
The impact of time management on women's job performance in Algeria: a study of a sample of working women in public institutions in Constantine city.

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Abstract:

This study sought to examine the influence of time management on women's job performance across various public sectors in the city of Constantine. A sample of 150 working women was selected using a stratified random sampling method from different public administrations and institutions. A structured questionnaire was used as the primary data collection tool. The collected data were analyzed using SPSS software, employing several statistical techniques such as mean, standard deviation, Cronbach's alpha, and both multiple and simple linear regression analyses. The study's findings indicated a statistically significant impact of time management dimensions (time planning, organizing time, perceived time control, time oversight) on women job performance. The results also revealed that most working women in Algeria attach considerable importance to managing their personal time to maintain balance in their tasks both inside and outside the workplace.

Keywords: time management, women's job performance, time management dimensions, public sector.

Jel Classification Codes : M12, J24, J16.

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1. Introduction :

Time is a crucial aspect of our daily lives and society as a whole. Particularly for women, who often bear the primary responsibility for achieving family goals. A woman's personal time differs from a man's, especially in our Arab communities, where working women face the challenge of balancing work without neglecting their sacred duty of managing the household and raising future generations.

Consequently, working women often experience role conflict, which can expose them to psychological stress and tension, negatively affecting their work performance.

Given their multiple roles and responsibilities, effective time management becomes both imperative and necessary. It is considered one of the most important skills that every working woman must develop to enhance performance and productivity while reducing distractions and psychological strain.

A well-structured time management technique, when combined with sufficient effort, addresses various challenges they encounter throughout the day. (Reddy, 2023)

2. Study problematic

Working women worldwide, and Algerian women in particular, face significant challenges in balancing their professional and domestic responsibilities. These challenges often result in psychological stress, which adversely affect their workplace performance. In this context, effective time management emerges as a crucial factor in alleviating stress, enhancing job satisfaction, and optimizing women's professional performance. Therefore, this research paper attempts to address the following study problem:

What is the impact of time management on women's job performance in public Institutions in Constantine city?

3. The hypotheses:

- The main hypothesis:

There is statistically significant effect of time management on women's job performance in level of significance ($\alpha \leq 0.05$)

- **Sub-hypotheses:** From the main hypothesis, a group of the following sub-hypotheses emerges:

- There is statistically significant effect of *time planning* on women's job performance in level of significance ($\alpha \leq 0.05$).

- There is statistically significant effect of *organizing time* on women's job performance in level of significance ($\alpha \leq 0.05$).

- There is statistically significant effect of *perceived time control* on women's job performance in level of significance ($\alpha \leq 0.05$).
- There is statistically significant effect of *time oversight* on women's job performance in level of significance ($\alpha \leq 0.05$).

4. Study objectives:

The study aims to achieve two main objectives:

- To explore the extent to which working women in Algeria are aware of the importance of time management, and the degree of their commitment to applying it in their personal and professional lives.
- To examine the effects of time management in its various dimensions (planning time, organizing time, perceived control of time and time oversight) on women's job performance.

5. Research methodology:

To achieve reliable results, a descriptive and analytical approach was adopted, complemented by a survey using a questionnaire as the primary data collection tool. A random sample of 150 working women was selected from various public administrations and institutions in Constantine city.

6. Literature review

6.1 Time management

6.1.1 Time management concept

Time management is one of the contemporary management concepts that all researchers agree on its importance in the current business environment, but differ in its definition. Some researchers define it as the coordination of tasks and activities to maximize the effectiveness of an individual's efforts. Essentially, the purpose of time management is to enable people to get more and better work done in less time (Maricel, 2025, p. 319).

