



Time Management Factors and Employee Job Outcomes in Selected Deposit Money Banks in Ilaro, Ogun State

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Abstract

The research examined the relationship between employees' time management skills and their performance within selected deposit money banks (DMBs) in Ilaro. Employing a survey research design, the study targeted a population of approximately 150 employees from these banks. Using the Taro Yamane sample determination formula, a sample size of 109 was identified for the study. Data were collected via a structured questionnaire and subsequently analyzed using both descriptive and inferential statistical methods. Specifically, regression analysis was conducted using SPSS version 23.0 to test the hypotheses. The findings revealed a statistically significant correlation between employee performance and time management ($\beta = 364.658$, $p < 0.05$). In conclusion, the study established that effective time management significantly influences employee performance. Based on these results, it is recommended that the management of deposit money banks implement robust time management strategies to further enhance employee performance.

Keywords: Time management, employee's performance, multitasking, prioritization and procrastination

1. INTRODUCTION

Employee performance is often seen as a gauge of an organization's success and directly affects its reputation, claim Silitonga and Sadeli (2020). Successful businesses use performance as a criterion to evaluate the level of productivity of their workforce. The outcome of an individual's labour or the performance of that labour in carrying out his or her tasks is what specialists refer to as performance (Rusmiati & Fitriani, 2021).

In order for every organization to accomplish its goals and objectives, effective time management has become essential. Nonetheless, some issues and difficulties pertaining to poor time management have surfaced. In a supportive and encouraging workplace, an employee may perform at their highest level. An employee can complete tasks within a given time range with the aid of tangible elements, such as the availability of machinery and equipment that operate well. Poor working conditions—such as insufficient resources, inadequate technological support, and suboptimal physical environments—often lead to increased stress and lower productivity (Stepanek & Paul, 2023). In addition, ineffective job design, characterized by unclear roles, limited autonomy, and inadequate opportunities for skill utilization, has been associated with diminished motivation and reduced job satisfaction, further impairing performance (Rattrie et al., 2020). Excessive workload, on the other hand, not only contributes to work overload and employee

burnout but also disrupts work-life balance, ultimately reducing the efficiency with which tasks are completed (Rubenstein et al., 2019). Despite these insights from broader studies, there is limited empirical evidence on how these factors interact specifically within the context of Nigerian deposit money banks in Ilaro. Consequently, this research seeks to investigate the impact of working conditions, job design, and workload on employee performance in selected deposit money banks in Ilaro. The study's findings are expected to inform management practices and policy formulation, helping banks optimize work environments, redesign jobs effectively, and balance workload to enhance employee performance and achieve sustainable competitive advantage.

Based on the discussion above, this study aims to explore the relationship between employee performance and time management factors.

Objectives of the Study

The primary objective of this study is to examine the impact of time management factors on employee performance. The specific objectives are to:

- i. Investigate how working conditions influence employee performance in selected deposit money banks in Ilaro.
- ii. Examine the effect of job design on employee performance within these banks.
- iii. Explore the extent to which workload affects employee performance in the same setting.

2. LITERATURE REVIEW

2.1 Conceptual Review

Time management is the process of strategically planning and organizing activities to make the best use of one's limited time (Alyami et al., 2021). It involves setting priorities, scheduling tasks, and balancing work with rest to enhance productivity and well-being. For instance, integrating one's natural biological rhythms into daily planning—as demonstrated by Janboeck et al. (2020)—can foster not only better time allocation but also improved personal well-being. During the COVID-19 pandemic, effective time management became particularly critical for students facing the challenges of online learning. Nesamalar et al. (2022) found that undergraduates who adopted structured time planning and maintained a positive attitude toward time management were more successful in meeting deadlines and sustaining academic performance. Similarly, Alyami et al. (2021) reported a significant positive correlation between time management behaviors (such as keeping to-do lists and calendars) and higher GPAs among radiology students. These studies suggest that even under stressful conditions, structured preplanning can mitigate the adverse effects of disrupted routines.

