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Time Management and its Influence on Employee's Performance in Local Government of Boyo in the North West Region of Cameroon

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ABSTRACT

Purpose: To examine the effect of time management on employee performance in Local Government organizations (Councils) in Boyo Division, Cameroon.

Methodology: Data for the study was gotten from primary sources. 80 structured questionnaires were administered to employees of the Councils who were selected through the stratified sampling technique. Data was analyzed using descriptive and inferential analysis and presented using tables.

Findings: The results suggest that time management has a significant influence on employee performance. It also showed that there exists a significant correlation between the punctuality and employee performance.

Originality: This study demonstrates that time must be treated with care by all since time management of employees influences the productivity of the bottom line of the organization and that the management and employees of councils should be able to identify primary objectives so that they can put in place those time management strategies that best satisfy them.

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Introduction

Nations and communities over the world are scrambling for time to meet up with efficient performances in the society. According to International Labour Organization (ILO) (2016), time management inefficiencies have become a major challenge to most organizations today. Employees often complain about insufficient time allocated to accomplish tasks that have been assigned to them causing them to spend more hours at work, sometimes even working unpaid overtime. However, low performance has an unrelenting chokehold in the Cameroon Economy. To attain a sustainable economic feasibility, every nation aims at achieving high productivity in all sectors of its economy [1]. Time management is an important way by which an organization can improve its productivity and satisfaction of general interest in rapidly growing sectors of the Cameroon economy particularly Councils. Low productivity among workers in Cameroon is not new.

It has been observed that Councils within Boyo Division are unfit to meet up with most of their projects owing to poor allocation time frames for council projects like Construction of local roads linking villages, local bridges, building of local markets, sheds and toilets within the different municipalities, projects for the supply of benches to village schools, supply of local electricity in villages, inability to execute daily routine activities in the Councils among many other projects. It has equally been identified in these councils that there is delay in decision making, low output, inefficient work flow on the skills of employees, insufficient programming and Poor-quality work done, poor professional reputation, higher stress levels owing to hasty work with lots of errors, missed deadlines and at times pressure from the hierarchy demands attention. It is against this background that the researcher seeks to determine the effect of time management on employee performance in Local Government of Boyo Division, Cameroon and specifically to

- Find out the extent to which work schedule affects employee performance in Local Government of Boyo Division, Cameroon
- Examine the extent to which Punctuality influence employee performance in Local Government of Boyo Division, Cameroon
- Assess the effect of Procrastination on employee performance in Local Government of Boyo Division, Cameroon.

This Research was Guided by the Following Research Hypotheses

- H_{01}: work schedule has no significant effect on employee performance in Local Government of Boyo Division, Cameroon
- H_{02}: Punctuality has no significant effect on employee performance in Local Government of Boyo Division, Cameroon
- H_{03}: Procrastination has no significant effect on employee performance in Local Government of Boyo Division, Cameroon

Literature Review
Time Management
Since ancient times, time has been a concept that scientists have attempted to define and measure. The way a time source is perceived and used varies between cultures and societies. While it is perceived as being a flexible source in under developed communities, in developed communities time frames have been allocated to account for every detail of individual and communal life. Time is a subject of interest across many fields and has been defined in many different ways based on its characteristics. Time is a period, in which an uninterrupted process occurs, which began in the past, is ongoing in the present, and will continue in the future. We exist in the moment, continue in the process, and hope to experience the next occurrence. Time has also been called an infinite space which fills the universe and events as part of an unstoppable flow, or the entire period given to individuals or a period in which a certain action occurs. Time that is equally distributed to all people, which is extremely valuable, unique and non-storable can also be considered as the period in which an action occurs [2].

Time as is a lone resource that is indispensable, intangible, irreplaceable, irretrievable and therefore valuable. It is equitably and uniformly distributed [3]. Time is one of the most unique assets for any organization in the business world. This is virtually because time is tied to every organizational activity that feeds into its strategic objectives. As an important asset, time is one of the fundamental skills that lay a foundation to people and organizational growth and development but most at times; this serious factor is not being treated for their survival [4].

