

**TIME MANAGEMENT ON SERVICE DELIVERY IN SOME SELECTED HOTELS AT  
IKORODU METROPOLIS, LAGOS NIGERIA**

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## ABSTRACT

*The research was aimed at assessing the interrelation between time management and staff performance in some selected hotels used as case study at Ikorodu, Lagos. Relevant literatures were reviewed on the subject matter. The study populations used as respondents were the employee staff that comprises of waiters, cooks, receptionists, chef, housekeepers, cleaners etc. with total of 105. The responses of the respondents were evaluated and ranked in order of magnitude with options SA – Strongly Agree (5points), A-Agree (4points), Un-decided (3points), D-Disagree (2 points), SD- Strongly Disagree (1 point) for positive statement and vice versa for negative statements. Data were obtained on the socio economic of characteristics which indicated that majority were male 70 (66.66%) and female 35 (33.33%). Indicating that, it is a male dominated profession in the area under study. Women may have been restrained due to culture and traditions. Also majority are young at the age bracket of 26-35 years 40(38.10%) and with good educational background. Indicating, that all the organization have human resources that can be utilized for rebranding and inject innovations and energy into the management and services. In conclusion, majority (72.5%) strongly agree that service provision such as seating of guests, taking orders and serving guests among others have correlation with timing and delivery schedules. However, some salient factors as observed by this study may also indirectly affect the staff delivery performances. These include staff working conditions, staff training, effective management and supervision etc.*

**KEY WORDS:** Timing, Management, Effectiveness, Hotels.

## INTRODUCTION

Time management is the art of arranging, organizing, scheduling and budgeting one's time for the purpose of generating more effectiveness work and productivity. It is priority-based structuring of time allocation and distribution among competing demands since time cannot be stored, and its availability can neither be increased beyond nor decreased from the 24hours. (Gerald, 2002) defined time management as asset of principles, practices, skills, tools and system that work together to help you get more value out of your time with the aim of improving the quality of your life. (Argarwal, 2008) in his contribution asserts that time management is usually a personal problem and if one instinctively knows what the right is, then there is no need to worry. Daily life is not actually a gamble and allocation time to every activity will help. Unlike other things, time lost never comes back.

Therefore time management can be defined as a period, either short or long, which involves how people use their time judiciously to product result. Time management starts with the commitment to change. Opined that better time management can be achieved if goals have been set and then all future work is prioritized based on how it moves individual or organization toward meeting the goals. The value of time management lies in the fact that they want to do. Time management helps identify needs and wants in terms of their importance and matches them with time and other resources. Time management brings about orderliness and enables one to be more productive and fulfilled.

Time management is focused on solving problems. However, some peculiar challenges to many managers are; inability to deal with distractions, deadline pressure and procrastination, self-discipline, ambiguity of personal goals not being able to say "no", excessive social relations, indetermination, perfectionism and messy task. (Akomolafe, 2005) stated that time really cannot be managed because when one wants to solve the problem of procrastination; one needs to learn and develop time management skills. In the mind of the researchers, there is an indication that Quek feels that procrastination may affect time. Therefore, time rolls along with human existence. This study is aimed at investigating the influence of time management on staff service delivery in the selected hotels under study.

## **STATEMENT OF PROBLEM**

It has been observed that some hotels experience poor staff performance in diverse units which may largely be due to poor time management. Other reasons may be poor working condition or lack of job security. Whatever the problem, it usually has devastative effects on the company's productivity, goals and profitability.

## **TIME MANAGEMENT**

(North, 2004) asserted that time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion to ensure that completion is reached at the appropriate time. Time management is not about getting more things done in a day, it is about getting the things that's matter done.

## **DIMENSIONS OF TIME MANAGEMENT**

The effectual utilizing of time and managing time requires procedures and good quality planning behaviors. One can make use of time effectively and competently by keeping time logs, setting immediate and long-term goals, prioritizing responsibilities, constructing to-do lists and arrangement, and organize ones workspace, as studies of earlier period and plentiful how-to books proposed (Asika, 2000).

