

The Impact of Time Management skills on employee productivity

A study of a sample of employees in the Al_Gazaliah electricity office

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Abstract: The current study aims to examine and confirm the role of time management skills in the productivity of Iraqi employees, and to explore the extent to which these skills can increase their work productivity. To achieve this objective, we opted to use a questionnaire that reflects the actual situation of employees at the Iraqi Electricity Company by surveying their opinions on whether their time management and organizational skills help them increase their productivity. We also wanted to know the extent to which their prioritization skills contribute to increased productivity. Therefore, the study included two main variables: the independent variable, which is time management skills, encompassing prioritization, speed of completion, and execution within available timeframes. This research is novel as it is the first of its type that studies the relationship between time management and productivity in a public foundation in Iraq which is Al-Gazaliah electricity office.

A random sample of employees at the Al-Gazaliah Electricity Center was selected, and 150 questionnaires were distributed to measure the variables. The questionnaire was divided into three sections: the first focused on demographic factors, while the second and third sections addressed the independent and dependent variables, respectively.

Initially, the response was weak; we went two months without receiving any completed questionnaires. However, we subsequently received 128 fully completed questionnaires ready for data entry in SPSS. After analyzing the data, we found a correlation between employees' time management skills and their productivity. However, it appears that these skills were not all at the required level to significantly increase productivity, nor were they the sole cause of good performance. Other factors should be considered in future studies.

Keywords: Employee Productivity, leadership, Management, Time management skills.

1. Introduction:

Companies all around the world are concerned about productivity and the best ways to boost it thoroughly, and one of the most effecting methods to achieve this target is the efficient functioning of the time management.

Since time is the most important and sensitive form of wealth, especially in a world rapidly undergoing economic and social changes, in addition to human capital and intellectual capital that

govern this time, it must either be utilized in the optimal ways or wasted, along with opportunities for growth, expansion, and profit-making.

In reality, so far, this may seem idealistic, simple, and obvious, but the scary part is that the human element required to invest time has its psychological and economic crises, priorities, and personal orientations, which may divert the course of time investment from what is desired and necessary to achieve growth. For example, the work environment may impose its conditions, and the laws and regulations in a certain country may have an impact. Likewise, reward and incentive systems, as well as the assessment of projects or institutions regarding individuals' skills and evaluation methods, may also have an effect. Countries differ in all that we have mentioned.

For example, looking at Iraq, a developing country, we do not know to what extent the skills of individuals working in a sector such as electricity can affect their productivity, or whether they even possess high administrative skills. This is what the current study aims to explore, and to make the view point of this research clear enough we have drawn the general frame of the module that explains the relationship between the time management skills and the employee productivity as following in the figure number 1:

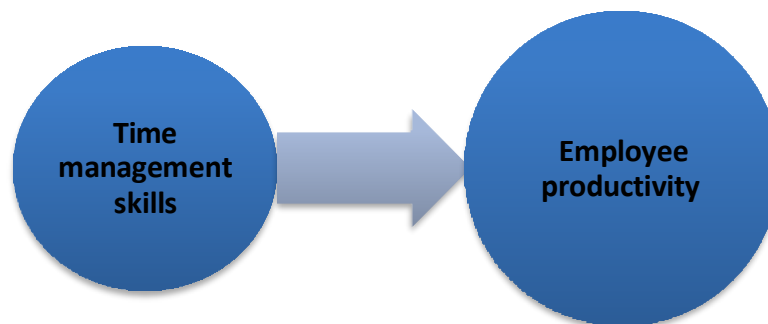


Figure (1) Study Model

As we assume that the more the time management skills are in the highest levels the more, they perform better productivity. We believe that Companies—regardless of their data management proficiency—can enhance their performance by adopting time management best practices and leveraging data-driven insights to drive growth and strengthen their market position. This is achieved by managing "time capital"—prioritizing tasks and completing them according to set schedules—a responsibility that falls upon employees across all administrative and professional levels. While time management is fundamental to human life and may appear simple and intuitive at first glance, its practical application is far more complex. Furthermore, the impact of time management skills on productivity varies significantly across different sectors and organizations; observations from the electricity sector, for instance, cannot be generalized to sectors such as water or oil. Thus, the present study derives its significance from its specific focus on investigating how employees' time management affects their productivity at the Al-Ghazaliyah Electricity Office, as opposed to other institutions.