Work Schedule
Organizations make use of a wide range of work schedules by varying the times of day at which employees start work, the number of hours they work each day, and the days of the week and the weeks of the year they work.

However, the nature of some work schedules means that they have an increased likelihood of causing problems. Working at night or for extended hours, for example, can incur fatigue-related problems that are not associated with some of the other schedules. A shift worker, however, is normally defined as someone who regularly starts or ends work outside of daytime hours (for example, 7 a.m. to 7 p.m.).

Another trend in working hours that has occurred in recent years is the increase in the use of flexible work schedules in which workers can vary the times at which they start and end work. The proportion of U.S. workers on flexible schedules increased from 15% in 1991 to 28.8% in 2002 (BLS, 2002). This trend has occurred across all occupations (Beers, 2000). However, flexible schedules are more common for workers in service-producing (35.3%) than goods-producing industries (23.1%), more common for managers and professionals (45.5%) than other occupations, and more common for men than women (30% vs. 27.4%) (BLS, 2002).

Punctuality
Punctuality aims at ensuring that employees effectively execute their daily routines and projects in order to efficiently attend their working hours. Punctuality is one of the cardinal business virtues and requires that organizations should always emphasize on the aspect of punctuality their subordinates. It appears thus that the virtues of attendance at work on time seem glaringly one of the biggest difficulties faced in the public sector is how to implement a policy where those ethical values will be taken into consideration and applied efficiently. The relation in between organizational performance and time keeping is neither well-structured nor implemented in the public administration of most developing nations today.

In the view of this study and from the above review on punctuality, time management plays a vital role in controlling attendance management, fake leaves, accountability and absenteeism and can possibly enhance the performance of employees. Councils in Boyo Division Council, North West are supposed to observe strict time management rules in order to flourish more than other organizations that do not have time management systems in place. Suitable work time like fix work schedule, start of work time, flexible work schedule and rotation work schedule, breaks need to be taken into consideration to know the satisfaction level of employees relating to the quality of work life. The most important factor in a workplace is attendance and assiduity control.

Procrastination
Procrastination is often seen as one of the attitudes hindering effective time management in public sector organization especially in the public service. Procrastination is often seen as the mother of failure. All employees 'effort at planning, setting goals and objectives, prioritizing of activities etc., will be a nullity if employees procrastinate at work. Its effect as a time willter is direct and obvious. Some workers adopt procrastination on hard challenging jobs because of fear.

Procrastination is the postponement of actions or tasks to a later date, or even to infinity. The word itself comes from the Latin word procrastinates; pro (forward) and crastinus (of tomorrow). Procrastination is very common and takes place in most public sectors. A wide range of studies link procrastination to personal behavioral factors, like lack of motivation, deficiencies in self-regulation, unholy working hours, external loss of control, disorganization, and poor time management negatively influences employee performance. The influence of self-control to work procrastination is alarming in most public sectors and non-respect of internal rules and regulations. It could predict not only work but equally relationship issues in an organization.

Employee Performance
Employees are the force that drives an organization forward. So, it should come as no surprise that the daily performance of the workforce hugely influences the success or failure of an organization. To stay successful in today's competitive world, organizations must find ways to maintain and bring out the best performance from their employees through effective time management of all the activities to be executed. Working out good timing, setting of effective goals and prioritizing activities to improve employee performance is an ongoing process that involves the need for measurement, evaluation and planning and crucial in achieving organizational goals.

