



TIME MANAGEMENT AND SERVICE DELIVERY OF HEALTH CENTRES IN BONNY ISLAND, RIVERS STATE

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ABSTRACT

This study examined the relationship between of time management and service delivery of health centres in Bonny Island, Rivers State. The study adopts a survey research design. The study is limited to sixty-three (63) staffs of selected healthcare centres in bonny island. The data generated were analyzed using descriptive statistics and Pearson correlation analysis. The hypotheses formulated were tested using multiple regression analysis. The result of regression analysis shows that found a significant relationship between queuing setting and priority setting on prompt service delivery in health care centres in Bonny Local Government Area, while an insignificant effect on goal setting, work schedule and multitasking on prompt service delivery in health care centres in Bonny local government area. The study concludes that effective time management does play a critical role in enhancing service delivery in public health centres, but its impact is largely dependent on the specific strategies applied and the context within which they operate. Particularly, priority setting and improved queuing systems should be considered strategic focal points for improving healthcare outcomes in Bonny Local Government Area. The study therefore recommends that proper task prioritization ensures that the most critical needs are addressed promptly, leading to improved patient satisfaction and outcomes and healthcare centres introduce structured or electronic queuing systems, especially in high-traffic clinics.

KEYWORDS

Introduction

Effective service delivery has a target - to fulfill expectations of a user of an end-product. Although, product could be referred to as more of a tangible or physical item, nonetheless, it also encompasses services. A direct interface of service providing, is the relationship between a service rendering

organization and consumers, the objective is to create a satisfactory relationship thereby meeting expectations. According to Grönroos and Ravald (2011) high-quality service delivery is an important undertaking for service providers who aim to create and provide value to the respective customers. In the daily lives of many, people go out in search of services needed. Agba et al. (2023) were of the opinion that one way of bringing government to the doorsteps of the people at the local level is through effective service delivery in a satisfactory, efficient, effective and adequate manner.

Modise et al. (2022) state that service delivery expresses precisely the same view about improving the manner in which services are delivered and how such services are delivered effectively and efficiently. Legoabe and Worku (2017) are of the opinion that municipal service delivery has attracted a lot of public attention, due to recurring service delivery protests across the nation, as well as risks created by structural failures to community health, environmental integrity, and municipal fiscal sustainability (Legoabe & Worku (2017). Service delivery entails the manner in which public services are delivered and more precisely about optimizing the productivity and efficiency of the system by which services are administered (Modise et al., 2022). The healthcare sector is one of the key sectors in ensuring the well-being and quality of life for individuals and communities are assured. Time management and service delivery are key components of an effective healthcare system. In Bonny Island, River State, the health centers have particular problems with the provision of quality and timely services to the island's population. Proper healthcare provision is a key area in the development of any country because of its direct effects on the health and productivity of the population (Pehlivan, 2014). The healthcare system in Nigeria faces numerous issues, including poor infrastructure, shortage of personnel, and inefficient provision of services. Bonny Island, which is situated in Rivers State, is no exception to these problems.

Time management is a crucial aspect in the delivery of healthcare services, given its direct impact on the quality of services rendered to the patients. Effective time management enables medical professionals to prioritize, distribute resources, and provide intervention at the right time. However, ineffective time management leads to delays, misdiagnosis, and low patient satisfaction. Fatile and Boniface (2017) observe that time is always constant irrespective of geographical location. There are 24 hours in a day everywhere on the globe. This is universal. But our activities are numerous; thus, to get all our tasks done within the limited available time is a matter of how we can manage the available time for us. One's life time management can effectively and successfully lead to a better performance, both domestically and professionally. Organizational time is among the intangible factors of production that cannot be regained once lost. Time is our greatest asset, but we squander it. Last but not least, the efficiency and effectiveness of any organization, whether private or public sector significantly depend on the effective utilization of the available scarce resources by employees (Ali & Baloch, 2010). It must be noted that one of the greatest challenges of the Nigerian bureaucracy is under-performance of the civil service. There is never enough time in a day. Yet, since we all have 24 hours in a day, a question that comes to mind is, why do some people get so much more out of their time than others, especially in the public service? The answer is simply time management. A popular artist Mike Okri in a music album titled *Time Na Money* emphasized the need to turn time into money. The adage "time is money" is no joke. Unfortunately, time does not always equal money. In the same manner, the artist further stated that money don't fall from Heaven, do good things and money will come" and do not while away your time in gossiping. Pehlivan (2014) continues time keeps passing every moment but that does not mean one keeps making money or being productive every time, this is based on how one

utilizes the available time and what one does with it. The highest achievers manage their time exceptionally well.