According to other researchers, time management is the process of planning, organizing, and monitoring the allocation of time to specific tasks and activities, enabling individuals to prioritize their needs and objectives in order of importance and achieve them more efficiently and effectively. (Singh, 2023, p. 78)

Others have defined it as a process through which specific goals or objectives are established, the tools that facilitate time management are determined, the available time is taken into account, and the way time is utilized is monitored. that is, the perception of control that the individual has over the use of time. (Gallardo-Lolandes & all, 2020, p. 34)

Time management has also been defined as the actions of an individual by which he uses maximum time to perform important tasks. It is actually a combination of awareness of the worth of time, setting objectives, the prioritizing of duties and the checking the results. (Mário Nuno Mata, 2021, p. 2)

Based on previous definitions, it can be concluded that time management is the process through which individuals make optimal use of their time in order to achieve goals that enhance efficiency and effectiveness in their performance.

6.1.2 Importance of time management in the organization

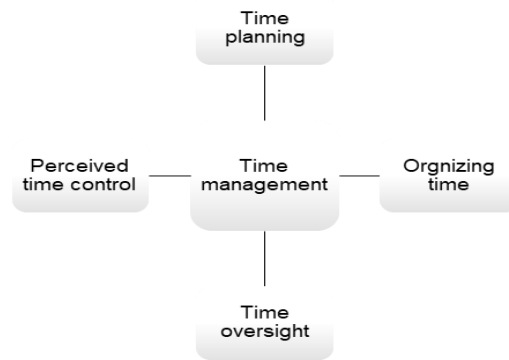
Time management offers several important benefits, including:

- **Maximum utilization of resources**, by using time as efficiently as possible, individuals can fully utilize available resources.
- **Efficiency** is the art of making the most of available resources. By putting in the necessary effort to improve work quality, productivity increases, which in turn enhances overall life quality. Effective time management aims to avoid wasting time, money, and resources. When time is managed well, other aspects of work and life are likely to be managed effectively. (Chaudhari, 2022, p. 7)
- **Provides a sense of control**, effective time management places individuals in control of their activities, helping them determine what to do and when to do it. This sense of control enhances focus and direction.
- **It helps to achieve goals**; time management helps an individual to achieve his goals. It involves skills such as planning and scheduling of activities that direct the individuals towards the achievement of the organization's goal.
- **Reduces effort and fatigue**, when individuals are busy but not productive, time management does not encourage getting more done in less time as much as it encourages doing fewer of the things that matter most in the time you have.
- **Reduces stress**, poor time management often leads to stress, which can negatively affect performance. By effectively managing time, individuals can reduce unnecessary stress and accomplish tasks more efficiently, thereby improving overall productivity. (BELAID, 2022, p. 959)

6.1.3 Dimensions of time management:

There are four dimensions of time management, which we summarize in the following figure:

Figure (01): Dimensions of time management



Source: Author' own elaboration

- **Time planning:** is a process in which the importance of activities and their interaction with goals are assessed. Priority is given to the most significant and goal-oriented tasks. Scheduling is making every minute more efficient.
- **Organizing time:** means investing our time more effectively to accomplish desired activities, achieve goals and ambitions, and maintain a balance between professional and personal life; ultimately leading to success and happiness to the person.
- **Perceived time control:** it refers to the feeling that one can control how time is spent, which also indicates the individual's ability to deal with the situation. As well as having the ability to complete tasks according to the established program and on time.
- **Time oversight:** Comparing the actual time with the planned time, identifying deviations and analysing them to find out its causes and make corrective decisions.

6.2 Job performance

6.2.1 Job performance

Nowadays, organizations of all kinds seek to maximize productivity and enhance job performance to the highest possible levels in order to ensure their survival and continuity. Job Performance is defined as the extent to which an organizational member contributes to achieving the goals of the organization. (BELAID, 2022, p. 960). In the same context, job performance expresses the degree to which an individual executes his or her role with reference to certain specified standards set by the organizations. (ESHETU, 2022, p. 17)

According to another definition, performance refers to the level that an employee or group performing activity can reach or what it can achieve about the intended goal related to that activity as quantity and quality. (Ertekin & Avunduk, 2021, p. 134)

On the other hand, job performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been associated with higher consumer perception of service quality, whereas poor performance often leads to more customer complaints and brand switching (Akacem & Mokaddem, 2021, p. 17).

