STRATEGIC PLANNING AND EMPLOYEE ENGAGEMENT: THEORETICAL REVIEW

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ABSTRACT

This study examined strategic planning and employee engagement. Dimensions of strategic planning was reviewed as short-term planning and long term planning while measures of employee engagement were employee dedication and employee vigor. The study was anchored on Parkinson's theory and supported by resource-based theory. The objectives of the study were to examine the relationship between short term planning and employee vigor, to determine the relationship between short term planning and employee dedication, to examine the relationship between long term planning and employee vigor and to determine the relationship between long term planning and employee dedication. The study revealed that strategic planning is a key to employee engagement and successful organizational performance. The study concluded that strategic planning and employee engagement influence the attainment of organizational goals and objectives; which means that strategic planning resulted in high job engagement and motivation. The study recommended that short term planning should be done bi-annually by management and checkmate against employee dedication and employee vigor in other to determine if the set goal was actualized within the stipulated time as state. This would help enhance employee engagement and influence effective time management. Long term goal should be set by management in order to evaluate employee dedication and vigor towards attaining the company's mission, vision and purpose in the long run, and this will help the firm to have a competitive advantage over others.

Keywords*: Long Term Planning, Short Term Planning, Employee Dedication, Employee Vigor*

INTRODUCTION

In an era of extreme demands for increase productivity and fast paced producers, the need for multiple skills presents challenges to organization especially for managers within organizations in their roles of facilitating time management skills to employees. Most companies have no clear structures or policy on time management and particularly on delegating assignments especially as managers are usually distracted with clustered desks, numerous phone calls and many other unproductive activities.

Time is an essential resource every organization needs to achieve its goals and objectives in order to become successful. Generally, time management refers to the development of processes and tools that increase efficiency and productivity. Time management represents the act or process of exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency and productivity. This act or process may be aided by a range of skills, tools, and techniques that can be utilized in order to manage time when accomplishing specific tasks, projects and goals (Orlikowsky & Yates,2002). The tasks needed to be accomplished encompass a wide scope of activities which include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing (Adebisi, 2013). The word planning in management is a process of preparing ways to use resources (materials, man, machines, money etc.) more economically and efficiently so that the organizational goals can be achieved. Short and long term planning strategies as an instrument or tool for time management is about organizing tasks or events which involves the estimation of how much time a task will take to complete, when it must be completed and adjusting events accordingly that could interfere with task completion so as to ensure appropriate amount of time spent (Adeojo, 2012; Forsyth, 2003). According to Adebisi (2012), it involves working actively to create efficiency and effectiveness in a way that

makes achieving targets or deadlines more likely. The need to manage time or plan arises from its nature as a limited resource. Effective and efficient management through proper planning could lead to better performance (Orlikowsky 2002). As a scarce resource within organizations, its effective and efficient utilization can contribute to organizational competitiveness. According to Adeojo (2012), in business, time management has transformed into everything from methodologies such as enterprises and resources planning through consultant services such as professional organizers. Hence, organizational managers plays a major role when considering organizational planning, Orlikowsky (2002). As an organizational resource, it is the responsibility of leadership to ensure that planning effectively leads to the achievement of organizational goals.

Employee engagement has been a hot research topic among positive psychologists, human resource researchers and management practitioners in recent years. Because of the emergence of positive psychology, work engagement, as a positive aspect of psychology, is increasingly popular in occupational health psychology. Engaged employees have a sense of energetic and effective connection with their work activities and see themselves as able to deal well with the demands of their job (Agyemang et al 2013). Due to the needs of business practice, many consulting organizations are conducting continuous research on employee engagement by surveying employers and employees. Despite a plethora of research on employee engagement, there is a lack of the consistency in its definitions, measures, antecedents and outcomes. Besides, due to cultural differences, the same engagement techniques do not necessarily work for employees in all countries. Employee engagement included not only cognition, but also the flexible application of emotions and behaviors. Aninkan et al. (2014) stated that engagement is a mixture of commitment, loyalty, productivity, and ownership. Employee engagement as a different and unique concept which is

composed of knowledge, emotion and behavior. Baker (2013)is of the opinion that employee engagement is the employee's active involvement in work and the state of full physiology, cognition, and emotion that accompanies the work engagement.

Time management has an effect on employee engagement and influence organizational performance at large. Importantly, time management can be a motivating element behind employees' engagement and productivity on tasks which forms the bases for the overall performance of organizations. Given the motivating role of time management, its promotion within organizations is important for increased efficiency and productivity (Adebisi 2013). Several studies (Abd El-Aziz 2012, Abdullah, Omar et al. 2012, Cemaloglu et al. 2010) have been carried out on time management however, none of this studies have adopted the dimensions of time management as short term planning and long term planning and relating it with employee engagement.