literature review:

Time management skills:

This study followed what was written in articles to establish deep understanding to the matter and to illustrate the better shape of the relationship, so we show the latest studies resulted in as follows:

“To understand mankind thinking, it is essential to refresh inner clock. It can be identified that real time has got a mental dimension which is found in human being interior. Comprehending time in this dimension is based on his/her own motivations, mental behaviors, attitudes.” (Amiri, , et.al, 2014, P246)

“It has been however witnessed that the most common obstacles faced by some lecturers in Colleges of Education are their disability to organize and plan their work in a suitable way”. (ODEDIJI, and Morufdeen, 2022, P4).

“In all organizations there is a need to amplify a management system that can ensure increasing productivity without the need to loss of these productive times”. (Amponsah, et.al, 2018, P1480).

“In all types of businesses, all the employees, who never respect their job positions in the hierarchy are overwhelmed by a lot of job tasks and responsibilities, and Some of them are less time consuming, whereas, others are more time consuming”. (Moreira, & Dallavalle, 2024, P2543).

(MERCANLIOGLU, 2010, P26) finds that:” Time management reflects a positive and vital effect on work stimulations and employee’s conduct”.

“Time management is concentrating on deciphering problems. Examples of common problems are; being disable to treat disturbance, Tight schedule, delaying tactics, lack of self-discipline, Ambivalence of personal goals, hesitating to say “no”, extreme social relations, Uncertainty, precision, untidy desk”. (Al-Yahmadi, 2024, P70)

“it can be declared that time management is the cornerstone to success in all situations. By using new time management strategies and creative technologies, humans can produce a perfect harmony between several tasks and achieve their goals effectively”. (John, 2020, P40).

"Effective time management will increase staff productivity, make timetable of jobs easier, motivate staff to accomplish missions at their best skill level, encouraging staff to prioritize and do crucial task, guiding the management towards making its set goals come true". (Al-Krizil, 2025, P110)

“There are a few people who concerned how significant management may be and at once there are other people who turn so good at management and will invest in this rare asset” (Sultana, 2019, P1881), and as in all of the third world countries “strong time management is an enormous obstacle that is faced nowadays in India by the managers because of the number of burdens they need to do in a deadline”.

“the amplifying of time management produces an increased recognition of at hand time and more functional planning of output tasks”. (Ajilchi, and Kargar, 2015, P 6)

“A huge number of tools, skills, and techniques related to the accomplishment of definite assignments and goals can be labeled under the phrase “time management and many issues linked to the digital wellness notion could be more explored. Such as inspecting the range to which digital wellness basis are being applied when developing a causing technology”. (Heintz, , & Klein, 2014, P200)

Employee productivity

“working hours shortage, the amount of private time available. Therefore, workers with long working hours do not have enough time to recover from exhaustion. The small amount of private time leads to an irregular lifestyle”. (Bannai, , & Tamakoshi, 2014, P7).

“The evidence collected to date suggests that workplace resources play an important role in enhancing employee productivity and well-being”. (Roczniewska, et.al, 2022, P254).

“Over time there has been a move to focus on work life balance and to see mindfulness as one tool that can be helpful. Gregg posits a concept of mindful labor that relieves “the burden of stress that productivity places on individuals”. (Guthro, 2019, P33).

The researcher here believes that time management is the key, along with the use of available technological infrastructure.

‘The quality of environment in the workplace may simply determine the level of employee’s motivation, subsequent performance and productivity. How well employees get along with the organization influence the employee’s error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job”. (Massoudi, & Hamdi, 2017, P40).