In this study, the limited scarce resource which is "time" has to do with skill, effectiveness, efficiency and output will be a measure of job performance. As such, it's the extent to which organization manage their time in order to effectively attain required skills by doing the right thing at the right time to fulfill their objectives. The measure of organizational performance is also dependent on the type of organization. For instance, measures of organizational performance would be different from profit making organizations to non-profit making organization.
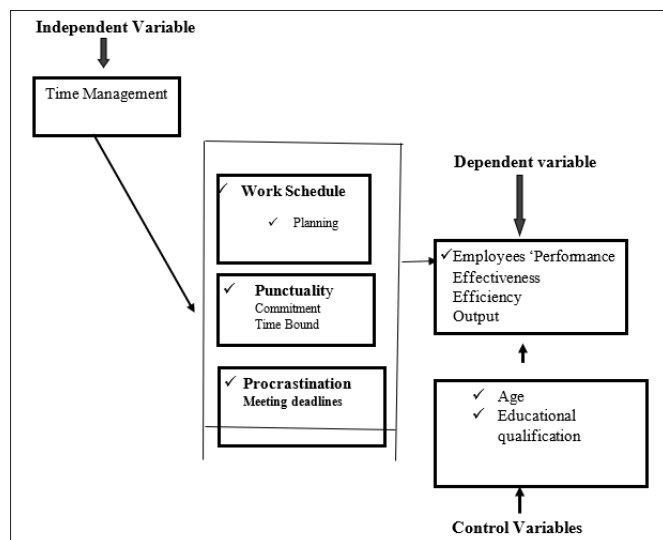
Conceptual Framework

Figure 1: Conceptual Framework

Source: Researcher 2025

Theoretical Literature
The Behavioral Management Theory

Behavioral management is based on reinforcement theory, with its historic roots in operant conditioning and [5]. The behavioral management theory is often called the human relation course of action on time fractions because it addressed the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work such as punctuality, motivation, positive expectations, recognition, communication, compensation and group dynamics, improve productivity. The main premise of behavioral management is that employee behavior is a function of contingent consequences.

Many criticisms of this theory are based on fact personal biases may influence managerial decisions because they expected to make independent decisions and respond to different situations differently. Behavioral theories are learned processes that may take time and might not always be successful since they are mostly based on observable behaviors.

In this study, the behavioral perspective of employee time management is one of several alternative theoretical lenses for understanding why organizations differ in their approaches to managing employees in order to improve on their performance, by ensuring effectiveness and efficiency and a broad array of consequences that follow from differing approaches to managing employees. The theory's central management insight is that systems are most effective when they are designed to support strategic business objectives. This approach will a departure from previous work that sought to identify the "one best way" to manage employees.

If a technician has higher time management, they will be able to effectively integrate new behaviors, styles and schedules, allowing enough time per task and increase productivity of an employee, modeling a point of inflection between self-efficacy and effort.

Performance Theory

Performance theory originates from a variety of fields and associated with the work of Victor Tuner and Richard Schechter in 1985. These two authors drew attention to the performance nature of societies around the world by stating how events and rituals as well as daily life are all governed by the code performance.

It is assumed that the performance theory is intended to be an instrument for performance improvement, effectiveness and efficiency and the ultimate output. This theory actually underlines the concept of performance management as it is believed that performance is influenced by the expectations concerning future occurrence [6-15].

Perhaps the most important contribution of the theory has been that it provided a bridge for joining together arenas of communication between the workman and the boss, employee recognition, managerial scholarship to employees that might have been disconnected.

Methodology of the Study

This study used quantitative method and a descriptive research design was employed to determine the relationship between dependent and independent variables and to establish any association between these variables. The nature of data in this study is primary data. The research employed field observation, interviews and questionnaires as tools for data collection.
The population of the study was made of employees of all the various councils in Boyo division of North West Region of Cameroon [16-24].

Table 1: Target Population in Each Council in Boyo Division

S/N	Population	Mayors	Number of employees
1.	Fundong	Ndang Denis	30
2.	Belo	Ngong Innocent	30
3.	Njinikom	Yong Samuel Loh	10
4.	Bum	Ngwe Philip	10
Total			**80**

The purposive non-probability sampling technique will be established to identify respondents from whom primary data were collected.

Ordinal regression analysis uses to describe the effects of independent on dependent ordinal categorical variable.