Based on the previous definitions, it can be concluded that job performance refers to how an employee carries out the tasks and responsibilities required by their job. In other words, it is a measure of the employee's effectiveness in completing their work and the extent of their contribution to achieving the organization's goals

6.2.2 The elements of job performance:

The key elements of job performance can be categorized as follows:

- **Quality of work:** The extent to which an individual effectively performs their work, utilizing their willingness, skills, versatility, and ability to organize and execute tasks without errors.
- **The workload:** The amount of work that the employee can accomplish in regular work conditions, and the speed of this achievement.
- **Knowledge and commitment to job requirements:** This includes general knowledge, technical and professional skills and general background for the job and related fields. (Benziane, 2017, pp. 259-260)

7. The relationship between time management and job performance

Recent studies have demonstrated that time management skills serve as an important mechanism for enhancing job performance. For instance, a study conducted at Bamidele Olumilua University of Education Science and Technology (2023), found a significant positive relationship between time management and the performance of academic staff. Employees who regularly practiced "daily goal setting, task prioritization, and weekly progress reviews" demonstrated higher levels of job performance. (Oluwatoyin, 2023)

Similarly, a study among employees at public health centers in Northwest Ethiopia (2023) revealed that workers with strong planning skills were more likely to implement effective time management practices, which correlated with better job performance outcomes, as planning was a key factor associated with work productivity. (Sisay Terefe, 2023)

Moreover, a field study focusing on female nurses in Iran demonstrated that time management training reduced work-family conflict, thereby enabling improved focus and efficiency at work. (Sedigheh Peykar, 2023)

These findings suggest that the three dimensions of time management—planning, organizing, and monitoring—function in an integrated manner: planning allows employees to set clear priorities; organizing optimizes resources and work

environments for effective task execution; and monitoring enables corrective actions to maintain schedules and ensure quality. Through these mechanisms, time management positively influences job performance by increasing efficiency, reducing errors, and improving productivity and task quality. Particularly for working women, who often face challenges in balancing professional and personal responsibilities, developing time management skills represents an effective strategy to enhance their overall job performance in contemporary work environments.

8. Methodology

8.1 Population and sample study:

The study population represented working women in the public sector in Constantine city, such as health, justice, education, and local administrations.

A stratified random sampling method was employed, dividing the study population into four main sectors (health, education, justice, and local administration). A specific number of working women were then selected from each sector to ensure adequate representation of the different professional categories. The final sample consisted of 150 working women distributed as follows: 51 from health, 76 from education, 13 from justice, and 10 from local administration.

8.2 Study collecting tool

In order to achieve the objectives of the study, we relied on data gathered from primary and secondary sources:

a- Secondary data: has been collected from literature, research work and theses.

b- Primary data: has been collected through field study using questionnaires. These questionnaires consist of three parts. *Part I*: includes demographics (age, civil status, educational qualification, affiliated sector). *Part II*: consists of 19 statements representing the fourth major dimensions of time management (time planning, organizing time, perceived time control, time oversight). *Part III*: consists of 8 statements represent the job performance variable.

8.3 Measurement of variables/indicators

The measurement of each variable is based on a 3-point Likert scale, ranging from:

- *3 = agree (positive);
- *2 = neutral (usual);
- *1 = disagree (negative).