Time Management and Employee Productivity

In particular, a harmonious labor management relationship, which is a backdrop for productivity, is a function of top management support and leadership. (Joo, et.al, 2017, P1050)

The implementation efficient of effective time management can ultimately be the key to creating a more and high-performing work environment. (Amri, et.al, 2021, P155) It is possible to separate time into discretionary and commitment time, but only the latter can be controlled. In light of this, it seems sense to prioritize tasks and complete the more crucial ones first in order to make the most use of the time that is available.

“While some improvements of the business environment are costly and will take long time to achieve, others can be achieved with little costs if there is strong political will. For example, the time managers spend dealing with government regulation can be decreased by simplifying the regulatory environment”. Bah, & Fang, 2015, P159).

“Clearly, results concerning time management and performance conceptualized as results or outcomes (e.g., sales, project completion) are mixed. However, individual performance can also be conceptualized as behaviors rather than results”. (Odoh, & Moluno, 2023, P136).

"When a person does not complete the projects listed, the perception of having little control over how time is spent may result." This relates to how framing effects—a core bias in the decision-making literature—affect our perception of time and work. (Aeon, & Aguinis, 2017, P311).

Research problem and objectives

Most organizations in developing countries grapple with work pressures and stifling bureaucracy that prevent employees from prioritizing tasks in alignment with their assigned workloads. Despite significant

global technological advancements, this remains a critical issue requiring fundamental solutions; addressing it would enable workers worldwide to enhance their task-management skills within available timeframes, thereby inevitably boosting productivity through effective time management. To gain a deeper understanding of this issue We conducted several visits to Iraqi government institutions like **Al_Gazaliah electricity office (affiliated with the Iraqi Ministry of Electricity)** and had random brief interviews with the staff asking about their abilities in arranging tasks according to specific schedules. We noticed that there is a certain hesitation when it comes to answering a question like: Do you find that your talent in prioritizing your work increases your productivity? Although it seems like a simple question at first glance, doubt still remains, hence This study aimed to explore the impact of time management skills on the productivity of employees at this Center. The study's objectives can be summarized as follows:

1- H01: To investigate whether the level of time management skills among employees at Al_Gazaliah electricity office has a statistically significant impact on their work productivity.

2-H22: To examine the influence of the demographic factors of employees at the Al_Gazaliah electricity office on their responses regarding the relationship between their time management skills and their work productivity.

Importance of the research:

Time management skills are an effective tool for increasing productivity in all aspects of life, and they require a specific approach to achieve success. Therefore, this study derives its importance primarily from the following points:

1- From a theoretical perspective: The study environment is novel in terms of applying time management skills and their impact on productivity in the workplace within Iraqi government institutions, particularly the electricity sector.

Methodology: hypotheses:

This research aims to answer a set of questions, namely:

- 1- Is there any statistically Significant relationship between the management skills and the employees' productivity from their perspective?
- 2- Do demographic factors influence employees' answers regarding the relationship between their time management skills and their productivity from their perspective?

Therefore, the hypotheses Starting from the premise of null hypothesis:

- 1- There is no statistically significant relationship between the time management skills of employees at the Al_Gazaliah electricity office and their productivity from their perspective?
- 2- There is no substantial impact of the demographic factors of the employees at the Center on the Al_Gazaliah relationship between their time management skills and their productivity.

Table 1. Measurement of variables

Variable's code	Items	source
Time management skills	10	(Ajilchi, and Kargar, 2015), (John, 2020, P40), (Moreira, & Dallavalle, 2024)
Employee productivity	7	(Guthro, 2019)

Source: By authors based on literature

Methodology: study tool:

The research adopted a descriptive approach by examining, published literature research papers, studies, and .articles In Arab and international journals, studies were conducted on employees' time management skills and their impact on productivity. Appropriate statistical methods were used to measure correlations between the study variables and to test the hypotheses. The research thus relies on a descriptive-analytical approach to describe the phenomenon under study through data collection and analysis. we used a statistical survey method, distributing a questionnaire to measure the studied variables **to** measure the management skills level of employees at the Al-Gazaliah Electricity Center, in addition to their work performance, we designed a specialized questionnaire divided into three sections. The first section collected demographic data, focusing on three main factors: age, gender, and education level.