$Y = \beta o + \beta iXi + \varepsilon$, where Y= dependent variable, X and β are standard variable and parameter matrices, and ε is a vector matrix of normally distributed error terms. Obviously predicted grades (y) are unobserved. We do, however, observe the following:

$$Y = \begin{cases} y = 1 \text{ if Strongly Disagree} \\ y = 2 \text{ if Disagree} \\ y = 3 \text{ if Not Sure} \\ y = 4 \text{ if Agree} \\ y = 5 \text{ if Strongly Agree} \end{cases}$$

In this regard, ε is threshold variable in the ordered logit model. The threshold variable is unknown and determined in the maximum likelihood estimation procedure for the ordered logit. In terms of available data for this study, the first model considered as the latent regression can be formulated as: OP= F (DP, LA, CA)

The Model Specification is as Follows
Econometric Model

$Y = \beta_0 + \beta_1 WS + \beta_2 P + B_3 Pr + \beta_4 Gn + \beta_5 LOE + \beta_6 MS + \beta_7 MT + \varepsilon.$

Where; Y = Employees performance.
β_0 = y-intercept or constant,
$\beta_1 - \beta_7$ = Coefficients beta for each variable.
WS= Work Schedule
P= Punctuality
Pr= Procrastination
G= Gender
LOE= Level of Education
ε = is the error term or residual that cannot be explained by the model.

In testing for reliability, the researcher used indicator reliability, which consists of three (3) different tests. These are summarised in the table below with their cut off points [25-30].

Table 2: Indicators or Validity and Reliability

Type of Validity	Test	Cut off Point	Reference
Indicator Reliability	Reflection Indicator loadings	0.7	Hair et al., 2014
	Cronbach's Alpha	>0.6	Hair et al.,2016
	Rho_A	>0.7	(Ali et al.,2017)

Source: Author, 2025

Table 3: Cronbach's Alpha test for Reliability of the Questionnaire

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Cooperatives	No of Cooperatives
0.892	0.882	10

The supervisor found the reliability coefficient of 0.869 satisfactory and approved the administration of the instrument.

Presentation of Results and Discussion
Descriptive Analysis
Demographic Characteristics
Table 4 Presents A Descriptive Analysis of Demographic Profile of Sampled Respondents in Terms of Frequency and Percentage Table.

Table 4: Demographic Profile

Variables	Categories	Frequency	Percentage
Gender	Male	66	82.5%
	Female	14	17.5%
Age	21 – 30	19	23.8%
	31 – 40	59	73.8%
	41 – 50	2	2.4%
Educational qualification	Primary	1	1.3%
	Secondary	8	10%
	Undergraduate	40	50%
	Postgraduate	31	38.7%
Work experience	[0 – 3[years	3	3.7%
	[3 – 6[years	44	55%
	[6 – 9[years	24	30%
	9 years and above	9	11.3%

Source: Author computation from field data (2025)

Results from table 4.1 indicates that the sample was slightly male dominated given that male respondents represent 82.5% of the total sample corresponding to 66 out of 80 respondents as against 17.5% of female respondents which corresponds to 14 female respondents out of 80. Majority of the respondents were in the age range 31 to 40 years as this category represents 73.8% corresponding to 59 sampled respondents while 23.8% (19) of the sample were aged between 21 and 30 years and 2.4% (2) of respondents had between 41 and 50 years. In terms of level of education, 38.7% (31) of sampled respondents reported that they had a postgraduate level of education while 50% (40) claimed to have an undergraduate level of education, 10% (8) for secondary education and 1.3% (1) for primary level of education. Going by longevity in service (proxy for work experience), 24% (30) of the respondents had been working for 6 to 9 years against 55% (44) of those who had been working for between 3 and 6 years, 11.3% (9) for 9 years and above and 3.7% (3) for 0 to 3 years work experience [31-38].

Work Schedule
Table 5 Is a Summary of Descriptive Analysis of Work Schedule Indicators.

Table 5: Work Schedule Indicators

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Policies related to work schedule are applicable	0 (0%)	7 (8.8%)	2 (2.5%)	19 (23.7%)	52 (65%)
Public Organisations have stated task and objectives	5 (6.2%)	9 (11.3%)	5 (6.2%)	21 (26.3%)	40 (50%)
Tasks are assigned base on the duration of work schedule daily	1 (1.5%)	6 (7.5%)	3 (3.6%)	51 (63.7%)	19 (23.7%)

Local Organisations have an operating work schedule that state goals to be accomplished and a timeline for completion of tasks	1 (1.3%)	29 (36.2%)	2 (2.5%)	20 (25%)	28 (35%)
Local Organisations has deadlines for working activities	1 (1.3%)	9 (11.3%)	0 (0)	60 (75%)	10 (12.5%)

Source: Author Computation from Field Data (2024)

According to results from table 6 the table provides a breakdown of responses in percentages concerning various statements related to work schedules, tasks, objectives, and deadlines in public and local organizations.