To be able to categorize the average value of the variables; the Likert scale can be divided into class intervals, as shown in the table below:

Table (01): 3-point Likert scale

| <i>Weighted mean</i> | <i>Attitude</i> |
|--------------------------|-----------------|
| <i>From 1.00 to 1.66</i> | Disagree |
| <i>From 1.67 to 2.33</i> | Neutral |
| <i>From 2.34 to 3.00</i> | Agree |

Source: (Pimentel, 2019, p. 188)

8.4 Analytical procedure

Data from 150 questionnaires were analysed using SPSS version 26. Descriptive statistical analysis was used to describe the respondents' demographics and assess the relationship between time management and job performance among working women. The statistical methods used in this study include means, standard deviations, Cronbach alpha, multiple and simple linear regression.

9. Validity and reliability of the study instrument

9.1 Validity test

To ensure the validity of the instrument and the accuracy of the questionnaire items, it is essential to assess their consistency, clarity, suitability for the research context, and ability to measure the intended variables. Various methods can be employed for this purpose, with the simplest being face validity, which relies on expert judgment. This involves presenting the questionnaire to specialists in the relevant field. This method was adopted in the present study.

9.2 Reliability test

Reliability test is an assessment of the degree of consistency between multiple measurements of a variable. Cronbach's alpha is the most widely used measurement tool with a generally agreed lower limit of 0.6. Table (02) below indicates Cronbach's alpha test results:

Table (02): Cronbach alpha test results

| <i>Variable</i> | <i>Value of alpha</i> | <i>Level scale</i> |
|--------------------------------|-----------------------|--------------------|
| <i>Time management</i> | 0.808 | Excellent |
| <i>Women's Job performance</i> | 0.761 | good |
| <i>All variables</i> | 0.857 | Excellent |

Source: researcher, based on SPSS program outcomes

The above table indicates that all the alpha coefficients were above the required level of 0.6, which indicates the stability in the instrument of the study.

10. Findings and discussion

10.1 Description of demographics and personal factors of the respondents:

Table (03) describes the demographic profile of respondents in terms of age, civil status, education Level, and sector.

Table (03): demographic profile of the sample (N=150)

| <i>Variables</i> | | <i>Frequencies</i> | <i>Percentage (%)</i> |
|------------------------|-----------------------|--------------------|-----------------------|
| <i>Age</i> | <30 years | 19 | 12.6 |
| | 30-39 years | 74 | 49.3 |
| | 40-49 years | 47 | 31.3 |
| | ≥50 years | 10 | 6.6 |
| <i>civil status</i> | married | 44 | 29.3 |
| | Single | 93 | 62 |
| | Divorced | 13 | 8.6 |
| <i>education Level</i> | High school diploma | 14 | 9.3 |
| | University diploma | 85 | 56.6 |
| | Postgraduate | 51 | 34 |
| | | | |
| <i>Sector</i> | health | 51 | 34 |
| | justice | 13 | 8.6 |
| | education | 76 | 50.6 |
| | local administrations | 10 | 6.6 |
| | | | |

Source: researcher based on SPSS program outcomes.

The sample consisted of 150 respondents, majority of whom aged between 30-39 years (49.3%), followed by those aged between 40-49 years (31.3%). Additionally, (12.6%) were under 30 years, and (6.6%) were 50 years old or older. C Regarding marital status, most female workers were single (62%), 29.3% were married, and 8.6% were divorced. Concerning educational level, the majority of respondents (56.6%) held a university diploma, 34% had a postgraduate degree, and 9.3% held a high school diploma.

As for job sector, (50.6%) of the female workers belong to the education sector, (34%) in the health sector, justice (8.6%), and local administrations (6.6%).

10.2 Evaluation of study variables

10.2.1 Time management variable

Table (04): Means and standard deviation of time management variable

| <i>N</i> | <i>Variable</i> | <i>Mean</i> | <i>Std.Dev</i> | <i>Level of acceptance</i> |
|----------|-----------------|-------------|----------------|----------------------------|
| <i>I</i> | time | 2.40 | 0.42 | High |

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| | | | | |
|---|---------------------------|-------------|-------------|-------------|
| | planning | | | |
| 2 | organizing time | 2.74 | 0.35 | High |
| 3 | Perceived control of time | 2.80 | 0.49 | High |
| 4 | Time oversight | 1.67 | 0.46 | Average |
| | Time management | 2.40 | 0.31 | High |

Source: researcher based on SPSS program outcomes.

