



Time management as determinant for job performance of library staff in some selected university libraries in South-South, Nigeria

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Abstract

The study investigated time management as determinant for job performance of library staff in some selected university libraries in South-South, Nigeria. A descriptive survey design was used for the study. Two research questions were formulated to guide the study. The population of the study consists of 198 library staff in selected university libraries in South-South Nigeria. The questionnaire for the study was a self-constructed questionnaire. A total of 198 copies of the questionnaire were distributed and 151 copies of the questionnaire were retrieved using descriptive statistics mean and percentage mean score of 2.5 and above and percentage score of 50% were considered as acceptable. The study revealed that the impact of effective time management on library staff are: it helps library staff to utilize time effectively, time management makes library staff more organized, it is used to set goals and expectations and also enhances job performance. The study further affirmed that factors that influence effective time management on job performance of library staff are planning, organization, coordination of task, and controlling time. The study recommends that library management should ensure that library staff should adhere strictly to time deviated to them to carry out certain job assignment in the library. Also, recognition and award should be given to library staff who works very hard to ensure adequate performance in the library.

Keywords: Time management, Job performance. Library staff, university libraries

1.1 Introduction

Library staff offer a range of support from finding information to developing advanced literature searches for projects, which includes online training and guidance, training courses and personalized one to-one support. For the library staff to compete globally, time management is critical in rendering adequate library services to their

users. The effective use of time encourages library workers to develop the habit of planning and organizing their daily tasks. To reach their aims and objectives, library employees need to have strong time management abilities. It might be difficult to prioritize and make the most of our limited time in today's fast-paced world with so many demands on our time and conflicting agendas. However, by using the appropriate techniques

and tools, we may maximize our time and accomplish our objectives. Time management has an important role to play in the life of every library staff.

Time management, according to Aduke (2015), is the ability to plan, schedule, organize, and keep track of one's time in order to increase productivity and efficiency. According to Chaturvedi (2016), scheduling time is crucial, especially for tasks performed in libraries, as it improves librarians' job effectiveness. Generally speaking, library management is unfocused, unsure, and task-averse since they lack the ability to organize work according to their relevance. The goal of time management as a behavior is to make efficient use of time, and it should be connected to specific productive tasks. Khanam et al. (2017) focused on the short- and long-term planning of library employees while analyzing the impact of time management on work performance. The study found that library staff who efficiently manage their time do better than those who do not, and those who do not perform poorly. How to manage time is one of the most important concerns in library administration today. Time is an extremely special resource. It cannot be rented, borrowed, or purchased. It is vital and necessary for everything's accomplishment. It has been discovered that effective time management improves work performance for library employees.

Job performance relates to how library staff perform in their job duties in terms of expected quantity and quality of their jobs. It is the total projected benefit from an employee's actions over the course of a predetermined amount of time. Naktiyok (2019) defines job performance as the extent to which a person or group can accomplish the stated purpose associated with that activity in terms of quantity and quality. Job performance is a reflection of the activities a person does while at work (Oswald et al., 2017). Role clarity,

according to Jena (2020), is the most important step toward operational effectiveness and job performance. The task's substance, work method, operational priority, and timeframes are all included, which helps to synchronize work in a team while boosting process effectiveness and cross-functional dependability. It also contains duties and authority. Due to the number of tasks that managers must do in a limited amount of time, effective time management is a very significant challenge being examined by managers all over the world (Azablet & Almaz, 2015). Time management practices, particularly planning habits, can enhance group performance.

In a study of 233 participants, Green and Skinner (2005) discovered that the majority of respondents had significantly improved their performance in the areas of planning, prioritizing, and assertiveness. Additionally, they discovered that the median increase in personal effectiveness was 20%. Njagi and Malel (2012) discovered a statistically favorable connection of 0.674 between time management and work performance in the setting of a few Kenyan parastatals. The researchers came to the conclusion that since there was a strong positive association between time management and work performance, managers should receive the necessary time management training. The importance of time management lies in the fact that people have too many tasks they must complete but not enough time for the things they want to do. Time management helps identify needs and wants in terms of their importance and matches them with time and other resources.