Working conditions encompass the physical, organizational, and psychosocial aspects of the work environment, profoundly affecting employee well-being and performance. Modern studies indicate that favorable working conditions—such as ergonomic workspaces, effective communication channels, and balanced workloads—are associated with lower stress levels and improved mental health (Huang et al., 2021). Moreover, the transition to remote and hybrid work models during and after the COVID-19 pandemic has underscored the importance of flexible working arrangements. Such flexibility, when supported by clear management practices and adequate technological resources, can enhance job satisfaction and reduce burnout (Li et al., 2022). In today's rapidly changing work landscape, it is crucial for organizations to continuously assess and optimize working conditions to foster a resilient, motivated workforce. By investing in both

physical safety measures and psychosocial support systems, companies not only safeguard their employees' health but also drive sustainable productivity and innovation.

Job design refers to the systematic process of shaping work roles by determining tasks, responsibilities, and work conditions to enhance employee motivation, satisfaction, and performance. In today's dynamic, digitalized work environment, effective job design is essential for aligning individual capabilities with organizational goals (Parker & Grote, 2020). Recent studies emphasize that jobs incorporating high levels of autonomy, skill variety, and meaningful feedback not only boost job satisfaction but also foster adaptability and innovation in the face of rapid technological change (Parker & Jorritsma, 2020). Moreover, modern job design practices increasingly encourage job crafting, enabling employees to proactively tailor their roles to better match their interests and strengths. This flexible approach not only supports enhanced well-being but also improves work engagement and productivity. Consequently, organizations that invest in thoughtful and adaptive job design can cultivate a resilient and high-performing workforce, better equipped to thrive in a competitive and evolving business landscape.

Workload denotes the amount of work assigned to or expected from an individual within a defined time period. It involves both measurable components, such as the number of tasks, and qualitative elements, including task complexity and the level of effort required. Effective workload management is crucial, as excessive demands can lead to heightened stress and burnout among employees. A 2021 survey by the American Psychological Association revealed that 79% of U.S. employees had experienced work-related stress in the preceding month, underscoring the prevalence of this issue (American Psychological Association, 2022). Moreover, the COVID-19 pandemic exacerbated existing stressors and introduced new challenges, particularly affecting professional workers' work-life balance and overall well-being (Gadermann et al., 2024). Conversely, well-structured workloads that align with employees' capacities can enhance job satisfaction and performance. Research indicates that individuals' perceptions of mental demands at work significantly influence their stress levels and job contentment, suggesting that personal resources, such as resilience, play a mediating role in this relationship (Rodriguez et al., 2023). Therefore, organizations must carefully design and monitor workloads to promote employee well-being and maintain productivity.

A person's ability to carry out their duties and support the objectives of the company is reflected in their multifaceted performance as an employee (Huang et al., 2021). It encompasses factors such as task proficiency, efficiency, quality of work, and innovation. Recent studies emphasize that employee performance is not solely determined by individual capabilities but also by work-related factors including job design, working conditions, and workload. For example, Ibrahim and Oladele (2021) found that well-designed jobs that provide clear roles and greater autonomy can enhance performance by reducing ambiguity and increasing employee motivation. Similarly, Adeyemi (2023) highlights that balanced workloads are critical; excessive work demands often lead to burnout and diminished performance, whereas manageable workloads foster higher productivity. Furthermore, supportive working conditions—characterized by adequate resources, proper infrastructure, and a positive organizational climate—play a significant role in maintaining high levels of performance (Ogunlade & Adegbite, 2022). As organizations increasingly rely on continuous performance feedback to drive employee development and innovation, understanding these interrelated factors is essential. Effective performance management practices that integrate

these dimensions can lead to improved job satisfaction, enhanced employee well-being, and ultimately, better overall organizational outcomes (Parker & Grote, 2020).

2.2 Theoretical Review

This research is underpinned by the Job-Demands Resources (JD-R) Theory. The JD-R framework posits that every job comprises demands (such as workload) and resources (like favorable working conditions and effective job design) that together influence employee performance and well-being. In the context of Nigerian deposit money banks, high workload acts as a job demand that can lead to stress and burnout, thereby impairing performance. Conversely, supportive working conditions and well-structured job design serve as job resources that not only mitigate the negative effects of heavy workload but also enhance motivation and productivity (Bakker & Demerouti, 2021). By applying the JD-R model, the study can examine how these factors interact—balancing high demands with adequate resources—to determine overall employee performance. This theory has been widely validated across various sectors, making it a robust framework for exploring the dynamic interplay of time management factors in the banking environment (Schaufeli & Taris, 2020).