In conclusion, the responses reflect a range of perspectives on the implementation of policies related to work schedules, the presence of clear tasks and objectives in public organizations, assignment of tasks based on daily schedules, and the importance of deadlines in both public and local organizations. The percentages shed light on the varied opinions among respondents regarding the structure and execution of work-related processes in these organizational settings [39-44].

Punctuality
Table 6 Is a Summary of Descriptive Analysis of Public Organisations Workers Punctuality Indicators.

Table 6: Punctuality Indicators

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Rigorous follow up of employees who continually arrive late	1 (1.3%)	29 (36.2%)	2 (2.5%)	20 (25%)	28 (35%)
Lateness is prohibited in public Organisations	6 (7.5%)	3 (3.6%)	51 (63.7%)	19 (23.7%)	1 (1.5%)
Most public officials arrive at their duty post on rush and in panic	7 (8.8%)	2 (2.5%)	0 (0%)	52 (65%)	19 (23.7%)
Clear procedures for monitoring employee's punctuality and attendance	2 (2.5%)	20 (25%)	28 (35%)	1 (1.3%)	29 (36.2%)
There are rules and regulation relating to punctuality	1 (1.3%)	29 (36.2%)	2 (2.5%)	20 (25%)	28 (35%)

Source: Author Computation from Field Data (2025)

Results from table 4.3 revealed percentages regarding different statements related to punctuality, attendance, and monitoring of employees in public organizations.

In summary, the data reflects diverse perspectives on the enforcement of punctuality, the presence of rules and procedures, and the behaviour of public officials regarding timeliness and attendance in public organizations. The percentages reveal varying levels of agreement or disagreement with each statement, highlighting the range of opinions among the respondents on these matters [45-47].

Procrastination
Table 7 Is a Summary of Descriptive Analysis of Public Organisations Workers Procrastination Indicators.

Table 7: Procrastination Indicators

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Public Organisations have over-schedule and take on too many commitments.	2 (2.5%)	20 (25%)	28 (35%)	1 (1.3%)	29 (36.2%)
I know what I have to, but I often find out that I have done something else.	19 (23.7%)	7 (8.8%)	2 (2.5%)	0 (0%)	52 (65%)
Public Organisations usually find reasons for not acting immediately when completing a difficult task.	20 (25%)	28 (35%)	1 (1.3%)	29 (36.2%)	2 (2.5%)
There are too many interruptions that interfere with accomplishment of my top priorities.	5 (6.2%)	9 (11.3%)	5 (6.2%)	21 (26.3%)	40 (50%)
I work best at the 'last minute' when the pressure is on me.	10 (12.5%)	1 (1.3%)	9 (11.3%)	0 (0)	60 (75%)

Source: Author Computation from Field Data (2025)

Results from table the table provides responses in percentages to statements regarding different scenarios or behaviours related to public organizations and individual work habits. In summary, the table captures the varying opinions and tendencies of respondents towards issues related to public organizations, task management, coping mechanisms under pressure, and handling interruptions in the workplace. The percentages provide insights into the distribution of responses across the different levels of agreement for each statement [48].

Employee Performance
Table 8 Is a Summary of Descriptive Analysis of Public Employee Performance Indicators.