It is here that Taylor (1911) developed "the time and motion study" time and motion study that indicates exactly how long it takes to perform an activity and in what way to do it. This allows organizations to forecast their expected output within a period. Khouri (2016) states that management is a priority-setting and estimation method which allows workers to identify the most significant task and align them with their day-to-day work schedule. "Effective time management enables employees to prioritize tasks and make optimum use of time. To achieve this, we should re-analyze activities and replace less important tasks with more productive ones with higher dividends. Being objective about time, we realize that the value attached to our work will be based on the time invested, not necessarily the labor or effort itself. Effective time management simply comes down to making a deliberate attempt to utilize our time to be as productive as possible and accomplish things." Effective time management is crucial for customer service representatives to provide timely, effective, and quality service. It enables them to prioritize tasks, respond to customers in a timely manner, and deliver excellent service, which in turn translates into higher customer satisfaction and loyalty. With time management, customer service representatives can manage resources better, reduce response times, and prevent backlogs, ensuring a seamless customer experience. Proper use of time management is everything, Mocny (1991) states, in every successful organization. There is array of approaches that organization can employ in order to ensure it has effective and efficient management of time by the employees to enhance its productivity. Despite the critical role played by health centers in providing primary healthcare services to the public, effectiveness of time management and service delivery in these centers is raising concerns.

Specifically, issues such as: long waiting times for patients, slow attention to emergency cases, inefficient use of healthcare resources, poor communication between patients and healthcare providers, low patient satisfaction with services provided, poor time management. Past studies such as Nweke and Osakwe (2024) examine the extent to time management and effective teaching in senior public secondary schools in River State. Ananti and Dike (2023) examined some of the sources of ineffective time management in the Anambra state local government councils which impacts service delivery and also what is to be done by this level of government to foster effective time management. Abdel-Hussien (2020) ascertain the effect of time management on the success of service organizations, to proceed with the tasks that follow this study and establish the relationship and influence the dimensions of both of the two variables. The findings of these kinds of studies are mixed. To be more precise, previous studies focused on the banking, manufacturing and construction industries at the expense of healthcare sector. It is therefore imperative to investigate the relationship between time management and service delivery. It is against this fact that the aim of this study is to examine time management and service delivery in healthcare service in Bonny Island of Rivers State.

2.0 Empirical Review

Elenwo and Wike (2024) investigated time management as a correlate of quality service delivery in private secondary schools in Rivers Southeast Senatorial District, Rivers State. The research adopted a correlational research survey design. A sample of 400 made up of 25 administrators, 155 teaching, and 220 non-teaching staff respectively made up the study sample size. The sample size of 400 was determined using the Taro Yamane formula. The data collection instrument were structured questionnaires titled, Time Management Questionnaire and Quality Service Delivery Questionnaire.

The instruments used for data collection were face and content authenticated by two experts from Measurement and Evaluation and one expert from the Department of Educational Management of the Faculty of Education at Rivers State University. The reliability coefficients of the instruments were 0.80 for the time management questionnaire and 0.78 for the quality service delivery questionnaire, which indicates a reasonable reliability coefficient. The research questions posed were answered using Pearson Product Moment Correlation Coefficient (PPMCC), while Z-ratio was used to test the formulated hypotheses. Conclusions drawn from the study exposed a significantly high positive relationship between time scheduling, priority setting, task delegation, and quality service delivery in private secondary schools.