The principle and practice of planning embraces collaborations, partnership and networks involved in organizational performance. The effectiveness of organizations arises from the appropriate utilization of one key resource, time. The effective planning in an organization is fundamental to employee engagement and job performance. Planning typically involves goal setting, establishing priorities, appropriating the amount of man hour given to a particular activity. It schedules the steps required for the accomplishments of goals. The key to successful time management is planning and protecting the planned time, which often involves re-conditioning the environment, particularly the re-conditioning of expectation of others. As such, understanding the importance of planning attributed to activities is a complex undertaking. Time (in short term or long term) is an essential resource; it is irrecoverable, limited and dynamic (Ojo et al.2012). As a valuable resource, unless it is managed properly, achievement of organizational goals can be difficult.

Cemaloglu et al. (2010) described time as "a unique resource, it is indispensable, intangible, irreplaceable, irretrievable and therefore valuable. It is equitably and uniformly distributed. Time is a scarce resource and universal, which cannot be replaced by man. Time cannot be accumulated like money, be stocked like raw materials nor be turned on and off like machine". As a result, it can be observed that time management should be viewed as embracing a holistic approach in its determinants. Effective time management involves analyzing how organizations spend their time in deciding how to achieve their goals through organizational performance. Lack of effective time management affect the attainment of organizational goals; disrupted employee engagement hence affects the overall objective of any given organization. It is in this regard that this study seeks to answer the following problem, what is the best approach of planning and how can this plan be done effectively in commensurate with the timing. It is in the light of the above that this study sought to examine the relationship between time management and employee engagement.

Conceptual Framework
The dimensions of time management were adopted from Kohn (2000) and developed on by the researcher while the measures of employee engagement were adopted from, Sharma, Chaudhary, &Singh, (2019) and developed on by the researcher, the moderating variable as adopted from Hisrich and Peter, (2002).
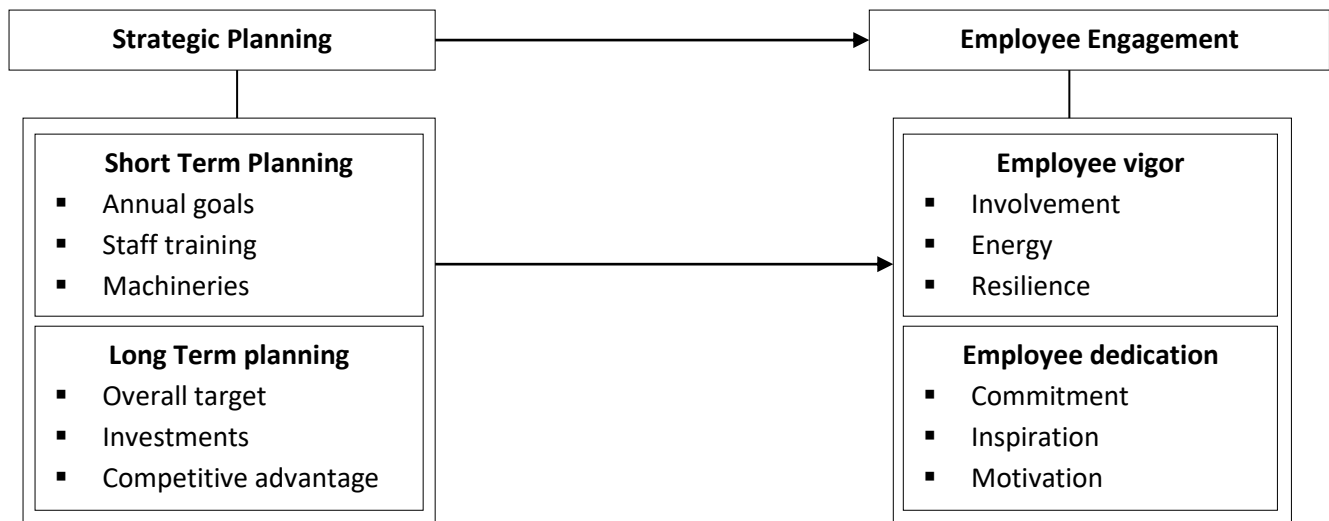
Figure 1: Conceptual Framework of Strategic Planning and Employee Engagement

Source: Researcher's Desk (2022) as adapted from Kohn (2000), Sharma, et al., (2019), Hisrich, et al., (2002).

Aim and Objectives of the Study

The aim of this study was to examine the relationship between time management and employee engagement. Other specific objectives were to:

- Examine the influence of short term planning on employee engagement.
- Determine the influence of long term planning on employee engagement.