Table 8: Employee Performance Indicators

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is efficiency in executing activities.	5 (6.2%)	9 (11.3%)	5 (6.2%)	21 (26.3%)	40 (50%)
There is reduction of costs in managing activities.	1 (1.5%)	6 (7.5%)	3 (3.6%)	51 (63.7%)	19 (23.7%)
There is timely delivery of services.	6 (7.5%)	3 (3.6%)	51 (63.7%)	19 (23.7%)	1 (1.5%)
There are good working conditions, fringe benefits, promotion and security.	7 (8.8%)	2 (2.5%)	0 (0%)	52 (65%)	19 (23.7%)
Receiving appreciation and positive recognition.	2 (2.5%)	20 (25%)	28 (35%)	1 (1.3%)	29 (36.2%)

Source: Author computation from field data (2024)

The table presents percentages of responses indicating agreement levels with statements regarding efficiency, cost reduction, timely delivery, working conditions, and recognition in the work environment.

In summary, the data reflects diverse perceptions among respondents regarding the efficiency of executing activities, cost reduction in management, timely service delivery, working conditions and benefits, as well as the reception of appreciation and recognition in the work environment. The results indicate a mix of viewpoints on these key aspects of organizational performance and employee satisfaction.

Table 9: Summary of Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
Organisational Performance Index	80	0.204516	0.3248613	0	1
Work Schedule Index	80	0.5216692	0.3491257	0	1
Punctuality Index	80	0.3968871	0.3270882	0	1
Procrastination Index	80	0.3949724	0.2494965	0	1
Secondary Education Dummy	80	0.2666667	0.4497764	0	1
Undergraduate Level Dummy	80	0.3333333	0.4794633	0	1
Postgraduate Level Dummy	80	0.3666667	0.4901325	0	1
Experience [3 – 6] Years	80	0.2666667	0.4497764	0	1
Experience [6 – 9] Years	80	0.4333333	0.5040069	0	1
Experience 9 Years and More	80	0.2	0.4068381	0	1

Source: Author Computation from Field Data (2024)

The mean value of organisational performance index is 0.204 which indicate that the level of performance in public organisation in Bamenda is very low on average with a standard deviation of 0.35 which is greater than the mean value which shows high variability of value around the mean value. The mean value of work schedule index is 0.5216692 while that of punctuality index and procrastination index are respectively 0.3968871 and 0.3949724.

Presentation of the Empirical Results
After the presentation of the descriptive statistics above, the empirical findings of this study are presented beginning with the correlation matrix that indicates the relationship between the variables. Secondly, present the results obtained from the Ordinary Least square Technique and finally the posttest which includes test for multicollinearity using the VIF test and Breusch-Pagan / Cook-Weisberg test for heteroskedasticity [49].

Correlation Matrix
This matrix gives the possible relationship that may exist between the variables. If it is high, above 0.7, it indicates high relationship and if low, it indicates a lower correlation. The pairwise correlation matrix is presented on table 6 below.

Table 10: Correlation Matrix

Correlations		WS	P	Pr	EP
WS	Pearson Correlation	1	.276**	.559**	.619**
	Sig. (2-tailed)		.003	.000	.000
	N	116	116	116	116
P	Pearson Correlation	.276**	1	.164	.360**
	Sig. (2-tailed)	.003		.078	.000
	N	116	116	116	116
Pr	Pearson Correlation	.559**	.164	1	.433**
	Sig. (2-tailed)	.000	.078		.000
	N	116	116	116	116
EP	Pearson Correlation	.619**	.360**	.433**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	116	116	116	116
**. Correlation is Significant at the 0.01 level (2-tailed).					

Source: Field Data, 2025

The table reveals that many of the independent variables are positively correlated and has a low value. Hence, there is no strong correlation between the variables. Therefore, it can be concluded that there is no strong relationship between the variables and hence the variables can be subjected to other empirical testing [50].

Ordinary Least Squares Results

To test the hypotheses of this study which was set out to investigate how Time Management affects employees Performance, the OLR was used. The use of OLR is justified from its BLUE characteristics which makes it easier for the coefficients to be interpreted without any difficulties. The table 12 below gives the OLR results obtained from the multiple regression analysis and the possible contribution of each variable in explaining the contribution to employee's performance in Councils in Boyo [51].

