TIME MANAGEMENT AND PRODUCTIVITY IN NASCO GROUP, 2015 – 2021

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ABSTRACT

This paper provides insight into how effective time management enhances productivity in an organization. Specifically, the paper highlights some essential elements of time management (promptness and commitment) and how they contribute to productivity in the NASCO Group. A mixed-method research design was adopted. Secondary data were generated from an array of published and published documents such as books, journals, handbooks, reports and internet materials. Self-administered questionnaires were used to collect data from the respondents. The analysis was conducted using Smart PLS 2.0. The major findings of the study indicated that the two essential components of time management adopted in the study have positive relationships with productivity in the NASCO Group. Based on the findings, it is concluded that time management is a sine qua non for organizational productivity. Thus, the study recommends that activities in the organization should be prioritized and time schemes should be applied within the purview of democratic principles. In addition, components of effective time management such as punctuality, promptness, and commitment should be rewarded.

Keywords: Time, Management, Productivity Organization and NASCO

INTRODUCTION

Time is a resource that is valuable but is grossly abused by individuals, groups and organizations. It is highly perishable, irreversible and irretrievable. Time is the only resource that is common and widespread

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(For all) (Bejide, 2010). Time is an essential asset that is needed for everything in life – personal, group, organizational, business, operation, etc. The success of its usage depends on how it is planned, organized and controlled; it is the management of time that categorizes people and group in a work setting or society as a whole. Adjectives such as rich, poor, lazy, hardworking, industrious, proficient, dull, intelligent and many others depend largely on the application and the management of the time at our disposal (Bejide, 2010).

Records and anecdotal evidence have indicated that successful persons, managers, leaders, groups, institutions and organizations are persons or individuals who are time conscious; they use time efficiently and profitably. It is on this premise that time is seen as life and time management is equated to self-management (Oludemi, 2000). There is an obvious relationship between life processes and time. Shakespeare in his work *Julius Caesar* stressed that there is time for all things. Time is an invaluable resource that affects the way we use other resources; both human and material (Oludemi, 2000). It's worth more than money; time creates money and money-making is a function of time and how it is being managed. This is akin to the commonly used Latin word– *Omnia tempus habent* (time is all). Despite how common and prestigious it is, a lot of persons and groups do not know how to make the best out of it; not knowing that it is the only resource that human beings have equally and once it has come and gone, it has gone forever unlike many other resources that are renewable and retrievable (Ndupuechi, 2004).

Peter Drucker (1974) cited in Cole and Kelly (2003) stressed that nothing so much distinguishes an effective executive as their tender loving care for time and that success or lack of it is largely contingent upon the effective use of time. Historical records of successful organizations like Bloomberg, Koch, Google, Oracle, Zara, Berkshire Hathaway, Microsoft word and many others referenced their success to the effective usage of time. It was in the harmony with this notion that Thomas Edison posited: "time is really the only capital that any human being has, and the only thing he cannot afford to waste@ (Cinjel et al, 2020).

NASCO Group is one of the largest and fast-moving consumer goods companies in the West African sub-region. The company grew from its small roots to become a major conglomerate with four major manufacturing units and other investments in the service sector. The success story of NASCO Group is largely propelled by how it utilizes its time. Works in the organization are properly structured, planned and arranged based on time. In the early part of 2000, the company introduced a lot of modern management techniques to increase its productivity. The techniques were time oriented and their success depends on time. Notable of the techniques introduced were: Just-in-time manufacturing, re-engineering, computerized layout analysis, priority sequencing and scheduling among many others. The techniques do not only improve productivity but have brought a lot of innovations and gave the organization an age over its contemporaries (NASCO, 2022).

This study is set to assess the impact of time, and how it is managed to foster productivity in NASCO Group. The work is structured into five sections. The first section is the introduction and this provides a clear picture of the study. The second section focused on the problem statement and it was defined along the research questions, objectives of the study and the formulated hypotheses. The third section is the method and Statistical test. The fourth chapter is the result and discussion. The fifth section is the conclusion and recommendations.

STATEMENT OF THE PROBLEM

In 1990(s), NASCO Group was confronted with a decline in profit, growth and turnover. These challenges were triggered by tardiness in the workforce. The employees of the organization report to work late and most of the time, they are too slow to act on their assigned tasks. The introduction of modern management techniques that were time-based has helped in revamping the organization; the old style has faded and given way to new work culture such as punctuality, increasing pace on work and quick reaction on tasks and functions.

