is that planning and scheduling are closely related in terms of semantics.

Managerial responsibility / accountability and organizational effectiveness

Responsibility: the essence of modern management basically borders on responsibility and accountability. It is common to find people passing the buck for every iota of failure or irregularity. According to Winston Churchill the price of greatness is responsibility and the step towards responsibility are: being responsible for who you are, being responsible for what you can do, being responsible for what you have received and being responsible to those that you lead.

Accountability and integrity: It is one thing to have a dream or goal; it is another thing to achieve that same goal. At the end of a specific period, it is important for every responsible manager to measure progress made by taking stock of actual results of his action and compare same with plan.

Time management and organizational effective performance

The study by Adebayo showed that there was relationship between time management and administrative effectiveness. It gives the impression that administrators need the proper use of time before they can be effective in their various assignments. All the activities being performed by administrators are done within the time hence time management cannot be separated from administrative effectiveness [49]. The following authors share this view Achunine and Irondi [50], Yager [51] and Bulter and Hope [52]time management to them is managing selves and activities and how managers of an organization spend their time on their job determines to a large extent the productivity level of the organization and its effectiveness

and efficient performance, profits and survival of the individuals and the organization as a whole.

A similar study conducted by Ahlam Mahmoud El-Shaer, Mahmoud indicated that, there were statistical significant positive correlation post program between head nurses level of knowledge, current use of time management and their perception of effective organizational performance. This result means improving level of head nurses knowledge after program lead to increase current use of time management behaviors and improve their perception to effective organizational performance [52]. Consistence with this result the research findings of Ahmed et, al. [53] show that, the nurses' job performance in the organization were affected by their time management in completing the tasks during an event. Furthermore, there was a significant relationship between time management and job performance.

Also, Hamdan Salim Alawamleh and Samar Suleiman Altarawneh, Hamdan et al in their research concluded that the value of the Pearson correlation coefficient was statistically significant at the level of significance less than (0.05), leading to the acceptance of the hypothesis which states: There is a correlation moral statistically significant between the organizational strength and time management at the level of significance ($0.05 \leq p$) in the branches of the central administration in the Balqa governorate [54].

Adeyinka in examining the relationship between effective time management and high performance in organizations, from the regression result using the SPSS the coefficient of the independent variable is 0.255 which is positive. This means that there is a positive relationship between the organizational high performance and time management. Thus an increase in proper time management will bring about a corresponding increase in the organization performance, all things been equal [55]

In investigating the relationship between students' time management and academic performance in Nigeria's higher institutions Adebayo, the results showed that calculated r-value was 0.798 and the table r-value was 0.195 at 0.05 level of significance. It reflected that r-cal was greater than r-table. Thus, the null hypothesis was rejected and the alternative hypothesis upheld that there is significant relationship between students' time management and their academic performance in higher institutions.

Also, the relationship between prioritization (one of the key indices of time management) and students' academic performance in this study revealed that r-cal was 0.424 and r-table was 0.195. It showed that r-cal was greater than r-table at 0.05 level of significance. The null hypothesis was rejected. Therefore, there is a significant relationship between prioritization and students' academic performance in higher institutions [56].

Furthermore, J. F. Adebisi in his research work deduced that performance is measured in relation to time. And effective time management reduces failure. The researcher therefore concludes that there is a direct link between effective time management and performance of business generally [57].

Oleasi and Ayo investigated the effects of three factors: job motivation on performance, time management and effectiveness in one of the industrial states of Nigeria. According to the results obtained from this study, the managers and organizational employees who appropriately used time had better satisfaction in their performance and success in organization level; they obtained a direct positive relation between the mentioned items. In this regards, Classens investigated time management and personal satisfaction in job and found that by time control and management, individuals are more satisfied with their job, which in effect ultimately leads to effectiveness and increase of insight in their performance and organizational effectiveness [58]

According to Elham Saeedi et al the results indicated that, most scholars conducting studies about time management and organizational effectiveness came the conclusion that there is meaningful relation between organizational skills and techniques of time management and organizational effectiveness. That is, better time usage and better management skills will ensure better effectiveness at the organization level, and positive effect on organizational behaviours especially organizational effectiveness could be seen.

Conclusion

To survive and prosper in this increasingly competitive global environment, one have to be productive, efficient and effective. Time management is about working actively to create efficiency and effectiveness in a way that makes achieving your targeted results more likely.

Effective time management is a panacea to organizational effectiveness and not a placebo. The results of the review of time management show that the effective use of time has long been recognized as a crucial factor for success in many different fields and many practical techniques have been devised for improving time management[19]

During the study, the researcher deduced that performance or effectiveness is measured in relation to time. And effective time management reduces failure. The researcher therefore concludes that there is a direct link between effective time management and the effective performance of any organization. Good time managers apart from being discipline and responsible, appear to prefer planning, prioritization and organization [59]

Based on the findings of this study, the following empirical conclusions can therefore be drawn: Time management is vital to organizational performance and effectiveness. Therefore, paying more attention to planning, prioritization, delegation of authority, scheduling and ensuring responsibility or accountability while reducing procrastination would improve managerial effectiveness and by extension the realization of organizational goals.