The second section measured the independent variable, which is the time management skills of the employees at the Al_Gazaliah electricity office. It included (19) questions. The questionnaires were then recorded, and

the data were processed for analysis. The necessary statistical tests, such as linear regression tests, were performed using SPSS software in a questionnaire with categorized responses. A five-point Likert scale (Joshi, et.al, 2015, P397) was used, structured as follows:

Table No. (1) Classifying the answers on the -fivepoint Likert scale

I strongly agree	Agree	neutral	I disagree	I strongly disagree
5	4	3	2	1

Five-point Likert scale

Al_Gazaliah electricity office

The Ghazaliya electricity sector is affiliated with the Karkh Electricity Distribution Branch of the Ministry of Electricity.

Ministry of Electricity / Al_Gazaliah Electricity Distribution Branch / Al-Ghazaliyah Electricity Sector

The Ghazaliah Electricity Sector was established on 27/3/2025 and consists of the following departments

- 1- Technical Division
- 2- Media Division
- 3- Administrative Division
- 4- Violations Division
- 5- Follow-up Division
- 6- Reading and Distribution Division
- 7- Safety Division
- and 8- Training Division
- 9- Planning Division
- 10- Division

The total number of employees is 200 divided into:

- 1- Engineers 40
- 2- Technicians 30
- 3- Administrators 100
- 4- Service staff and guards 30

Limitations of this study:

Due to the objectives of this study, we focused on several main and sub-variables.

We focused on: Time management skills and their applications in business related to the public service especially electricity sector, so we focused on three main areas which are:

- high level (assumed) of setting priorities.
- high level (assumed) of planning tasks.
- high level (assumed) of achieving assignments in available time frames.

In the field of electricity power providing services.

This study covers the second half of 2025 and the first two months of 2026 through field research and focuses on a single branch of the directorate of the electricity in Baghdad; therefore, its findings cannot be generalized to all types of institutions operating in the whole country. Even within the same sector in Iraq. Furthermore, the consideration of security working was not included in this study.

Population, sampling, and statistical testing using SPSS software:

A random sample of employees from the Al_Gazaliah h Electricity Center was selected. Based on this selection, the researcher randomly distributed questionnaires to employees at all administrative levels except security guards taking into account the employees' busy work schedules, thus allowing for greater participation and, the provision of clear and frank opinions. The study population consisted of 200 individuals, while the randomly selected sample comprised 150 individuals, of whom 128 responded. The researcher found 128 valid questionnaires with complete answers, which were then entered into the statistical analysis using SPSS software.

**Honesty and consistency
credibility**

We applied Cronbach's alpha coefficient to verify the reliability of the measures used (Tavakol, & Dennick, 2011, P22), and the following table No. (2) shows those values for each of the independent variables which are employees' time management skills, and the dependent variable employee productivity

Table (2) Measuring truth and consistency

Cronbach's Time Management Skills		
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
969	971	10

Cronbach's theory of employee productivity		
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
817	833	7

Source: Prepared by the researcher based on the results of the statistical study using the program SPSS version 25

Table (2) shows that scale coefficient of the reliability of the questionnaire was good and, Cronbach's alpha value was high for each variable and acceptable and appropriate value for the purposes of the current study, and Table (3) below shows the number of statements for each variable

: 3) ((3) Descriptive statistics Table

variables studied	Mean	Std. Deviation	N sample size	Number of statements per variable
Employee's Productivity	3.78	774	128	10
Time Management	4.17	877	128	7

Source: Prepared by the researcher based on the results of the statistical study from Table (3), it can be seen the mean values for both the dependent and independent variables are close to 4 on the Likert scale, indicating that most survey participants agree with the questionnaire statements regarding time management skills, employees' productivity. This means that employees at the Al_Gazaliah Electricity Center believe their time management skills are high which is a factor major To increase productivity at work and to perform the tasks and duties assigned to them in the best possible way, but their level of productivity does not reach the required level.