Another problem that prompted the study is the attitude of apathy that the employees of the organization displayed toward work.

Before the introduction of time-oriented management techniques, the employees of the organization are unconcerned and disinterested in carrying out their expected tasks. The introduction of modern management techniques that are time oriented is a serious boost to the organization; workers became dedicated, devoted and loyal to their job.

It is against this backdrop that the following research questions were posited to guide the study.

a. What is the relationship between employee promptness on the job and productivity in the NASCO Group?
b. Does employee commitment on the job promote productivity in NASCO Group?
c. What mechanism can be put in place to further foster effective time management and productivity in the NASCO Group?

The main objective of the study is to examine the impact of time management on productivity in NASCO Group.

The specific objectives the study set to attain are to:

a. Examine the relationship between employee promptness on duty and productivity in NASCO Group.
b. Assess the influence of employee commitment on productivity in NASCO Group.
c. Provide ways to effectively utilize time and foster productivity in NASCO Group.

Hypothetically, the study assumed:

a. Employee's promptness on assigned tasks enhances productivity in NASCO Group.
b. Employee's commitment to assigned function fosters productivity in NASCO Group.

CONCEPTUAL CLARIFICATION

Concept of Time and Time Management

The word time has two origins; in English and Germanic. In English, it evolved from the old English word *Tima* and it denotes the period. In Germanic, it denotes extend. Time is a system of distinguishing events. It is a dimension that enables two identical events occurring at the same point in space to be distinguished, measured by the interval between

the events. A moment or period chosen as appropriate for something to be done or take place; it's a period, activity or occasion that has a particular quality or characteristic (Thomason, 2019).

Time management on the other hand is the management of the activities we engaged in running our time. According to Timpson (2003), it means efficient use of our resources including time, money, material, men, space and many others in such a way that we are effective in achieving important personal and organizational goals. Johnson (2010) defines time management as a continuous process of analysis, planning and re-analyzing and re-planning. According to McFarland (2001), time management means the effective and efficient use of time. It is regarded as how the most important work is completed and that sufficient time is left for unexpected emergencies and crises that may occur. He went further to identify the characteristics of time including:

a. It is very personal
b. It is the only resource we all have equally
c. It is universal demand, everybody needs it
d. It is untransferable
e. It is valuable
f. It cannot be increased
g. It is absolutely inelastic
h. It has no shelf life: It cannot be put away or stored and used when needed.

The time concept can be examined from the pedestal of the urgency, importance, need or otherwise of the activities to which time is devoted. Bliss (1976) categorized actions involving the use of time into:

(a) **Important and urgent**: Tasks or functions that are important and urgent are those that need either immediate attention in the nearest possible time. Bliss (1976) argued, because of their urgency and importance, the tasks take precedence over everything else and procrastination, if a factor, is no longer possible. Time management problems are not found in this sector.

(b) **Important but not urgent:** Important but not urgent tasks separate effective individuals from effective ones. Most of the important things in our lives are not urgent and therefore they can be performed now or later but, in most cases, they are postponed forever and therefore, the time for them is lost forever.

(c) **Urgent but not important**: Some other functions are urgent but not important. They require urgent action but when examined objectively, they are not really important to warrant the consumption of precious time. According to Bliss (1976), some tasks are marginally worth doing but are neither urgent nor important. Sometimes, we do them in place of more important things because of their diversionary effect, which is, giving a feeling of activity and accomplishment while providing us with the needed excuse for postponing important and not urgent functions which are of greater benefit to us.

(d) **Waste:** Time can also be wasted when we are busy doing nothing as the saying goes. A person may get unhappy as soon as he realizes this irreparable loss of time. He cannot point at anything he spent his time upon even if it is unimportant. The essence of categorizing time used based on urgency, importance, or otherwise of the functions that may consume time is to sensitize the supervisors and managers on the importance of time vis-à-vis performed tasks. This sensitization is another step in the right direction of effective time usage.