Time saving techniques and behavior can be categorized into numerous groups and be liable to contribute to a number of fundamental qualities in general. There are three surfaces of time management behaviors: short-range planning, long-range planning and time attitudes. Short-range planning is the capability to set out and systematize responsibility in the short period of time. Long-range planning competence is to handle everyday jobs over a longer time perspective by keeping follow of significant dates and setting objectives by putting adjournment.

## **LONG RANGE PLANNING**

Long-range planning means to have long-range objectives and having disciplined routines. To acquire a summary on the everyday jobs that necessitate to be executed, time limits and priorities which increase the perception of having control over time so, in the long run, planning able one ton deal with all activities. It directs to have less perception of control over time because it may be tackling to be familiar with how much effort required to be completed within hours, days or weeks; it may even be the immediate measurable effect of planning. This gives the impression to indicate that time management practices accomplish to have an influence on educational achievement, but that's not all they affect. It was also found that the students had advanced overall academic achievement who accounted using goal-oriented time management practices.

## **SHORT RANGE PLANNING**

Short range planning was defined as time management activities surrounded by daily or weekly time structure and cover the activities such as setting objectives at the commencement of the day, planning and prioritizing daily behaviors and creation work contents (Hisrich and Peter, 2002). Numerous studies invented that short range planning behavior, forecasting of time in the short run, surrounded by the time enclose of a week or less, established a constructive relationship to

grade point average. Short range planning in interface with accomplishment determined was optimistically associated to dealing performance as well (Kenya, 2012). Likewise, most of the studies that control for the student time to do so by determine total time committed to the course, a variable normally found to be unimportant. Academic achievement means the educational objective that is accomplished by a student, teacher or institution realize over a definite short period (Waller and Clegg, 2008). In a different research finding it has been demonstrated that there exists a positive significant relation between students' grade point average and the time attitudes and the short-range planning.

## **TIME ATTITUDE**

Time management demands a key shift in emphasis: concentrate on result, not on being busy. There are a lot of cases with people who waste their lives in discolored doings and attain very small since they are placing their labors into the incorrect responsibilities or weakening to focus their activity successfully, established that two time management working direct affect the collective academic achievements (Maya, 2008). The perception of how their time requires to be used up or planning including utilizing short and long period goals and time attitudes or students accomplished that both planning and encouraging time attitude initiated that they had much more time to finish their everyday jobs because they experiences more in control of how their time is utilized.

## **METHODOLOGY**

### **Study Area**

The research was carried out at Ikorodu in Lagos state, Nigeria.

Ikorodu is situated approximately 36km North of Lagos state. Ikorodu is bounded to south by the Lagos lagoon, to the North by Ogun state and to the East by Agbowa-ikosi in Epe. The major towns located in Ikorodu include Imota, Isiu, Liadi, Ijede, Igbogbo, Odogunyan, and Bayeku. Christian, Islam and traditional religions are most prominent as major religions. The predominant occupations of the residents are trading, craft work, farming and industrial factory work.

### **Study Population**

The populations for the study were male and female hotel staff who had put in at least two years and above working experiences at the hotels under study. Apart from the basic school leaving school certificate, they have all received some form of training in diverse courses especially on hospitality management and tourism, marketing and business management. And they were employed for different functions and responsibilities, such as waiters, cooks, receptionists, chef, housekeepers etc.

### **Sampling Technique and method of Data Analysis**

The population of the study comprises of the service brigade that render diverse services in the hotels under study. The study area of Ikorodu was divided into five districts as these are the major towns that make up of Ikorodu community. They are imota, Ijede, Igbogbo, Odogunya, and Bayeku. They have the highest concentration of hotel needed for study. Purposeful, random sampling method by (Ghuri and Gronhaug, 2005) was adopted in selecting two hotels each from the five communities under study. Thus, the study had ten hotels for the research.