Frequency tables Gender - Age - Work Experience

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	82	64.1	64.1	64.1
	Female	46	35.9	35.9	100.0
	Total	128	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than twenty-five years	3	2.3	2.3	2.3
	twenty-five to thirty years	28	21.9	21.9	24.2
	thirty to thirty-five years	39	30.5	30.5	54.7

	thirty-five to forty	29	22.7	22.7	77.3
	more than forty	29	22.7	22.7	100.0
	Total	128	100.0	100.0	

Job experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2 years	10	7.8	7.8	7.8
	two years to four years	52	40.6	40.6	48.4
	four years to six years	30	23.4	23.4	71.9
	six years to eight years	13	10.2	10.2	82.0
	more than eight	23	18.0	18.0	100.0
	Total	128	100.0	100.0	

Table:(4) Frequencies and percentages of personal information:

Source: Prepared by the researcher based on the results of the statistical study.

From the table (4) We find that most individuals (64%) in the studied sample have a short tenure at the center, ranging from two to six years. This means, in the researcher's opinion, that there is a high rate of job turnover due to strict adherence to daily attendance and departure routines, in addition to the number of required working hours. It is also noticeable that the number of male employees exceeds that of female employees, as Iraq is a country that does not encourage women to work outside their homes. Therefore, in the researcher's opinion, the demographic nature of the sample may have some influence on their perception of how their time management skills affect their job performance, and it is noted that 53% of the sample are people aging from 30 to 40 years old.

Hypothesis testing:

To test the hypotheses, the researcher's used linear regression analysis.

Testing the first hypothesis:

H01: There is no statistically significant relationship between the time management skills of employees at the Al_Gazaliah electricity office and their productivity.

To test this, we used Pearson's simple correlation test, and the following table (5) It is clear Pearson correlation coefficient

Pearson correlation coefficient, Table No.)5(

Correlations			
		Employee's Productivity	Time Management
Pearson Correlation	Employee's Productivity	1,000	471
Time Management	Time Management	471	1,000
Sig. (1-tailed)	Employee's Productivity	.	000
Time Management	Time Management	000	.
N	Employee's Productivity	128	128
Time Management	Time Management	128	128

Table No. (5) shows us that the simple correlation coefficient reaches a value of about 50 percent, which means that the relationship between the studied variables is weak, meaning that the two variables are actually

related and one affects the other, but to a weak degree. It is a direct relationship, meaning that the higher the level of skills of the workers in the Al_Gazaliah h Electricity Center, the more their productivity increases, but slowly or with a weak effect. To further confirm the nature of the relationship, its direction, and the extent of the impact of the workers' skills on their productivity, we studied the simple regression equation for the

relationship between the workers' time management skills and their productivity

Table No. (6) results of the simple regression of the relationship between employees' time management skills and their productivity

Variables Entered/ Removed ^a									
Model	Variables Entered			Variables Removed			Method		
1	Time Management ^b			.			Enter		
a. Dependent Variable: Employee's Productivity									
Model Summary									
					Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.471 ^a	222	216	685	222	35.908	1	126	.000
a. Predictors: (Constant), Time Management									
b. All requested variables entered.									