Reliability Test
Table 11: Cronbach for Variables
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha
WS	13.3144	2.831	0.394	0.431	0.704
P	13.5152	3.886	0.042	0.164	0.720
Pr	13.3561	2.387	0.458	0.039	0.718
EP	13.3561	2.387	0.458	0.039	0.708

Source: Author (2025)

Results indicate good internal consistency given that the overall value of alpha is > 0.7. So, these primary indicators have good internal consistency, thus can be used to form or build our index of variable.

Table 12: Ordinary Least Squares Regression

Coefficients								
Model	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.174	.412		.423	.673	-.642	.990
	Work Schedule	.453	.103	.384	4.381	.000	.248	.658
	Punctuality	.176	.083	.139	2.138	.035	.013	.340
	Procrastination	-.317	.124	-.203	-2.557	.012	-.563	-.071
	Age	-.035	.034	-.064	-1.018	.311	-.102	.033
	Level of Education	.098	.063	.106	1.552	.123	-.027	.222

a. Dependent Variable: EP

Source: Field Data, 2025

Considering the results presented on table 13, representing the OLS results, the findings portrays that there is a positive effect of Work Schedule on the Employees Performance of Councils in Boyo. That is an increase in Work Schedule will increase Employees performance by 0.453 unit which is significant at 1%. This implies that an Increase in Work Schedule will increase employee's performance in Councils in Boyo. Hence, Work Scheduled is surprising seen as increasing employees' performance against the apriori expectations.

From the second objective of this study to examine the extent to which Punctuality influence employees' (job) performance in public sector organisations (Council) in Boyo Division, Cameroon, the results indicate a Positive effect of Punctuality on employee's performance by the Councils. That is a unit increase in Punctuality will Increase performance by 0.176 units which is significant at 3%. Hence, Punctuality is seen as increasing employees' performance against the apriori expectations

In another aspect, our third objective was to assess the role of Procrastination on employees' (job) performance in public sector organisations (Council) in Boyo Division, Cameroon. Procrastination has a negative effect on employees (Job) performance. That is, when Procrastination increases, employee's performance will reduce More specifically, a unit increase in the Procrastination will reduce Employees performance by -0.317 units. This indicates that reducing Procrastination will increase the employee's performance which is statistically insignificant at 12% level of significant.

Motivation which was control variable has significant role to play in regards to time management. A unit increase in motivation will increase employee performance by 0.576 and which is significant at 1%.

Gender of respondents as one of the demographic variables indicates that it has negative effect on employee's performance when using dealing with Time Management. The results indicate that a unit increase in the gender of employees has no statistical effect on Time Management

In addition, the educational level of Employee has positive insignificant effect on employee's performance when working at the council.

Table 13: Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.776a	.602	.580	.40792	1.686

a. Predictors: (Constant), WS, P, Pr, Age, LOE,
b. **Dependent Variable:** EP

The adjusted R^2 shows the degree of variation in Employee performance that can be explained by variation in Time Management. Inferring from the adjusted R^2 (Coefficient of multiple determination), 60.2% of variations in employee's performance is accounted for or explained by variations in time management (work schedule, Punctuality, Procrastination). Also, 39.8% of variations in employee's performance is accounted for by variations in other variables different from facets of Time Management. This is known as the coefficient of non-determination.

Table 14: Analysis of Variance

Anova Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.425	6	4.571	27.469	.000b
	Residual	18.137	109	.166		
	Total	45.562	115			

a. **Dependent Variable:** EP
b. Predictors: (Constant), Level of Education, P, Age, WS, Pr,
The Fisher's F test is used to determine the risk of rejecting the null hypothesis when it is true. Given the fact that the probability corresponding to the F value is 0.0000, it means that we would be taking a 0.01% risk in assuming that the null hypothesis (Time Management has no statistical effect on employee performance) is wrong. Therefore, we can conclude with confidence that work schedule, punctuality, procrastination and a host of other control variables as facets of time management do bring a significant effect on employee performance in Councils in Boyo. The alternative hypothesis of the study is therefore retained which states that time management (work schedule, punctuality and procrastination) have a statistically significant effect on employee performance in Councils in Boyo. The risk to reject the null hypothesis while it is true is 0.01%. Hence, after testing all the hypotheses, we can give solid answers to our specific research questions that indeed, work schedule, punctuality and procrastination do bring a significant amount of information in predicting employee performance in Councils in Boyo division. Therefore, all the objectives of this study have been fully achieved.