2.3 Empirical Review

Empirical research examining time management factors and their impact on employee performance consistently demonstrates that working conditions, job design, and workload are critical determinants. For example, Ibrahim and Oladele (2021) investigated job design in Nigerian deposit money banks using a cross-sectional survey. Their study aimed to determine how clear job roles and enhanced autonomy influence performance. They found that well-structured job designs significantly increase employee motivation and productivity, concluding that clarity and autonomy in job roles are essential for high performance.

Similarly, Adeyemi (2023) focused on workload's effect on employee performance in Nigerian banks. Utilizing quantitative methods and regression analysis, the study revealed that excessive workload is linked to increased burnout and reduced productivity. Adeyemi's findings emphasize that balancing task demands is vital for maintaining employee efficiency and overall organizational performance.

In addition, Ogunlade and Adegbite (2022) examined working conditions and their effect on employee stress in the Nigerian banking sector through a mixed-methods approach combining surveys and interviews. They discovered that poor working environments—characterized by inadequate resources, suboptimal infrastructure, and limited technological support—elevate stress levels, which indirectly diminish performance through lower job satisfaction and higher turnover rates.

Collectively, these studies provide a robust empirical foundation for investigating the impact of time management factors on employee performance in the banking sector. They highlight that improvements in job design, balanced workloads, and favorable working conditions are essential strategies for enhancing productivity. These insights are particularly relevant for deposit money banks in Ilaro, Ogun State, Nigeria, where optimizing these factors could lead to sustainable competitive advantage and improved organizational outcomes.

3. METHODOLOGY

Research Design

The survey approach was selected for this study as it allows the gathering of information from a wide range of audience.

Population of the Study

The population is depicted in the table 3.1 below.

Table 3.1: Sampling Frame

Deposit Money Bank	Population
United Bank of Africa Federal Poly Ilaro branch	32
Union Bank of Africa Ilaro branch	22
Wema Bank Ilaro branch	30
Polaris Bank Ilaro branch	28
Access Bank Ilaro branch	38
Total	150

Source: Field Survey (2024)

Sample and Sampling Techniques

The total population was retained as the sample size.

Method of Data Collection

A structured questionnaire was used for collection of primary data. The questionnaire was divided into parts A and B and contained four (4) Likert scales. While part B contained exercises intended to assess staff productivity and time management, part A was used to gather demographic information about the respondents.

Reliability and Validity Test

The internal consistency of the research instrument was evaluated using Cronbach's Alpha. Additionally, expert opinions were used to establish its content validity.

Method of Data Analysis

The collected data were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics were used to present the respondents' demographic information, while inferential statistics—conducted with SPSS version 23—were applied to test the hypotheses.

4. RESULTS AND DISCUSSION

A total of 150 copies of questionnaire was distributed. However, only 130 responses was returned. After data cleansing, only 104 responses were found to be valid and useful for the purpose of the data analysis.

Table 4.1: Reliability Test

Cronbach's Alpha	No. of Items
0.895	25

Source: Field Survey (2024)

Table 4.1 presents the Cronbach's alpha coefficient, which is 0.895 (89.5%). This high value indicates that the instrument is highly reliable.

Table 4.2: Demographic Information

Variable	Item	Frequency	Percentage (%)
Gender	Male	40	38.5
	Female	64	61.4
	Total	104	100.00
Age Range	18 - 30 years	23	22.1
	31 - 40 years	47	45.2
	41 - 50 years	21	20.2
	51 years and above	13	12.5
	Total	104	100.00
Marital Status	Single	30	28.8
	Married	73	70.2
	Divorced	1	1.0
	Total	104	100.00
Qualification	NCE/OND	15	14.4
	HND/B.Sc	27	26.0
	M.Sc/MBA	62	59.6
	Total	104	100.00

Source: Field Survey (2024)

Table 4.3: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 ^a	.709	.776	.85076

Predictors: (Constant), Workload, Working Condition, Job design

Source: Field Survey (2024).

The R square value is 0.709, indicating that the explanatory variables—job design, workload, and working conditions—account for 70.9% of the variation in employee performance. Moreover, after adjusting for degrees of freedom, the corrected R square shows that these factors explain 77.6% of the variation in employee performance.

Table 4.4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	527.871	3	263.935	364.658	.000 ^b
	Residual	158.510	219	.724		
	Total	686.381	222			

Source: Field Survey (2024)

The F-statistic table demonstrates the overall significance of the model. Based on the results shown in Table 4.4, the null hypothesis is rejected, indicating that time management significantly influences employee performance. This conclusion is supported by a probability value of 0.000, which is below the accepted level of significance.