Richard and Ayim (2023) investigate the impact of time management with a focus on effective tools for the survival of a business organization. Based on this, three specific objectives, three research questions and three null hypotheses were formulated. Theoretical and empirical literature related to the study topic were extensively reviewed and survey research design was adopted by use of questionnaire for data collection. 560 employees which was the population of study were the survey respondents. Due to the small size of population, the entire population was used in the data analysis. The survey responses have been studiously analyzed and ascribed to the tenets of the theories. The methodology applied was the quantitative approach. Simple percentages were used to analyze research data while one way analysis of variance was used to test the null hypothesis. The study found that the overall regression model is statistically significant. The findings of the study show that the case study companies already implement time management in its daily routines.

Ambroz (2021) examines past and existent research on time management and its association with job performance and organizational performance. Using theorizing method of search, I examined secondary data from several readings and analysis of previous research studies and literature on the topic of this article. The study reviewed past and existing literature with empirical evidence on the time management impact on job and organizational performance using search engines such as: DOAJ, Google Scholar, Public Med, Elsevier, SAGE, and other databases that contained the themes. To test associations between time management and job and organizational performance and to provide arguments for it, the study used Pyramid principle method developed by Pinto (2002). Findings reveal that time management influences personal time behavior, job performance and organizational performance: time management is panacea and not placebo, time management successfully uses organizational resources and implements organization goals time management requires the setting of distinctive time behaviors to impact job and organizational performance.

Abdel-Hussien (2020) identify the effect of time management on the success of service organizations, in order to proceed with the goals that follow this study and find the relationship and influence the dimensions of each of the two variables, which is the first variable time management after the researcher chose the two methods of organization and management of goals, while the second variable was service organizations Which includes organizational performance and creative leadership, as the researcher used the descriptive approach after conducting the field study

Onouha (2019) examined the time management on organizational productivity in Nigeria. The study aimed to determine the effect of Multitasking, prioritization and procrastination on organizational productivity. Relevant theoretical and empirical literatures were examined. This study anchored on Theory of Time Quadrant. The study adopts a descriptive research design. The study is limited to three hundred and twenty (320) employee of Nigeria brewers Onitsha as the population of the study. The

entire population was used as the sample size. The data generated were analyzed using descriptive statistics and Pearson correlation analysis. The hypotheses formulated were tested using multiple regression analysis. The result of regression analysis shows that multitasking has a significant effect on organizational productivity. Procrastination has no significant effect organizational productivity. Prioritization has a significant effect on organizational productivity. The study concludes that time management had a significant positive effect on organizational productivity.

2.1 Theoretical Reviews

System Theory

Systems Theory, as suggested by Ludwig von Bertalanffy in 1956, regards organizations as complicated, interdependent systems comprised of a number of components that interact to achieve common goals. Instead of considering each component in isolation, it emphasizes the interdependence of all components in the system. Changes in one component will affect the other components and the system's behavior as well. Effective management entails understanding such interactions and optimizing the entire system rather than separate components. Rivers State health care centers are complex systems with patients, healthcare workers, administrative staff, equipment, and protocols. Systems Theory suggests that time management and service delivery cannot be optimized within silos but must be addressed in an integrative process engaging all interacting factors (Okonkwo & Ogbonna, 2023). For example, delay in patient care may be a result of poor coordination between laboratory services, clinical staff, and the department of medical records. Improving one aspect (e.g., streamlining lab results) but leaving other contributing factors unfilled (e.g., staff availability or scheduling patient) may not have a significant impact. Systems Theory applied consists of mapping the process of the patient from registration to discharge and figuring out how inefficiency or delay in one subsystem cascades into others. Time management strategy is then focused on harmonizing activities among all units to reduce waiting time and increase patient flow.