The results of the study recorded a high level of time management for working women. Which means that working women in Algeria care a lot about managing their personal time, by setting a list of goals and priorities that they seek and organizing them according to the time available, which enables them to control time.

10.2.2 Women’s job performance variable

Table (05): Means and standard deviation of women job performance variable

| <i>N</i> | <i>Variable</i> | <i>Mean</i> | <i>Std.Dev</i> | <i>Level of acceptance</i> |
|----------|------------------------------|-------------|----------------|----------------------------|
| | Women job performance | 2.52 | 0.34 | High |

Source: researcher based on SPSS program outcomes.

The results of the study recorded a high level of women job performance, which indicates that most working women exert their full potential to perform their tasks appropriately.

10.3 Hypotheses testing

The study hypotheses were tested using appropriate statistical methods, adopting a decision rule that is considered the reliable reference in accepting or rejecting these hypotheses. The decision rule was:

- Accepting the hypothesis: If the value of the significance level calculated for any test is less or equal than the value of the statistical significance (5%).
- Rejecting the hypothesis: If the calculated significance level value for any test is greater than the statistical significance value (5%), then the alternative hypothesis is accepted.

10.3.1 Testing the principal hypothesis

Table (06): Multiple regression analysis of the effect of time management on women’s job performance

| Testing Coefficients Variables | Person Correlation | | Regression Coefficient | |
|---|--------------------|----------------|--------------------------------|-------------------|
| | R | R ² | Regression coefficient β | Sig |
| Time management(planning time ,organizing time, perceived time control, time oversight) | .887 ^a | .786 | .700 | .000 ^b |

Source: researcher based on SPSS program outcomes.

The results presented in the table above indicate a strong positive relationship between the dimensions of time management (planning time, time organization, perceived time control, and time oversight) and women's job performance, with a correlation coefficient of ($R=0.887$).

The findings also show that the coefficient of determination ($R^2= 0.786$), explains that approximately 78.6% of the variance in women's job performance can be accounted for by the time management variable.

Furthermore, the regression coefficient was positive and significant ($\beta = 0.700$, Sig = 0.000), confirming that the independent variable has a direct and statistically significant effect on the dependent variable.

Overall, these findings support the main hypothesis of the study.

10.3.2 Testing the sub-hypotheses

- Testing the first sub-hypothesis

Table (07): Simple linear regression analysis of the effect of planning time on women's job performance

| Person Correlation | | Regression Coefficient | |
|--------------------|----------------|--------------------------------|-------------------|
| R | R ² | Regression coefficient β | Sig |
| .613 ^a | .376 | .233 | .000 ^b |

Source: researcher based on SPSS program outcomes.

The results indicate a moderate to strong positive relationship between planning time and women job performance, with a correlation coefficient of ($R=0.613$).

Regarding the coefficient of determination was ($R^2= 0.376$), means that approximately 37.6 % of the variance in the dependent variable is explained by the independent variable, although other factors may also influence the outcome.

The regression coefficient was positive and significant ($\beta=0.233$, Sig = 0.000), confirming that the independent variable has a direct and statistically significant effect on the dependent variable.

Overall, these findings support the first sub-hypothesis of the study.

- **Testing the second sub-hypothesis**

Table (08): Simple linear regression analysis of the effect of organizing time on women's job performance

| Person Correlation | | Regression Coefficient | |
|--------------------|----------------|--------------------------------|-------------------|
| R | R ² | Regression coefficient β | Sig |
| .546 ^a | .298 | .466 | .000 ^b |

Source: researcher based on SPSS program outcomes.

The results of the table above, indicate a moderate positive relationship between organizing time and women's job performance, with a correlation coefficient of (R=0.546).