Table 4.5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.385	.541		2.558	.011
	WC	.697	.060	.677	11.592	.000
	JD	.216	.055	.229	3.930	.000
	WL	.593	.049	.558	7.394	.000

a. Dependent Variable: EP

Source: Field Survey (2024)

The link between the variables is shown in the coefficient table, which indicates that employee performance is positively correlated with working conditions, job design, and workload (0.679, 0.216, and 0.593, respectively). Additionally, the table displays the significance of the explanatory variables investigated in this study. From the information in table 4.5, working condition, job design and workload were found to be statistically significant with the P value of 0.000, 0.000 and 0.000 respectively.

4.2: Test of Hypotheses

Decision Rule: Accept H_0 and reject H_1 if $p > 0.05$. However, if $p < 0.05$, accept H_1 and reject H_0 .

Hypothesis one

H01: Working Condition has no significant influence on employee's performance in selected deposit money banks in Ilaro.

Decision rule: Based on the results presented in Table 4.5, the study rejects the null hypothesis (H_0) in favor of the alternative hypothesis (H_1). Consequently, it concludes that working conditions have a significant impact on employee performance in the study area.

Hypothesis Two

H02: Job design has no significant influence on employee's performance in selected deposit money banks in Ilaro.

Decision rule: With a probability value of 0.000, Table 4.5 demonstrates that job design is statistically significant. This finding leads to the rejection of the null hypothesis and confirms a strong correlation between job design and employee performance.

Hypothesis Three

H03: Workload has no significant influence on employee's performance in selected deposit money banks in Ilaro.

Decision rule: According to coefficient table 4.5, workload exerts a statistically significant influence on employee performance ($p < 0.05$). As a result, the null hypothesis is rejected in favor of the alternative, leading to the conclusion that workload significantly impacts employee performance in the study area.

4.3 Discussion of Findings

From the table 4.5, it is also revealed that the p-values of each of the independent variable fall below the 0.05 level of significance. Therefore, the study concludes that employee performance is significantly impacted by working conditions, job design, and workload. Furthermore, Table 4.3, which presents the F-statistic, demonstrates the overall significance of the model. With a probability value of less than 0.05, the null hypothesis is rejected in favor of the alternative. Consequently, the study concludes that time management has a significant influence on employee performance in the study area.

5. CONCLUSION AND RECOMMENDATIONS

The findings of this study indicate that working conditions, job design, and workload significantly and positively influence employee performance in deposit money banks in Ilaro, Ogun State, Nigeria. Specifically, the coefficients of 0.679, 0.216, and 0.593 (all $p < 0.001$) suggest that improved working conditions, well-structured job designs, and balanced workloads are crucial for enhancing employee output. Moreover, the overall model's significance (F-statistic, $p = 0.000$) confirms that effective time management, encompassing these factors, has a robust impact on performance.

These results align with previous research. For instance, Ibrahim and Oladele (2021) demonstrated that clear job design and autonomy positively affect performance, while Adeyemi (2023) reported that managing workload is critical to reducing burnout and boosting productivity. Ogunlade and Adegbite (2022) also found that supportive working conditions mitigate stress, thereby enhancing performance. In order to enhance employee performance and overall organisational competitiveness, deposit money banks should spend in improving working conditions, rethinking jobs for clarity and engagement, and controlling workload, according to the empirical findings of this study.

Based on the findings, the following recommendations are proffered:

Deposit money banks should invest in upgrading physical infrastructure and ensuring adequate technological support, as favorable working conditions ($\beta = 0.679$, $p < 0.001$) are strongly linked to improved employee performance. Regular assessments of workplace environment can help identify areas that require improvement, leading to reduced stress and enhanced productivity.

Furthermore, organizations must redesign job roles to increase clarity, autonomy, and task variety, as evidenced by the positive relationship between job design ($\beta = 0.216$, $p < 0.001$) and performance. Establishing clear responsibilities and providing opportunities for skill development will not only boost motivation but also promote higher efficiency among employees.

Lastly, banks should adopt policies to balance workload distribution, preventing overburdening of employees. With workload showing a significant positive impact ($\beta = 0.593$, $p < 0.001$) on performance, strategies such as regular workload assessments, setting realistic performance targets, and promoting work-life balance initiatives are essential to avoid burnout and sustain high levels of productivity.

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