According to Shirley (2008), better time management can be achieved if goals have been set and then all future work is prioritized based on how it moves the individual or organization towards meeting the goals. It is in light of this attributes of time management that this topic, "time management as a determinant for job performance of library staff in some

selected university libraries in South-South, Nigeria” is imperative.

1.2 Statement of the problem

Time Management refers to managing time effectively so that the right time is allocated to the right activity. In other words, Time management is the coordination of tasks and activities to maximize the effectiveness of library staff efforts. Essentially, the purpose of time management is to enable library staff to get more and better work done in less time. When time is well managed in the library, it could enhance job performance. *Job performance* relates to how individuals perform in their job duties. The confidence of library staff capabilities could influence their job performance. In other words, *job performance* means the manner in which an employee performs a position of employment and includes an analysis of the employee's attendance at work, attitudes, effort, knowledge, behaviors, and skills. That is to say time management increases job performance.

There are studies on time management and job performance of library staff, but no study has been carried out on time management as determinant for job performance of library staff in some selected university libraries in South-South, Nigeria. This study is therefore undertaken to fill the gap in knowledge.

1.3 Objective of the study

The study is to examine time management and job performance of library staff in some selected university libraries in South-South, Nigeria. The specific objectives are to:

1. Determine the impact of effective time management of library staff in some selected university libraries in South-South, Nigeria
2. Identify the factors that influence effective time management on job

performance of library staff in some selected university libraries in South-South, Nigeria

1.4 Research Question

1. What is the impact of effective time management of library staff in some selected university libraries in South-South, Nigeria?
2. What are the factors that influence effective time management on job performance of library staff in some selected university libraries in South-South, Nigeria?

2.1 Literature Review

To enhance the efficiency of library staff operations, tasks and activities must be coordinated. In essence, time management is used to help library staff do more and better work in less time. Organization, planning, and scheduling are factors that affect time management in the library to make the most of the time available. Techniques for time management also take into account the unique circumstances of the library personnel as well as their pertinent skills and traits. The importance of time management is in its ability to assign meaning to time, letting people make the most of their time. In a library context, it is used to set goals and expectations for libraries and its staff. Good time management skills help library staff deliver quality work and meet their goals effectively.

Effective time management is an unquestionable factor in job performance and may contribute to an organization's efficiency, according to Jabeen et al., (2021). People sometimes have too many duties to do but not enough time for the things they really want to accomplish, which highlights the importance of time management. Aeon and Aguinis (2017) and Aprison et al. (2021) both provide strong cases for the connections between time

management and job performance. That is, time management and job performance are positively correlated (Aeon et al., 2021). Additionally, Elsabahy et al. (2015) discovered that time management enhances job performance in a variety of disciplines, including librarianship (Khan et al., 2020). However, because time may be perceived differently across cultures, culture may have an impact on time management on job performance (Nonis et al., 2005). Additionally, working conditions for library personnel have changed significantly, particularly in this era of information and communication technologies, which may have affected how they perceive time. Additionally, according to Dickie (2013), time management was developed as a way to deal with time constraints at work around the end of the 1950s. Njagi and Malel (2012) reported that time management is an issue which is essential to job performance.

According to Alquraan (2011), job performance holds a specific role in libraries as the end result of all operations at the level of library employees and libraries. Job performance may be one of the metrics utilized to increase library staff performance. Monil and Tahir's (2011) suggested that the enhancement of library staff performance with the goal of boosting their efficiency via motivation is currently the key priority in human resource management (Awosusi, 2011). Job performance involves something that library staff do and can be reflected on what the action that individual takes. However, Faulkner et al. (2007) as cited by Watson and Strayer (2010) identify that performance does not include the result of those particular actions. Usually, results are often mistaken to be easily quantified and tracked to measure job performance due to their ability. Many academics have also looked at the connection between time management and work performance. Channar et al. (2014) looked at how time management

affected employee happiness and overall organization performance in both public and private sector enterprises. They used an independent sample T-test and correlation to examine the data from 260 closed-ended questionnaires used in the study. According to their research, time management techniques boost employee engagement and happiness while also improving an organization's performance.