Banchord and Johnson (2000) defined components of time management to include:

a. Commitment: These are no gimmicks or short courts; sloppy time management is like a bad habit. The individual must be committed to doing something about it.

b. Analysis: The individual must have a plan on how they spent their time; the problems and the causes. Time lag and other forms of analysis are essential.

c. Planning: Effective management requires planning whether you are managing the family budget, church, business or any activity. An

hour of planning will give you many hours of doing the wrong things, fighting and avoiding the unimportant.

d. **Follow-up and re-analysis:** Time management is a continuous process of analysis, planning, re-analyzing and re-planning. It has been sub-divided into the following eight distinctive steps: (i)Use a time log for accurate recording (ii) Identify the problem (iii)Self-assessment (iv)Set up goals(v) Development plan (vi)Implement the action plan (vii)Use planning guide to-do lists and other aids (viii)Develop techniques and solution for overcoming specific time management

Time management is the process of planning and exercising conscious control of time spent on specific activities, especially to increase effectiveness, efficiency and productivity. It involves the balancing of various demands upon a person relating to work, social life, family, hobbies, personal interests and commitments with the finite nature of time. A time management system is a designed combination of processes, tools, techniques and methods.

Concept of Productivity

Productivity has now become an everyday word. It is crucial to the economic progress of the country. A major problem with productivity is that it means many things to many people. Economists define it from GNP, managers view it as a cutting and speeding up, and engineers think of it in terms of output per hour. Today, the term productivity has acquired a wide meaning. Originally, it was used only to rate the workers according to their skills. Subsequently, emphasis was laid to improve the hourly output by analyzing and improving upon the techniques applied by different workers.

The European Productivity Agency (EPA) (2003; 5) has defined productivity as:

> An attitude of the mind; It is the mentality of the progress of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday and continuously. It is the constant adaptation of economic and social life to changing conditions. It is the continual effort to

> apply new techniques and methods and the faith in human progress (EPA, 2003: 5).

The above definition equates productivity to an effective integration of resources, physical and human, will, yield and high output. It fails to mention attributes such as time and resources contributed.

Mali as cited in Nwachwuku (2003) sees it as the measure of how well resource is brought together in an organization and utilised for accomplishing sets of results. That is the effectiveness of the factors of production to produce goods and services. In the same vein, Telsang (2007) opined that it is the quantitative relationship between what is produced and the use as resources to produce them. How to improve the productivity of Nigerian employees has been the topic of many seminars, symposia, conferences and workshops. It is a recognized fact that productivity is a critical factor in the economic and social development of a society. Nigerian employees are said to have poor attitudes to work resulting in lower productivity.

Commenting on the low productivity of Nigerian employees, Eze (1999) in Nwachukwu (2003: 67) observed:

> Many achievement-oriented, shrewd observers of Nigerian people at work have always come out with a common impression that generally Nigerian workers are lazy, slow, sleepy, reluctant to act, unconcerned and deceitful in their approach. These workers are said to lack the zeal, the briskness and the momentum of hardworking people and generally, the dislike to hear anybody talk about efficiency (Nwachuku, 2003; 67).

Although the descriptions may be too strong, the situation that the author is trying to portray is real but he fails to mention the causes and justification of such actions. From the foregoing definitions, it can be deduced that productivity entails:

(a) Is a yield from an activity

(b) It is a positive outcome from a performance and

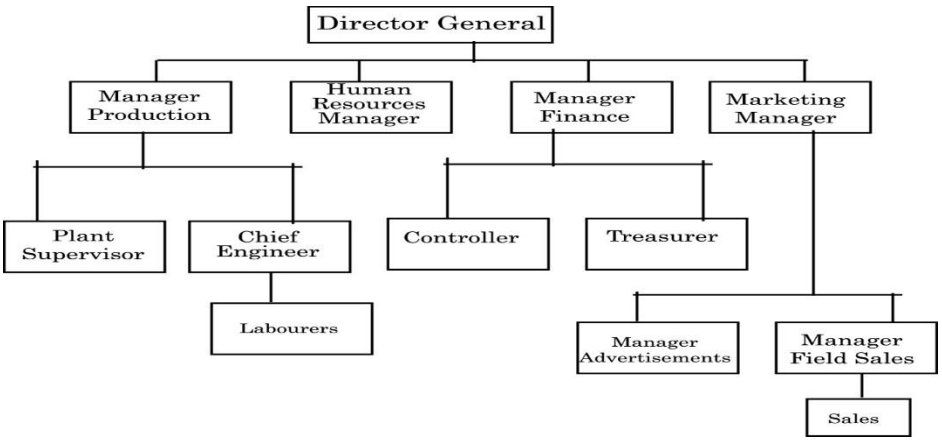
(c) The ability to perform a function at a shorter period and a lesser cost

TIME MANAGEMENT AND PRODUCTION IN NASCO

NASCO Group operates a flexible system of management. It has a managing director at the top who oversees the general operation of the organization and beneath the managing director, there are three (3) categories of employees and these are: the executive, professionals and the labourers. The executive staff helps in the daily running of the organization. The executive staff comprises the various managers in the organization – Production, Finance, Marketing, Human Resources, Sales and many others. The professional staff in the organization renders professional services and they comprise: the engineers, technologies, designers and many others. The last category is the labourers and the labourers provide the physical services in the organization such as processing, production, assembling, packaging, sales and many others (NASCO, 2022).