Acknowledgement

My sincerest and heartfelt gratitude and appreciation goes to Dr. Stephen Kpingpuo, Mr. Martin Bomba-ire D. and my lovely wife, Florence Gamuo for their support and encouragement.

References

- [1]. Alderman L. You can achieve more in a lot less time by following five key steps, 1995.
- [2]. Crutsinger C. Thinking smarter: Skills for academic success. Carrollton, TX: Brain works, Inc. Demographics, 1994, 26-8.
- [3]. Douglass D. Manage your time manage your work manage yourself. New York, 1980, 271.
- [4]. Drucker. Business Management, Mc Graw Hill Publishers, England, 2001.
- [5]. Esters I, Castellanos E. Time management Behaviour. Us: paper presented at the Annual meeting of mid-south Educational Research Association, 1998.
- [6]. Godbey G, Graefe A. Rapid growth in rushin' Americans American,(2013)
- [7]. Gordon JR, Organizational Behaviour, A Diagnostic Approach. Prentice Hall Inc. Edn 6, 1998.
- [8]. Hayes-Roth B, Hayes-Roth F. A cognitive model of planning, Cognitive Science, 1979; 3:275 310.
- [9]. Jordan C, Cobb N, McCully R. Clinical issues of the dualcareer couples. Social, 1989.
- [10]. Kelly WE. No time to worry: the relationship between worry, time structure, and time management. Personality and Individual Differences, 2002, 35, 1119-1126.
- [11]. Lakein A. How to get control of your time and your life. New York: Wyden, 1973.
- [12]. Macan TH. Time management training: effects on time behaviours, attitudes, and job performance. Journal of Psychology 1996; 130(3):229-236.
- [13]. Mackenzie RA. The time trap: How to get more done in less time. New York, NY, 1972.
- [14]. Mackenzie RA. New time management methods for you and your staff. Chicago, IL, Dartnell Corporation, 1975.
- [15]. Mackenzie RA. The time trap. New York, NY: AMACOM. Management. Bulletin of the Psychonomic Society 1990; 30(1):61-64.
- [16]. Money, Vol. 24 No. 10, pp. 37-8.
- [17]. Onacken W Jr, Wass DL. Management time: Who's got the monkey? In Winning the Race against Time: How Successful Executives Get More Done in a Day, 1985, 49-54.
- [18]. Pollock T. Fifteen common sense ways to manage your time better, Production, 1994, 106(2):10.
- [19]. Puffer SM. Task-completion schedules: Determinants and consequences for Robinson, J.P. (1990), "Time squeeze", American Demographics, 1989; 12.
- [20]. Romeo SA. Are you managing your time or is time managing you? Supervision, 1993.