Theory of Constraints (TOC)

Theory of Constraints (TOC) by Eliyahu M. Goldratt in 1984 focuses on discovering and managing the most crucial limiting factor (constraint) that prevents a system from achieving its goals. TOC claims that each complex system possesses one or more constraints that limit its overall performance. In order to improve system throughput, the constraint must be discovered and improved or eliminated progressively. TOC recommends a five-stage cycle: find the constraint, work on taking advantage of it, subordinate other processes to it, elevate the constraint, and go back to step one for continuous improvement. At Rivers State health care centers, application of TOC alleviates certain bottlenecks that hinder patient treatment and service delivery. Typical limitations include limited consultation rooms, inadequate staffing, inadequate management of medical records, and slow laboratory reports (Iwu & Obasi, 2023). Through TOC, the hospital administrators are able to identify which step in the process (for instance, registration, triaging, diagnostics) is constraining patient flow most. For instance, if patient registration is constraining the production of waiting times, the health centre could engage extra staff or introduce electronic registration programs to help execute this activity. This particular use of the constraint to focus on where to allocate scarce resources helps avoid unnecessary spending elsewhere.

Scientific Management Theory

Scientific Management Theory was codified by Frederick Winslow Taylor in 1911, and he emphasizes improving economic efficiency and productivity of labor through systematic observation, measurement, and analysis of work flows. The basic idea was to break work into small fragments, study the best method of performing these tasks, and standardize procedures for eliminating wastes of time and effort. Taylor was a firm believer in scientific methods of determining the "one best way" of performing a task, training workers to perform it in the same manner, and closely regulating their efforts to be maximally efficient. In health facilities, more so in Rivers State where there are excessive patient waiting times and process delays in public health facilities, Scientific Management is an effective model of effective time management. Inefficiencies such as un-systematized operations, duplicate processes, and uneven staff deployment result in excessive patient queues and poor performance (Okonkwo & Eze, 2022). By applying Taylor's principles, healthcare administrators can scientifically analyze patient care operations, identify bottleneck areas, and re-engineer flows to maximize efficiency. For example, standardizing steps of patient registration, diagnosis, and treatment can minimize variability and non-value-added delays. Also, time-motion studies can be employed to determine average time taken by each activity to enable improved scheduling and deployment of staff to critical service points.

3.0 Methods

Research designs are perceived to be an overall strategy adopted by the researcher whereby different components of the study are integrated in a logical manner to effectively address a research problem. The survey research design was employed in this study. This is due to the nature of the study whereby the opinion of people is sampled. The population of this study consist of individuals in 5 health centres in Bonny Island. This amounted to a population size of Eighty (80) staffs but reduced with Taro Yamen principle because it's more than 30. Which amount to sixty-seven (67) sample size. Although there are more than five Health Centers in Bonny Local Government Rivers State but for the sake of this study, I picked just 5 because of proximity and finance reason. For the purpose of this study the purposive sampling technique was used because of specific goals: Used when researchers want to target specific individuals or groups with particular characteristics. In-depth insights: Suitable for qualitative research, case studies, or exploratory studies. Working with 5 different health centres in Bonny Island; we have Primary health centre Finima, Primary health centre Ayama Peterside's, Primary health centre Abalamabie, Primary health centre Greens Iwoma and Primary health centre Bonny. This five health centres give a total of 67 staffs which includes, doctors, nurses, and health workers.

4.0 Data Analysis

Descriptive and inferential statistics was used in this work. Descriptive analysis involves procedures used to organize and summarize information in a convenient and understandable form. For the purpose of this study the descriptive statistics specifically mean and standard deviation was used. More so, in testing the relationship between the variables. This employs a comprehensive approach to data analysis to evaluate Time management and service delivery in health centers of Bonny local government of Rivers State. Descriptive statistics such as mean, media, standard deviation and graphical representations, provide an initial understanding of the data distribution and central tendencies (Gujarati 2009). Inferential statistics, specifically regression analysis is used to determine the

relationship between Time management and service delivery. The combination of these two methods ensures a robust analysis, providing insights into how Time management influences service delivery in health centers of Bonny local government of Rivers State. The results are validated through diagnostic tests to ensure the reliability and accuracy of the models used. A total of 67 questionnaires were distributed, and 63 were successfully returned, indicating a response rate of 94%. This high response rate is commendable and suggests a strong level of engagement and cooperation from the respondents. The 6% non-response rate (4 questionnaires) is relatively low and does not significantly threaten the reliability or generalizability of the findings. Therefore, the analysis and conclusions of this study are based on the 63 valid responses, which is sufficient for meaningful statistical analysis.