Decisions are made by the line executive with the advice of staff executives. The staff executives are experts in their fields (Account, Lawyers, HRM, Engineers, etc.). They advise the line executive who is directly responsible for the immediate attainment of the organization's goals. The activities of the employees from the managing director to the labourers revolved around time and its management (NASCO, 2022). This is one of the reasons why time management techniques were introduced in the organization. Activities were timed and different tools and managers were assigned to help in monitoring the usefulness of time the productivity of the organization. The time sheet was divided into two. There is a type that is meant for executive and administrative procedures and a type that was designed solely for the labourers. This study will centre on the latter and it will assess how its implementation has helped in improvising productivity in the organization. The figure below shows the line and staff structure of NASCO (NASCO, 2022)

Figure 1: **Organizational Structure of NASCO**



Source: NASCO's Handbook, 2022

NASCO Group introduces a lot of time management techniques in the early part of 2000(s) to help the organization to boost productivity and also to have aged over its competitors. One of the techniques introduced was the use of a roster among its workforce. The roster provides details of the duties and the time they are to be carried out by the employees. The essence of the mechanism is to foster promptness, commitment and to also help employees have adequate time for themselves and their personal schedules. The introduction of the scheme has led to an increase in production. A lot of labourers and casual employees were recruited to work in most of the unit of the organization. The organization introduces 3 types of shifts to increase production and also to enable the organization to monitor its employees at work. The first category of employees commences work at 8 am and wind at 11 am. The second batch works from 12pm and closes at 3 pm. The third batch starts their shift from 5 pm to 8 pm. After the completion of the entire shift, a worker is entitled to a 2 day break known as off; the essence of it is to allow the workers to freshen themselves. The roster system is useful to both the workers and the organization. The organization witnesses an increase in productivity and monitor the promptness and punctuality of employees on the job. The technique freed the employee from monotony and helps the employees to plan

their activities devoid of distraction from the organization (NASCO, 2022). The roster of time in NASCO can be seen in the table below.

Table 1: Roster system in NASCO

Shift	Morning		Afternoon		Evening	
A	8 – 9	1 hr	12 – 1	1 hr	5 – 6	1 hr
B	9 – 10	2 hr	1 – 2	2 hr	6 – 7	2 hr
C	10 – 11	3 hr	2 – 3	3 hr	7 – 8	3 hr

Source: NASCO's Handbook, 2022

The above time roster was specifically designed for manual workers who use their physical strength in production. They all work under a time manager known as the timekeeper who monitors and supervises their activities. Most activities in the organization are scheduled on shift and each shift has its own time manager whose work specifically is to take a record of time worked by employees. They report directly to the production manager and the time manager uses time sheet or card to record the hours of work by the employees. In the sheet, what an employee had produced is recorded hourly and hitches that occurred as a result of the breakdown of machine are equally recorded (NASCO, 2022). The essence is to track the commitment and loyalty of employees in the organization. The roaster system was introduced in the organization in 2001 to replace the grouping system. The use of the roaster has helps the organization to control idleness, unnecessary formal forms of communication and sluggishness of the work process of employees on the job (NASCO, 2022).

Another mechanism that was introduced along with the roaster system was the use of a time clock and card. The time clock stamps employee's time cards whenever they start and finish their assigned

task. The organization uses the stamped card to compute the wages of the employees along with cycle time and performance rating. The introduction of this technique has helped to lessen a lot of casual and informal interaction while employees are at work; workers concentrate on their assigned responsibilities and also give their best in order to have a good pay rate. The scheme has led to an unprecedented increase in the output of the organization compared to the ears that it was not put into practice (NASCO, 2022).