Additionally, Channar et al.'s (2014) study found that women were more time aware than men. Similarly, Ojokuku and Obasan (2011) concluded that time management is crucial for efficient service delivery, on-time assignment completion, and the promotion of excellence in their study of time management and organizational performance in the public sector. A study by Abdullah et al. (2012) also looked at the relationship between time management and work performance. Data was collected from 220 respondents using a self-administered questionnaire and random sampling techniques. Analysis of the data revealed that job performance has a significant positive relationship with time management and attitudes, and a significant negative relationship with time wasters.

3.1 Methodology

The descriptive survey design was used in this investigation. The study's participants are 198 library staff who were randomly selected from all federal university libraries in South-South Nigeria. The questionnaire for the study was a self-constructed questionnaire. The study's sample size is made up of 198 library staff from the university libraries. Only one hundred fifty one (151) of the 198 copies of the questionnaire issued to library staff in federal university libraries in South-South, Nigeria, were filled and returned. The data was analyzed using descriptive statistics, which yielded a mean and percentage mean score of 2.5 and above, as well as a percentage score of 50%, which the respondents deemed acceptable.

4.1 Results and Analysis

Table 1: Population of library staff in some selected university libraries in South South, Nigeria

S/N	Institutions	Library staff
1	University of Calabar library	44
2	Delta State University Abraka Library	45
3	University of Portharcourt Library	52
4	Federal University of Bayelsa Otueke Library	28
5	Maritime University Okrerenkoko Library	29
	Total	198

Table 1 revealed different university library staff and their populations as follows: University of Calabar library (44), Delta State University Abraka Library (45), University of Port Harcourt Library (52), Federal University of Bayelsa Otueke Library (28), and Maritime University Okrerenkoko Library(29) respectively.

Table 2: The impact of effective time management on library staff

S/N	Items	SA	A	D	SD	-x	Decision
1	Time management makes library staff more organized	65	59	23	4	3.3	Accepted
2	It helps library staff to utilize time effectively	73	45	16	17	3.1	Accepted
3	It is used to set goals and expectations	69	63	18	1	3.3	Accepted
4	It enhance job performance	74	68	5	4	3.4	Accepted

Table 2 revealed four (4) identified items on the impact of effective time management on library staff: Time management makes library staff more organized (3.3), it helps library staff to utilize time effectively (3.1), it is used to set goals and expectations (3.3) and it enhances job performance (3.4) respectively. The result was supported by previous study by Jabeen et al., (2021), who opined that efficient time management is definitely an element in job performance and can lead to the efficiency of an organization. In addition, Khanam et al. (2017) analyzed the effect of time management on library staff job performance, they focus on library staff short run and long run planning. The study concluded that library staff with effective time management achieve better performance and those who do not manage their time effectively achieve low performance.

Table 3: Factors that influence effective time management on job performance of library staff

S/N	Items	SA	A	D	SD	-x	Decision
1	Planning	78	66	6	1	3.4	Accepted
2	Organization	67	68	11	5	3.3	Accepted
3	Coordination of task	66	73	7	5	3.3	Accepted
4	Controlling time	68	69	10	4	3.3	Accepted

The table 3 revealed four (4) identified items on factors that influence effective time management on job performance of library staff as follows: planning (3.4), organization (3.3), coordination task (3.3) and controlling time (3.3) respectively. The findings is supported by Aduke (2015) who suggested that time management as a skill is been influenced by organizing, planning, arranging and accounting one's time for creating more productivity and efficient work.

Conclusion

The study has investigated time management as a determinant for job performance of library staff in some selected university libraries in South-South, Nigeria. It has been unconcealed during this study that time management contributed to library staff performance. This suggests that time management is similar to bringing effective performance among library staff in the libraries under study. From this study, it has shown that time management effectiveness is one among the potent contributors to job performance of library staff in the university libraries under study. This is the first of its kind to explore and describe time management as determinant for job performance of library staff in some selected university libraries in South-South, Nigeria. This study will enhance the capability of librarians to contribute positively to the reality of knowledge in the society in contemporary Nigeria society.

Recommendations

The study recommends thus:

1. That library management should ensure that library staff should adhere strictly to time deviated to carry certain job assignment in the library and
2. Recognition and award should be given to library staff who work very hard to ensure adequate performance in the library.

3. Library management should apply disciplinary measures to staff who do not meet up with their job schedule.

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