In selecting the respondents, some purposeful random sampling technique of Berenson etc. (1999) was adopted. Thus, 11 respondents were randomly selected from each of the hotels located in the five communities of Ikorodu. The total correspondents amounted to one hundred and five. One hundred and ten structures questionnaires were designed and distributed to the hotel workers. One hundred and five copies fully filled were (105) retrieved back. The data collected were subjected to descriptive statistical analysis. The descriptive include the eye of means, frequency distribution tables and percentages. The responses of the respondents were evaluated and ranked in order of magnitude with options SA-strongly Agree, =5points, A-Agree 4points, U-Undecided-3points, Disagree-D =2points, SD-Strongly Disagree =1point for positive statements and vice versa for negative statement.

Chi-square statistical method was utilized in the test hypothesis in determining the effect of time management on service delivery in the hotels selected for study. SPSS soft were 15.0 was used to analyses the data.

Socio economic characteristics of respondent (Claessens *et al.*, 2000) described socio economic status as components of economic and socio status that distinguish the characteristic of the people.

**TABLE 1****Socio Economic characteristics of Respondents.**

Gender of respondent	Variable	Frequency	Percentage %
Age	Male	70	66.66
	Female	35	33.33
	<26	35	33.33
	26-35	40	38.10
	36-45	17	16.19
	46-55	13	12.38
	>55		
Marital status	Single	45	42.86
	Married	30	28.57
	Divorced	10	9.52
	Separated	20	19.05
Educational status	Primary school	10	9.52
	Secondary school	47	44.76
	OND/NCE	30	28.57
	HND/BSc & above	18	17.14
Religion	Christianity	60	57.14
	Islam	30	28.57
	Traditional	15	14.29
Annual income	<100,001	-	-
	100001-300000	15	14.29
	300001-500000	40	38.10
	500001-700000	25	23.81
	700001-900000	20	19.05
	>900000	-	-

**TABLE 2****Distribution of respondents by Time Management and staff delivery Service**

S/N	VARIABLES	SA %	A %	U %	D %	SD %	+VE responses %	-VE responses %
1	Service preparation (mis-en-place) in the restaurant	62.5	33.9	5.0	2.1	1.5	96.4	8.6
2	Seating, taking order and serving guest	72.5	25.0	5.0	1.5	1.00	97.50	7.5
3	Staff working hours (morning, after night shifts)	60.00	30.00	4.2	5.00	5.8	90.00	15.00
4	Housekeeping cleaning methods and maintenance chores	52.5	25.3	7.2	12.0	8.00	77.8	27.2
5	Attending to guest needs and complains	66.00	21.5	1.5	10.0	6.00	87.5	17.5
6	Food preparation and cooking time	65.15	25.00	1.85	7.00	6.00	90.15	14.85
7	Requisition of food stuff from food store and timing	68.10	28.12	2.00	3.78	3.00	96.22	8.78
8	Service delivery timing for breakfast, lunch & dinner	58.00	30.00	2.15	4.85	10.00	88.00	17.00
9	Dish washing method and timing	57.15	40.22	1.63	4.00	2.00	97.37	7.63
10	Kitchen and environment cleanliness	63.00	39.00	1.00	1.00	1.00	102.00	3.00



## DISCUSSION

The data obtained in Table 1 which analyzed the socio economic of characteristics of respondents indicated that majority were males 70(66.66%) and female 35 (33.33%). And with higher age bracket of 26-35 years 40(38.10 %). Showing that it is a male dominated profession in this of developing world which probably have its root cause in culture that restrain women from hotel profession. The study revealed that majority 26-35 years 40(38.10%) workforce are young, single 45 (42.85%) and highly educated with minimum of 5 years work experience. This shows that the organizations have woman resources that can be utilized for rebranding and inject innovations and energy into management and service for the achievement of state goals.