Table2: Time Clock System in NASCO

Shift	Watch Reading									Rating
	A			B			C			
Hours	9	10	11	1	2	3	5	6	7	
Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Total										

Source: NASCO's Handbook, 2022

Besides the usage of time clock and card, NASCO has employed the use of a time standard mechanism to aid it in the accomplishment of the task. The mechanism was introduced along with the time clock in the early part of 2000. By time standard, the organization has defined the average amount of time that is required to complete an operation or task that is stated. Through this mechanism, the organization has designed the period and speed for activities such as processing, packaging, loading, assembling and dispatching of its product. The organization has set 12 pm and 4 pm as cessation periods; a time in which workers are allowed to take break against schedules of subsequent days. The organization statutory began work on Monday and close down on Saturday. Working hours commence from 8am to

8pm; it has 3 shifts and a computerized sign–in sheet with the employee's password (NASCO, 2022).

The organization also uses a logbook to track and measure the rate of punctuality, promptness, commitment and the loyalty of the employees in the organization. The logbook provides exact time an employee comes (arrival) and the time of leaving (departure). The organization uses both the electric and the manual logbook. The company's secretary handles manual handbook at the entrance while the time manager control the electronic based type. The organization incorporates the two techniques in 2005 to control lateness, proxy, stand in, replacement and delegation that was too common at the time (NASCO, 2022).

The manual log book is like a diary; it is double sided for each day. It is a large A4 size book with a double soft cover and has a lot of pages. The log book contains items such as name, phone, time-in, time out, date, unit, department, signature and designation of the employee. It is represented in the figure below

Table3: Log Book in NASCO

NASCO					**MONTH**	**YEAR**	
S/N	**Department**	**Unit**	**Name**	**Designation**	**Time in**	**Time out**	**Signature**
1							
2							
3							
4							

Sources: Handbook of NASCO, 2022

The time management techniques discussed were the mechanism the organization introduced to ease production and to also help the organization accomplish its goals. Apart from promoting promptness and commitment on the job, the techniques has provide sound basis for:

- ✓ Comparing alternative methods

- ✓ Assessing the correct initial manning (Manpower requirement plan)
- ✓ Planning and control
- ✓ Realistic costing
- ✓ Good financial incentive scheme
- ✓ Delivery date of goods
- ✓ Cost reduction and cost control
- ✓ Identifying of truants and substandard workers
- ✓ Training of new employees

THEORETICAL FRAMEWORK

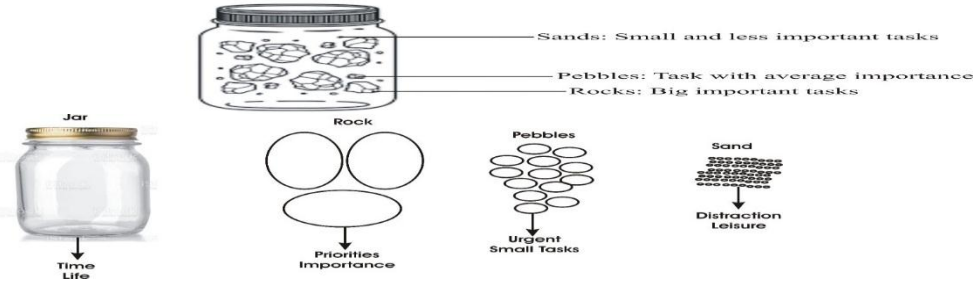
Pickle jar theory is adopted as the theoretical underpinning of the study. The pickle jar theory is a visual metaphor that is exploited to determine what is useful and what is not useful. It helps you to set your priorities for daily life and plan tasks in such a way, that you have time to spare instead of too few hours in the day. Stephen Covey developed the theory in 2000 and its essence is prioritization. He uses the analogy of rocks, pebbles and sand in a jar. It is also known as the Bucket of Rock Theory. The theory proposes that if you put big rocks in a bucket and then you fill up with pebbles and then sand and water. The pickle jar theory has these features:

a. **Pickle Jar**: This is the big glass pickle jar
b. **Rocks**: This includes essential tasks
c. **Pebbles:** This includes less frequent tasks
d. **Sand:** This includes small task

The smaller substances represent increasingly unimportant task. The pickle jar theory is based on the idea that time, like a pickle jar, time is limited. The theory states that human or workers' life is the jar and what is in it, the volume or space is limited. Every day, everyone or workers fill out time with important, less important and unimportant activities (Meredith, 2007). The pickle jar theory is a visual figurative expression, to determine what is important and what is not important. The essence of the theory is to help an individual or a worker to set priorities for daily life and plan tasks in such a way, that men and

workers have time to spare instead of too few hours in the day. The theory is popular for time management. The theory helps us to visualize priorities and as well as the amount and size of task that can be done realistically on a given day. There are no charts or massive organizers to haul around. It is just a simple technique that helps you get the work done with less stress (Meredith, 2007).