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16,854	1	16,854	35.908	.000 ^b
	Residual	59.142	126	469		
	Total	75.996	127			
a. Dependent Variable: Employee's Productivity						
b. Predictors: (Constant), Time Management						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.049	295		6.939	.000
	Time Management	415	069	471	5.992	.000
a. Dependent Variable: Employee's Productivity						

From SPSS program

The table (6) above shows that the adjusted correlation coefficient was 47 % a weak but significant value ,

with a statistically significant sig value. This means that the time management skills of employees at the Al_Gazaliah Electricity office contribute to an increase in their productivity of approximately 22%. In other words of the changes in their productivity are not explained by their time management skills, but rather by %80 other factors not considered in this research. Therefore, it can be said that there is a significant relationship between the time management skills of employees at the Al_Gazaliah electricity office and their acceptable level of productivity, but this relationship is weak and explains only a small part of their high productivity level **Testing the second main hypothesis:**

Table (7) Results of the multiple regression analysis of the relationship between Time management and productivity skills in light of the influence of demographic factors

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Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.442	.405		3.560	.001
	GENDER	.023	.132	.014	.175	.861
	Job experience	.051	.049	.082	1.041	.300
	Age	.112	.054	.163	2.061	.041
	Time Management	.426	.072	.483	5.949	.000

a. Dependent Variable: Employee's Productivity

by the researcher using SPSS version 25 software

The table above shows that the Multiple correlation coefficient is approximately 50 % a significant and statistically significant value. . This indicates that the time management skills of employees at the Al_Gazaliah Electricity Center contribute to an increase in their productivity of approximately 22 as the adjusted correlation coefficient indicator tells from the table (7). In other words, 78 of the variations in their productivity are not explained% by their time management skills, but rather by other factors not considered in this research. Therefore, it can be concluded that while there is a significant relationship between the time management skills of employees at the Al_Gazaliah electricity office and their acceptable level of productivity, this relationship is weak and explains only a small portion of their overall productivity increase.

We can find that demographic factors related to gender and years of experience have no significant impact on the opinions of employees at the Al-Gazaliah Center regarding the relationship between their managerial skills and their productivity, but age played a significant role in shaping their responses, as the sig value. The effect of the age variable is significant. The following figure illustrates the shape and direction of the . relationship between employee skills and productivity. the following shape shows the relationship between the variables.



Conclusions:

Through the results of the statistical analysis we conducted, which included 128 employees at the Al-Gazaliah Center for Electrical Services in Baghdad, Iraq, we found that the targeted age group was between thirty and forty years old, constituting 53%. This age group influenced their opinions regarding the relationship between their time management skills and their productivity, as the correlation coefficient increased slightly. The researcher believes this is because this age group is characterized by enthusiasm, impulsiveness, and sometimes exaggeration in assessing the talents and skills they possess and their actual connection to their work productivity. It seems that the Al_Gazaliah h institution does not conduct serious evaluations of the administrative skill levels of its employees, which often leads to misjudgments. Evidence of this is that we discovered a somewhat acceptable relationship between individuals' ability to organize their time and their productivity according to their opinions; however, their skill level was responsible for no more than 22% of that productivity. There are other factors that seem more influential and convincing.

Research Future proposals:

Successive studies that examine the relationship between various employee skills and productivity must take into account quantitative measurement methods, and not rely solely on gauging attitudes and opinions through surveys. On the other hand, it is also necessary to expand further by studying more variables that may have direct or indirect connections to the aforementioned relationship, such as incentive and reward systems, performance measurement and evaluation methods, employee selection and appointment procedures, technological methods, and others.

This research has several limitations, and future research will need to address the causes of dissatisfaction separately to study the relationship. In addition, too taking the security working department in account in the future as it might have significant effects on the results.

We did not take into account the external environment that fully affects the relationship under study, so we hope to cover this matter in later studies.

Declaration of Interest

The authors declare that they have no competing interests.

Consent for Participation and Publication

Written informed consent was obtained from all participants prior to their inclusion in the study. Participants provided consent for the publication of anonymized data.

Availability of Data and Materials

The datasets generated and/or analyzed during the current study are available from the corresponding author upon reasonable request.

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