- [21]. Saiyadain MS. Organizational Behaviour. Tate McGraw –Hill, 2003.
- [22]. Schuler RS. Managing stress means managing time. Personnel Journal, 1979.
- [23]. Simons DJ, Galotti KM. Everyday planning: An analysis of daily time Boston, MA: Harvard Business Review. Performance. Human Relations, 42, 937-955.
- [24]. Slaven G, Totterdell P. Time management training: does it transfer to the workplace? Journal of Managerial Psychology, 1993, 8(1):20-8.
- [25]. Sorohan EG. Managing priorities, Training and Development 1995; 49(8):12.
- [26]. Soucie D. Proper management of your time. CAHPER Journal 1986; 52(2):36.
- [27]Heather, M. 2005. Not time, Stress and the Crisis of modern life. Duoglas and McIntyre
- [28]Reed, D. (2012). What Is Management? <http://www.managementguide.com>
- [29] North: Y (2004) God's Clock maker; Richard of Wallingford & the invention of time Oxbow Books
- [30]Anand, V. (2007). A study of time management: The correlation between video game usage and academic performance markers. *Cyber Psychology & Behavior*, 10(4), 552-559.
- [31]Zucas, & David, H. (2012). Definition of Time Management <http://www.freetime-management.Tips.com/d>.
- [32]Claessens, B., Eerde, W. & Rutte, C. A review of the time management literature. Personal Review Vol.36, No 2, 2007: 255-276. www.emeraldinsight
- [33]Feeney Jonson, K. (2002). *The new elementary teacher's handbook*. (2nd ed.). Thousand Oaks, CA: Corwin Press.
- [34] Hellsten, L.M, & Rogers, W. T. (2009). Development and preliminary validation of the Time Management for Exercise Scale. *Measurement in Physical Education and Exercise Science*, 13, 13-33.
- [35]Jorde, P. (1982). *Avoiding burnout: Strategies for managing time, space, and people in early childhood education*. Washington, D.C.: Acropolis Books Ltd.
- [36]Adams, G. A., & Jex, S. M. (1997). Confirmatory factor analysis of the Time Management Behavior Scale. *Psychological Reports*, 80, 225-226.
- [37]Adams, G. A., & Jex, S. M. (1999). Relationships between time management, control, work family conflict, and strain. *Journal of Occupational Health Psychology*, 4, (1), 72-77.
- [38] Barkas, J. L. (1984). *Become more productive and still have fun: Creative time management*. Englewood Cliffs, NJ: Prentice-Hall, Inc.
- [39]Ahmad, N., Nizan, A. Mohamed, N. & Wahab, S. The Relationship between Time Management and Job Performance in Event Management. *Social and Behavioral Sciences*. Vol. 65, 2012: 937–941.
- [40]. Hall, B.L. and Hursch, D.E. (1982), an evaluation of the effects of a time management training program on work efficacy. *Journal of Organizational Behavior Management*, Vol. 3, pp. 73-98.
- [41]Shipman, N. (1983). *Effective time-management techniques for school administrators*. (pp. 174). Englewood Cliffs, N.J. : Prentice-Hall,
- [42] Matthew, J., Grawhich, & Barber, L. K., (2009). Are you Focusing both Employees and Organizational Outcomes. *Organizational Health Initiative at Saint Louis University* (ohi.slu@edu), 1-5.
- [43] Zammuto, R. F., (1982). *Assessing Organizational Effectiveness*, State University of New York Press, Albany, NY.
- [44] Adebayo, F. A., & Omojola, I. (2012). Influence of Time Management on Administrative Effectiveness in higher institutions in Ekiti State, Nigeria. *International Journal of Educational Research and Technology*, 3(1), 52-60.
- [45]Lay, C. H., & Schouwenburg, H. C. (1993). Trait procrastination, time management, and academic behavior. *Journal of Social Behavior and Personality*, 8, 647-662.
- [46] Ajayi, I. A & Ayodele J. B (2001). *Introduction to educational, administration and supervision*. Lagos: YPPS.
- [47] Edem, D.A. (1987). *Introduction to educational administration in Nigeria*. Lagos: Spectrum books Limited.
- [48] Ojo, L.B. Effective Time Management in Organizational. Panacea or Placebo.2008.<http://www.eurojournals.com/ejsr.htm>
- [49] Adebayo, F. A., & Omojola, I. (2012). Influence of Time Management on Administrative

- Effectiveness in higher institutions in Ekiti State, Nigeria. *International Journal of Educational Research and Technology*, 3(1), 52-60.
- [50] Achunine, R. N., & Irondi, E. O. (1998). *Management Administration of secondary education in Nigeria*. Lagos: Totan Publishers Limited.
- [51] Butler, G. & Hope T. (2007). *Managing your mind, the mental fitness guide*, New York: Oxford University press
- [52] Ahlam Mahmoud El-Shaer (2015) Impact of Time Management Program on Time Wasters of Head Nurses and Their Perception toward Effective Organizational Performance, *Nursing Administration, Faculty of Nursing, Mansoura University. Egypt*
- [53] Ahmad, N., Nizan, A. Mohamed, N. & Wahab, S. The Relationship between Time Management and Job Performance in Event Management. *Social and Behavioral Sciences*. Vol. 65, 2012: 937–941.
- [54] Hamdan Salim Alawamleh[a],*; Samar Suleiman Altarawneh[b] (2013) The Impact of Organizational Power Sources on Time Management from the Perspective of Governmental Departments' Managers in Al-Balqa' Governorate. Faculty of Business, AL-Balqaa Applied University, Al-salt, Jordan.
- [55] Adeyinka A. Effective time management for high performance in an organization. Business School Degree programme in Business Administration International Business 2012.
- [56] ADEBAYO, Florence Aduke (2015) Time Management and Students Academic Performance in Higher Institutions, Nigeria— A Case Study of Ekiti State. 2015, Vol. 3, No. 2
- [57] Adebisi, J. Time Management Practices and Its Effect on Business Performance. *Canadian Social Science*, 9(1), 2013: 165-168 Available from: <http://www.cscanada.net/index.php/css/article/>
- [58] Claessens, B., Eerde, W. & Rutte, C. A review of the time management literature. *Personal Review* Vol. 36, No 2, 2007: 255-276. www.emeraldinsight.com
- [59] Williams, R. L, Verble, J. S., Price, D. E., & Layne, B. H. (1995). Relationship between time management practices and personality indices and types. *Journal of Psychological Type*, 34, 36-42.



Lot A, Goedverwagting, Sparendaam,
East Coast Demerara, Guyana,
South America.

Telephone: (+592) 2225224 / (+592) 2225225

E-mail: ejournal.assist@tau.edu.org