Figure 2: Pickle Jar Theory



a. **The Sand**: It represents disrupting elements
b. **The Pebbles**: It metaphorically stands for the job we are confronted with every day and that fill our diaries
c. **The Rocks**: It represents the important task in our daily lives. There will be serious consequences if we fail to do the latter tasks.

The pickle jar theory provides real understanding of our schedules and offers opportunities to make an effort everyday to put our most important tasks at the top of every day. The theory has the following tenets. These are:

a. Life is all about time and time utilization
b. Tasks in life vary. Some tasks are more important than others.
c. Prioritization of need is very useful
d. Prioritization should be based on time
e. Unimportant activities should be accorded lesser time
f. Success and failure lies on time usage
g. Productivity is a function of time and time management

JUSTIFICATION FOR THE ADOPTION OF THE THEORY

a. NASCO Group introduced time management techniques to eliminate waste – reduces unimportant task
b. NASCO Group introduces time management to boost productivity
c. NASCO Group introduces time management to stop or minimize acts that affects productivity
d. The time management techniques introduced in NASCO has helped to increase performance and gives the organization direction.

APPLICATION OF THE THEORY

NASCO Group in the past was not conscious of its time and its impact on employee performance and organizational productivity. The introduction of time management techniques has brought a lot of innovations in the organization. The organization in the recent past has introduced number of time techniques to curb waste and boost productivity. These are the clock, time card, log book, time lock, time machine, time sheet, time keeper and many others.

The adoption of modern time technique in the organization has brought in an era of innovation, discoveries and productivity. It has helped the organization to leapfrog from an almost state of comatose to a stannous stage.

NASCO Group exploited the techniques of time management and it has helped to build base for ranking of task, prioritization of task, control of leakages and the assessment of employees' performance. The schemes equally set room for control, standardization and task completion. Time management technique has brought an overhaul and refit in the practices of NASCO. The techniques have not only shaped the orientation of the employees in the organization toward work but it has opened their eyes on worth of works such as punctuality, commitment and performance.

There is a great difference between productivity in the past and productivity with the introduction of time management techniques in NASCO. The organization witnessed positive changes with the adoption of the modern technique; it has reawakened the organization

and has given it age over other organizations. Profits and performances at the organization offshoot and fracas between workers and union reduced drastically. It has brought an era of positive transformation and discoveries to the organization.

WEAKNESSES OF THE THEORY

The theory has the following weaknesses:

a. The theory is metaphorical in nature
b. The theory only focused on prioritization of time and how task should be defined.
c. The theory is more of time utilization; it ignores other resources such as material, machines, money and men.

METHODOLOGY

The study employed quantitative method; a non-experimental and exploratory study was conducted to assess the relationships between time management and productivity. Data were collected through self-administered questionnaire survey otherwise known as drop and pick method. The type of enquiry deployed for the purpose of this study was based on cross sectional method where data was collected in an uncontrolled setting at one point of time. The participants have the option of responding which gives them comfort, i.e. the language that is being used in their day-to-day business. Purposive sampling technique was used to select 394 respondents using Yamane (1967) formula for the sample size determination. The instrument was face validated by three experts from department of Public Administration (Federal University, Wukari) and one expert from measurement and evaluation. The corrections and inputs formed the basis for the modification of the items of the instrument. To ascertain the internal consistency of the instrument, Cronbach's Alpha technique was used and at the co-efficient index of 0.85. This shows that the instrument was reliable and appropriate for use.

Time management was measured using Allen and Meyer's scale (1990); this scale is commonly used in social science and it has excellent psychometric properties in cross cultural research (Schmidt, 2007). For

the reason of this research, time management was treated as a single entry as earlier mentioned and measured by nine items out of the fifteen items (Mowday, Porter & Steers, 1982). The items were selected on the foundation of having the face validity in the opinion of the researchers (Ahmad et al., 2011; Hung et al., 2005). The sample items were adopted and modified in order to suit the study. The items were used to measure time usage and this item requires the organization to indicate their level of agreement with the extent to which they are identified with and involved in the organization. The responses of all items in the questionnaires were made on a 7-point Likert scales ranging from strongly disagree to strongly agree. This study used partial least square (PLS) method for analyzing the results. In order to obtain valid and reliable results, this study followed the two steps approach as suggested by Chin in 1998. Therefore, the process was to confirm the construct validity before proceeding to test the hypotheses.