Educationally, majority had attained secondary school (West Africa School Certificate) education 47 (44.76%) other had ordinary National Diploma 30 (28.57%), Higher National Diploma or Bachelor of Science degree 18 (17.14%). This educational status placed the respondent at optimum performing level in reading, communication and learning hospitality training and skill acquisition of the trade. In the area of annual income, the majority are in the pay bracket of 300,001-500,000 annually 40(38.10%) and those in the highest pay are earning #700,001-#900,000 annually 20(19.05%). None attain a million naira in a year. This indicates that hotel employees and employers are apparently responding to the economic recession in Nigeria which gives room to employees being short changed and unhealthy welfare condition. This can be attributed to the challenges faced by employees in hotel business. Many are poorly paid wages and put in long hours of shift work that were not paid for or in some cases, poorly paid for. Some were still on casual employment for over five years without medical provision or subsidizing meals (hotel law mandates at least one subsidized daily meal for employees).

Table 2- Discusses the distribution of respondent by time management and staff delivery service. The statements were based on 5 points like scales, ranging from strongly Agree to strongly Disagree. Proffering answer to the research question identifying relationship between time management and staff delivery services in hotel business. Majority (72.5%) strongly agree that seating, taking orders and serving guests have correlation in timing and delivery schedules (25%) agree (5.00%) undecided while (1.5%) disagree.

68.10%strongly agree that requisition of food stuff from food store and timing have correlation while 3.78% disagree. (63.00%) respondent also strongly agree that kitchen and environment cleanliness have correlation with timing, (1.00%) disagreed totally (65.15%) respondent strongly agree that timing in food preparation and cooking has strong correlation, 25.00% virtually agreed while 1.75% undecided and (7.00%) totally disagreed. Conclusively, majority shortly agreed that timing has key roles and have strong relationship with the service deliver schedules in hotel business.

## **SUMMARY AND CONCLUSION**

Effective time management is a panacea to organization effectiveness and not a placebo. Effective time management will improve staff productivity, make scheduling of jobs easier, make staff to perform tasks at their highest skill level, helping staff to prioritize and accomplish important task, recording and guiding the organization toward achieving its set goals.

Being well organized in respect of the use of time does not necessary mean a fixed state of quality. It can be acquired through learning and developing through consistent practicing and experience. Time will only work if the person is committed fully to it thereby removing any shred of doubts. The most important and crucial ingredient is “confidence”, this is split into two aspects. Firstly, one needs to believe and have the full confidence that learning is possible and also the development of the skills is possible as well. Secondly, the time management techniques must be trusted because if not, there is no way it can work. If the two aspects can be achieved, then the level of effectiveness will be immense.

## **RECOMMENDATIONS**

The study recommends that:

### **STAFF TRAINING**

Management need to identify at least three core areas in staff training, timing and performances. Namely: (a) organizational operations (b) customer's experience and (c) performance measures. Time frame for any given task is only achieved if the time and objectives are well communicated.

### **EFFECTIVE MANAGEMENT**

Effective management involves among other things proper time management. Management should ensure proper strategies are put in place for the set goal. All employees need to understand and practice proper utilization of their time at workplace. All units within hotel should imbibe improved strategies in managing time and relate it to overall performance.

### **IMPROVEMENT ON STAFF WORKING CONDITION**

For effective staff output and compliance with timing in any production and services, management should put in place a humane staff working condition and welfare practices that will motivate and boost the morale of her workforce. These include,

- Appropriate wage policy that is commensurate with staff duty and responsibilities
- Prompt and regular payment of salary and wages
- Provision of staff canteen with subsidized meals
- Giving incentives like service charges on sales of meals and especially during festive periods
- Provision of improved working facilities and provision for staff safety at work, free medical care of staff and immediate facility members
- Opportunity for sick leave, annual leave and day off.

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