Post Test Results

To ascertain and confirm our regression results, the post test was conducted in this study. This includes the multicollinearity test using the Variance Inflation Factor (VIF) test and the Breusch-Pagan / Cook-Weisberg test for heteroskedasticity. The results of these findings are presented on table 15 and 19 below.

Test of Multicollinearity, VIF Test
Table 15: VIF Test

Variable	VIF	1/VIF
Level of Education (LOE),	2.100	.476
Work Schedule (WS)	1.157	.865
Punctuality (P)	1.718	.582
Procrastination (Pr)	2.019	.495
Gender of Respondents (GOR),	1.286	.777
Mean VIF	1.5	

Source: Field Data, 2025

The VIF results presented above reveals a mean VIF of 1.5 which is slightly below the bench mark VIF of greater than or equals to 2.5 which means that our analyses are void of multicollinearity which validates the findings of this study.

Table 16: Breusch-Pagan / Cook-Weisberg Test for Heteroskedasticity
The Findings of This Posttest are Presented Below.

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of Employee Performance (EP)
chi2(1)   =   2.24
Prob> chi2 =   0.114

Source: Field Data, 2025

Table 16 harbours the results of heteroskedasticity. The Chi-square coefficient is 2.24 and the P-value of 0.114 which is greater than 0.10 revealing that the test is insignificant and thus we accept the null of constant variance. Hence, this implies that the findings of this study are void of heteroscedasticity which further validate the results for policy suggestions.

Considering the results presented above t, the findings portrays that there is a positive effect of Time Management on the Employees Performance of Councils in Boyo that is the facets of time management (work schedule, punctuality and procrastination do bring a significant amount of information in predicting employee performance in Councils in Boyo division which is similar to that of who carried out a study to find out the effects of time management on employee performance [52].

Conclusion

Taking into consideration the fact that the assessment of research variables places them at average position, it is evident that much still has to be done by Councils to ameliorate the items of Time Management they give to their employee and hence employee performance. The results also reveal an interesting relationship between work schedule, punctuality, procrastination and employee performance. We observe that all the indicators of time management have a positive and a statistically significant effect on employee performance. Both descriptive and inferential type of analyses was employed to attain research objectives. Therefore, we can conclude with confidence that work schedule, punctuality, procrastination and a host of other control variables as facets of time management do bring a significant effect on employee performance in Councils in Boyo. The alternative hypothesis of the study is therefore retained which states that time management (work schedule, punctuality and procrastination) have a statistically significant effect on employee performance in Councils in Boyo., after testing all the hypotheses, we can give solid answers to our specific research questions that indeed, work schedule, punctuality and procrastination do bring a significant amount of information in predicting employee performance in Councils in Boyo division. Therefore, all the objectives of this study have been fully achieved.

Recommendation

Based on the findings of the study, the following recommendations were made to organizations particularly Councils in Boyo Division.

- Write down the conflicting situations that waste time with reasons.
- Creation of time management department that will be charged with monitoring and timely   execution of projects at the right time and at the place by their employees.
- Employment of efficient time management personnel, with able abilities and provision of   time management tools that will lead to attainment of intended goals.
- Procrastination of activities should be monitored and discouraged where necessary so as to gain time for other activities.
- Modern technology helps to save time as it eases and simplifies task. The right jobs   should be done with the appropriate technology.
- Organizations need to skill their employees to work effectively with regard to time since that's the only way organization can control time but cannot control it by itself.

Suggestions for Future Studies

The study was a quantitative study of the effect of time management and its influence of employees' performance, the researcher suggests that more detailed and qualitative research to be conducted on various areas of time management and employees' performance such as the key motivators for job performance, time management behaviors, diverse ways of improve time management. This would add more to the literature on time management and its effect on employees' productivity and thereby expand the knowledge base in this area of study which can also be relied on in future research.

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