The coefficient of determination showed that 29.8% of the variance in the dependent variable is explained by the independent variable.

Furthermore, the regression coefficient was positive and significant ($\beta = 0.466$, Sig = 0.000), confirming that the independent variable has a direct and statistically significant effect on the dependent variable.

These findings confirm the validity of the second sub-hypothesis.

- **Testing the third sub-hypothesis**

Table (09): Simple linear regression analysis of the effect of perceived time control on women's job performance

| Person Correlation | | Regression Coefficient | |
|--------------------|----------------|--------------------------------|-------------------|
| R | R ² | Regression coefficient β | Sig |
| .695 | .483 | .448 | .000 ^b |

Source: researcher based on SPSS program outcomes.

The results of the table above, indicate a moderate to strong positive relationship between perceived time control and women's job performance, with a correlation coefficient of (R=0.695).

Regarding the coefficient of determination was (R²= 0.483), means that perceived time control variable can explain (48.3%) of the variance of the dependent variable.

The table also demonstrates that perceived time control affects directly and positively on women job performance ($\beta=0.448$), and this effect is statistically significant (Sig=0.000).

Overall, these findings confirm the validity of the third sub-hypothesis

- **Testing the fourth sub-hypothesis**

Table (10): Simple linear regression analysis of the effect of time oversight on women's job performance

| Person Correlation | Regression Coefficient |
|--------------------|------------------------|
|--------------------|------------------------|

| R | R ² | Regression coefficient β | Sig |
|-------------------|----------------|--------------------------------|-------------------|
| .580 ^a | .337 | .320 | .000 ^b |

Source: researcher based on SPSS program outcomes.

The results of the table above, indicate a moderate positive relationship between time oversight and women's job performance, with a correlation coefficient of (R=0 .580).

Regarding the coefficient of determination was (R²= 0.337), means that time oversight variable can explain (33.7%) of the variance of the dependent variable.

The table also demonstrates that time oversight affects directly and positively on women's job performance (Regression coefficient β =0.320), and this effect is statistically significant (Sig=0.000).

Overall, these findings confirm the validity of the fourth sub-hypothesis.

11. Conclusion:

Managing the personal time of a human resource is considered one of the basic pillars on which his performance and productivity depend, as it makes the individual more focused and disciplined in performing his job tasks. Especially since time represents a resource that cannot be stored or renewed, and wasting it or not managing it well will reflect negatively on the worker's performance and the performance of the organization as a whole.

The current study came to shed light on the impact of time management on women's job performance, given that women have more obligations outside of professional life and need to manage their time appropriately in order to balance the requirements of their personal and professional lives.

The results showed that time management greatly affects the performance of working women. The results also revealed that most working women in Algeria attach great importance to managing their personal time in order to achieve balance in their tasks inside and outside the workplace, and to avoid work accumulation, which would create pressure on them that would negatively reflect on their performance at work.

Recommendations

In light of the study's findings, a set of recommendations can be proposed that would contribute to enhancing the effectiveness of working women's time management and improving their job performance in government institutions.

- Enhance awareness of the importance of time management among working women by organizing training courses and workshops focusing on planning skills, setting priorities, and managing daily commitments.
- Encourage institutions to adopt flexible work systems that allow women to balance work requirements and family responsibilities, thereby improving their efficiency and job performance.

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- Provide a supportive and motivating work environment with reduced administrative pressures and a fair distribution of tasks, enabling female employees to make more effective use of their time.
- Provide supportive facilities within public institutions, such as childcare centers and staff transportation services, to reduce daily burdens that consume women's time and affect their productivity.
- Utilize modern technologies in time organization within the workplace (such as digital monitoring systems and task management software) to increase discipline and improve performance quality.
- Promote a culture of valuing time within institutions by integrating it into organizational values and encouraging both male and female employees to respect schedules and plan activities in advance.

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