RESULTS

The goodness of measurement, outer and models have been established through the content validity and construct validity.

THE CONTENT VALIDITY

The content validity testifies to how well the results obtained from the use of the measure fit the theories around which the test is designed (Sekan and Bougie, 2010). In line with Hair et al (2010) and Chin (1998), factor loading of the items was used to confirm the content validity of the measurement model. Furthermore, all the items meant to measure a particular construct load highly on the construct they were designed to measure. Items loaded on some other factors higher than their respective construct were considered candidate for deletion (Hair et al., 2010).

In addition, all the measures of the construct were significantly loaded on their respective construct were significantly loaded on their respective construct. As illustrated in table 4, all the items loaded were high and significant on the constructs they were designed to measure. Thus, the content validity of the measurement, outer, model was

confirmed. The study used a cut off value for loading at 0.5 as significant (Hair et al, 2010; 2013)

Therefore, if any item which has a loading of higher than 0.5 on two or more factors, then they will be deemed to be having significant cross loading.

From Table 4, we can observe that all the items measuring a particular construct loaded highly on that construct and loaded lower on the other constructs thus confirming construct validity.

Table 4: Construct Validity

Constructs	Time Management	Productivity
OP_t02	0.682	
OP_t04	0.832	
OP_t05	0.760	
OP_t06	0.799	
OP_t07	0.887	
OC08	0.864	
OC09	0.847	
OP05	0.832	0.643
OC06	0.827	0.915
OP06	0.822	0.874

In addition, this study employed Harman's one factor test of common method bias (Podsakoff et al., 2003) and acquire a number of different factors from among the variables. Consequently, we may assume that common method variance bias is not a problem, and the results corroborate the tenability of the proposed measurement model.

CONVERGENT VALIDITY

Convergent validity is the extent to which multiple items that measure the same conceptions are in agreement. In line with recommendation of Hair et al (2010), we used the factor loadings, composite reliability and average variance extracted to appraise convergent validity and all validity measures of their respective

constructs based on their parameter estimates and statistical significance (Chow & Chan, 2008).

DISCRIMINANT VALIDITY

The discriminant validity of the measures (the degree to which items differentiate among constructs or measure distinct concepts) was appraised by examining the correlations between the measures of potentiality overlapping constructs. This means that the shared variance between each construct and its measures are greater than the variance shared among distinct constructs (Compeau et al., 1997). In the measurement model, this study used the criterion suggested by Fornell and Larcker in 1981.

As in correlation matrix illustrated in Table 4 below, the diagonal elements are the square root of the average variance. The discriminant validity is assumed if the diagonal elements are greater than other off-diagonal elements in their rows and columns. This situation is apparently the case in the correlation matrix and thus the discriminant validity is confirmed. Having established the validity and the reliability of the measurement model, the next step was to test the hypothesized relationship by running PLS algorithm.

Table 5: Convergent Validity

Construct	Loading	Cronbach Alpha	Composite Reliability Average	Average	Variance Extracted
Promptness	0.682	0.909	0.923	0.606	
	0.832				
	0.760				
	0.799				
	0.887	0.730	0.916	0.641	
Commitment	0.864				
	0.847				
	0.832				

Productivity	0.827 0622 0.645 0.915 0.874	0.749	0.838	0.672

Note: Composite Reliability CR = (square of the summation of the factor loadings)/(square of the summation of the factor loading)/square of the summation of the error variance). Average Variance Extracted (AVE) = (summation of the square of the factor loadings)/summation of the square of the factor loadings)? (Summation of the error variance).

Table 6: Discriminant Validity

Construct	1	2	3
1	Promptness	0.869	
2.	Commitment	0.831	0.855
3.	Productivity	0.842	0.882

Note: Diagonals (in bold) represent the average variance extracted while the other entries represent the square correlation.