4.1 Demographic Characteristics of the Study

This section analyzes the demographic information of staffs at the health care centres surveyed in Bonny Island of Rivers State that include sex, marital status, educational qualifications and age. This intends to provide demographic profile of the staffs at the health care centres in Bonny Island of Rivers State.

Table 4.1: Demographic Statistics for Gender Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	23	36.5	36.5	36.5
FEMALE	40	63.5	63.5	100.0
Total	63	100.0	100.0	

Source: SPSS Output (v23)

Out of the 63 respondents, 36.5% were male while 63.5% were female. This indicates that female participants were more represented in the study than their male counterparts.

Table 4.2: Demographic Statistics for Age

Age (in years)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 - 30	5	7.9	7.9	7.9
31 - 40	24	38.1	38.1	46.0
41 - 50	11	17.5	17.5	63.5
51 - 60	17	27.0	27.0	90.5
ABOVE 60 YEARS	6	9.5	9.5	100.0
Total	63	100.0	100.0	

Source: SPSS Output (v23)

The age distribution reveals that the majority of respondents (38.1%) were within the 31–40 years age group, followed by 27.0% in the 51–60 years range. Respondents aged 41–50 accounted for 17.5%, those above 60 years constituted 9.5%, and the smallest age group was 20–30 years with 7.9%. This suggests that most participants were mature adults, particularly between the ages of 31 and 60.

Table 4.3: Demographic Statistics for Educational Level

Level of Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PHD	3	4.8	4.8	4.8
	MASTERS	21	33.3	33.3	38.1
	BSC	29	46.0	46.0	84.1
	HND	3	4.8	4.8	88.9
	OND	4	6.3	6.3	95.2
	O LEVEL	3	4.8	4.8	100.0
	Total	63	100.0	100.0	

Source: SPSS Output (v23)

Most of the respondents were highly educated. Specifically, 46.0% had a Bachelor's degree (BSc), and 33.3% held a Master's degree. Other qualifications included OND (6.3%), HND (4.8%), PhD (4.8%), and O'Level (4.8%). This shows that the study population was largely composed of individuals with tertiary education.

Table 4.4: Demographic Statistics for Marital Status

Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	11	17.5	17.5	17.5
	MARRIED	39	61.9	61.9	79.4
	DIVORCED	13	20.6	20.6	100.0
	Total	63	100.0	100.0	

Source: SPSS Output (v23)

Regarding marital status, 61.9% of respondents were married, 20.6% were divorced, and 17.5% were single. This indicates that a majority of the participants were either currently or previously in marital relationships.

4.2 Test of Hypotheses

This section presents the statistical testing of the five hypotheses formulated in Chapter One using multiple regression analysis. The test was conducted with the aid of SPSS (Version 23) software to assess the strength and direction of the relationship between the independent variables queuing system, goal setting, priority setting, work schedule, and multitasking and the dependent variable, prompt service delivery in health centres within Bonny Local Government Area of Rivers State. Each hypothesis was tested at a 0.05 level of significance.

Table 4.5 Multiple Regression Analysis**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.619	2.312		2.431	.018
	QUEUING_SYSTEM	-.491	.189	-.766	-2.598	.012
	GOAL_SETTING	.031	.218	.051	.145	.886
	PRIORITY_SETTING	.850	.289	.717	2.943	.005
	WORK_SCHEDULE	.076	.129	.105	.588	.559
	MULTITASKING	.111	.229	.137	.486	.629

a. Dependent Variable: SERVICE_DELIVERY

Source: SPSS Output (v23)

The findings of this study provide important insights into how various components of time management influence service delivery in health centres located in Bonny Local Government Area of Rivers State. Firstly, the study revealed that the queuing system has a significant negative effect on service delivery ($\beta = -0.491$, $p = 0.012$). This suggests that poorly managed queuing systems hinder prompt healthcare services. This finding is consistent with the work of Afolabi et al. (2018) and Ndubuka and Emecheta (2017), who emphasized that ineffective queue systems contribute to patient dissatisfaction and service delays in Nigerian primary health centres. However, it contrasts with Akintayo, et al., (2020) and Ezenwa (2016), who found that automated queuing systems enhanced patient flow in urban clinics. Secondly, the study found that goal setting has no significant influence on service delivery ($\beta = 0.031$, $p = 0.886$). This indicates that, in the studied context, setting goals does not translate to improved service promptness. This outcome negates the assertion of Locke and Latham's Goal Setting Theory (2002), which posits that clear and specific goals enhance performance. It is also in disagreement with the findings of Oladipo and Ogunyemi (2019) and Agbo (2018) who reported that goal setting improved task focus in hospital settings; however, their study was conducted in better-resourced environments, unlike the under-resourced rural health centres in this study.

Thirdly, the study shows that priority setting has a statistically significant positive effect on service delivery ($\beta = 0.850$, $p = 0.005$). This suggests that health workers who effectively prioritize tasks are more likely to deliver prompt services. This result aligns with Okonkwo (2020) and Chukwuma and Amadi (2021), who found that prioritization improves efficiency in resource-constrained health facilities, and also supports Suleiman and Yahaya (2017) and Ewhrudjakpor (2013), who emphasized the role of effective task management in reducing delays in rural clinics.

Fourthly, it was observed that work schedule does not have a significant effect on service delivery ($\beta = 0.076$, $p = 0.559$). This implies that having a work schedule alone is not enough to guarantee timely service delivery. This finding aligns with Chukwu et al. (2019) and Adamu and Olanrewaju (2019), who noted that in rural areas, frequent deviation from work schedules due to staff shortages undermines their effectiveness. Conversely, it contradicts Adebayo (2015) and Obioma and Adeyemi (2016), who found that structured work schedules improved efficiency in Lagos-based hospitals.

Finally, the study discovered that multitasking does not significantly affect service delivery ($\beta = 0.111$, $p = 0.629$). This suggests that although health workers may handle multiple tasks, it does not necessarily lead to better service timeliness. This outcome agrees with the work of Ibrahim and Lawal

(2020) and Ololube (2016), who found that excessive multitasking often results in reduced task quality and staff burnout. However, it contradicts the findings of Omotola (2018) and Ayeni and Popoola (2017), who reported that multitasking improved service speed in private urban clinics.

Summary and Conclusion

The study concluded that time management practices have a meaningful influence on service delivery in health centres within Bonny Local Government Area, Rivers State. Specifically, priority setting was found to have a significant positive impact on prompt and efficient healthcare delivery, emphasizing the importance of health workers being able to distinguish between urgent and less urgent tasks. Conversely, the queuing system exhibited a significant negative impact, suggesting that poor queue management contributes to delays and patient dissatisfaction, thereby underscoring the need for system restructuring.

However, goal setting, work scheduling, and multitasking showed statistically insignificant effects on service delivery. This may reflect a disconnect between planning and practical implementation or a lack of supporting systems necessary to make these strategies effective. Despite these limitations, the overall model demonstrated a moderate positive relationship between time management variables and service delivery, explaining about 34% of the variation in healthcare outcomes. This indicates that while time management plays a role, other factors such as staffing, resource availability, patient volume, and leadership also significantly affect service efficiency.

The study, therefore, concluded that improving service delivery in health centres requires the strategic application of effective time management practices, particularly prioritizing tasks and improving queuing systems. For these strategies to be impactful, they must be supported by institutional commitment, capacity building, and ongoing performance monitoring.

Recommendation

The study recommended that health centres adopt structured prioritization of tasks to address urgent needs promptly; equip staff with multitasking skills to handle responsibilities without compromising care; implement structured or electronic queuing systems; involve staff in collaborative goal setting and periodic reviews; and enforce strict adherence to duty schedules through effective monitoring to reduce lateness and absenteeism.

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