Table 7: Hypotheses Testing Result

Hypotheses	**Path Coefficient**	**Standardized Error**	**t-statistic**	**P-value**	**Decision**
Prompting > F. productivity	0.272	0.276	0.987	2.328***	Supported
Commitment F. productivity	0.339	0.093	0.901	3.647***	Supported

*** P < 0.01

Predictive Relevance of the Model

Another significant of the structural model can be assessed through R^2 which indicated the variance in the independent variance that is explained by the independent variables. Based on the results reported, the R^2 was found to be 0.074 indicating that promptness can account for 74% of the variance in the productivity of the organization. In line with the assessment criterion suggested by Cohen (1988), 0.26 is substantial, 0.13 is moderate and 0.02 is weak (see Table 5).

Therefore, in this study, R^2 here is considered substantial indicating the power of promptness in explaining productivity. Similarly, another criterion to assess the quality of the model is using the Blindfolding procedures to generate the cross validate communality and cross validated redundancy. Blindfolding procedures is designed to remove amount of the data and handle them as missing values to estimate the model parameters. These parameters are used later to reconstruct the assumed missing data. Based on that, the comparison will be held to assess how close the real from the implicit results and the Q^2 values will be calculated.

A cross-validated communality Q^2 is obtained when the data points are predicted using the underlying latent variable scores. Whereas, if the prediction of the data points is obtained by the LVs that predict the block in question, then a cross-validated redundancy Q_2 is the output. In line with recommendations by Fornell and Cha (1999), the model will have predictive quality if the cross-redundancy value was found to be more than O, otherwise the predictive relevance of the model cannot be concluded. Based on the smart PLS 20 results, the obtained cross validated redundancy was found to be 0.12. This result supports the claim that the model has an adequate prediction quality.

Table 8: Predictive Relevance

Dependent Variable	R-Square	Cross Validated Redundancy
Productivity	0.87	0.12

DISCUSSIONS

The results of this study have established that there is a significant relationship between employee's promptness and productivity in NASCO Group. Results from PLS output shows that the hypothesis is accepted. The result reveals that path coefficient from promptness to productivity (pl > OP) was statistically significant with a strong beta (β) value and low t-value of less than 1.96 ($\beta = 0.272, t = 0.387, p = 2.228$) (see Table 5). Based on the results, it was found that there is a significant relationship between the two constructs. This finding is corroborated by the work of Randall (1987) and Swarless (2003) who articulate that time management and promptness on work precisely has positive impact on productivity.

The relationship between employee's commitment and productivity is found to be significant. The finding from this study established a significant and positive association between the variables. The results from PLS output reveals that path co-efficient from employee's commitment to productivity ($con > op$) was statistically significant with a strong Beta (β) value low t-value of less than 1.96 ($\beta = 0.339, t = 0.901, p = 3.647$) see Table 4. Based on the result, it was found that there is a significant relationship between the two constructs. This is supported by the work of Swarless (2003) who also demonstrated that worker's commitment is a strong enhancer of productivity in an organization.

CONCLUSION AND RECOMMENDATIONS

The result of the PLS analysis established that there is a strong positive relationship between employee's promptness on the job and productivity in NASCO. This conclusion was arrived after a series of research activities which included the development of some hypotheses, a conceptual and theoretical framework, a critical review oof literature, development and distribution of questionnaires, checking normality of the data set, checking of the reliability of the data using Cronbach's Alpha which was found to be above 0.7 for all constructs and the explanatory factor analysis which was done using PLS-SEM

The result of the PLM-SEM also shows that the component of time management - promptness on the job, commitment on the job have a positive and significant relationship with organizational productivity. It is concluded that the mentioned components of time management are necessary internal control components that must be present and functioning in order to achieve a satisfactory level of productivity in NASCO. Having seen these factors that affects time management in NASCO, it become necessary to offer recommendations that will be useful in promoting time management and productivity in the organization.

a. There is a need to improve the emphasis extent on time management internal controls. This will go a long way to strengthen and enhance productivity in the organization.
b. Prioritization paradigm should be inculcated in the organization. This will help to screen and rate activities according to their degree of importance.
c. Facets of time management such as promptness, punctuality, commitment and many others on the job should be rewarded.
d. The application of time scheme in the organization should be carried out within the gamut of democratic principle. It should not be rigid and too mechanistic; rather it should be flexible, human friendly, and democratic.
e. The organization should introduce a lot of free and rest period, leisure period and break. This will go along to help the employees to balance their personal task along with that of the organization. The employees are human, they can break or fall sick, and they need rest just like James Howell proverb stressed that all work and no play make a Jack a dull boy.

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