LITERATURE REVIEW

Conceptual Review

Concept of Short Term Planning

Short-term planning looks at the characteristics of the company in the present and develops strategies for improving them (Wilkinson et al. 2019). Examples are the skills of the employees and their attitudes. The conditions of production equipment or product quality problems are also short-term concerns. Short-term planning is defined by the characteristics of an organization, such as skills. In the workplace, managers devise strategies on how to improve these characteristics in the short-term to meet long-term goals. For example, issues with company equipment like computers, or the quality of content provided by employees, need to be addressed to meet short-term deadlines set by management.

Generally, short-term plans allocate resources for a year or less (Wilkinson et al. 2019). They may also be referred to as operational plans because they are concerned with daily activities and standard business operations. According to Cemaloglu et al. (2010), short-term plans must be monitored and updated, and this is the role of middle and first level management. Different managerial levels have responsibility for implementing different types of short-term plans. For example, a department manager may be comfortable implementing an operational plan for the entire year for her department. A marketing manager may direct a three- to four-month plan that involves the introduction of a new product line. A team leader may only be comfortable planning and implementing very specific activities over the period of a month. Short-term planning can factor in these concepts to reach success: cash flow, budget, savings of capital, investments of stock, organization, communication, ability to network, attention to detail and daily routines.

In the view of Wilkinson et al. (2019), short-term planning is usually considered to take 12 months or less. Your daily, weekly, monthly, even quarterly

Page: 945

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

and yearly goals all can be filed under "short-term goals." They are stepping stones that will help you to reach your big goal(s).That type of planning requires you to look at the current situation and fix potential issues as soon as possible.

Concept of Long Term Planning

In the view of Kohn (2000), long-term planning displays how your business can be successful over a continued period of time. The goals set in long-term planning are less likely to be changeable due to the consensus a management team needs when creating them initially.Long-term goals can factor in these concepts to reach success:sales, brand awareness of your product, public reputation, number of staff members, social and digital media presence etc. A long-term plan is crucial to the ultimate success of the organization. A long-term plan for many businesses, such as construction, hospitality, or manufacturing, generally extends four to five years into the future. For other faster-changing industries, especially technology companies, a long-term plan may only look two or three years into the future. After that, it becomes too difficult to predict the future with any degree of certainty. Top management is responsible for the development of the long-term plan (Kohn, 2000). It is up to the CEO to make sure that changing conditions (both external and internal) are reflected in the organization's long-term plan. The larger and more complex the organization, the larger and more complex the long-term plan will be to include all of the individual departments and functions.

Sharma et al. (2019) is of the view that long-term plan is a document that acts as a map or guidance, clearly establishing where you are headed and how you are going to get there. It allows you to accurately prioritize works, and monitor your progress towards the end-goals. This process liberates you from the troubling cycle of day-to-day planning. Long-term planning is conducted at a strategic level and begins with setting definite goals and analyzing strategic options to reach them, based on the assessed SWOT results. To succeed,

this data should be always kept up-to-date, considering current market conditions and forecasts.

Long-term planning is about setting a process by which a particular strategic plan will be achieved. This process focuses on activities that start now and continue well into the future. It will help you to align project work with the strategic goals and coordinate departments to keep them in sync and make sure they are ready to execute the plan according to a given timeframe and milestones. Long-term planning usually differs for each department and involves monitoring and evaluating activities, as well as establishing goals that you expect to achieve five or more years ahead (Sharma et al. 2019). Long-term planning involves goals that take a longer time to reach and require more steps; they usually take a minimum of a year or two to complete. They aim to permanently resolve issues and reach and maintain success over a continued period.

Concepts of Employee Engagement

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employee, (Aninkan et al. 2014). An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values. In contrast, a disengaged employee may range from someone doing the bare minimum at work (aka 'coasting'), up to an employee who is actively damaging the company's work output and reputation. An organization with "high" employee engagement might therefore be expected to outperform those with "low" employee engagement (Bakar,2013).

The concept of employee engagement was first proposed by Kahn (1990) as cited in Bakar(2013).as the harnessing of organization members' selves to their work roles; self-employment and self-

expression of people physically, cognitively, and emotionally in their work lives. Since Kahn proposed this concept, researchers have proposed different definitions which reflect different understanding of employee engagement in each study, but this caused confusion for business management whether the efforts which improve employee engagement are working in all organizations.

Employee engagement included not only cognition, but also the flexible application of emotions and behaviors. Bedarkar et al. (2014) stated that engagement is a mixture of commitment, loyalty, productivity, and ownership. Bakar (2013).opined that employee engagement is a different and unique concept which is composed of knowledge, emotion and behavior. Aninkan et al. (2014) is of the view that employee engagement is the employee's active involvement in work and the state of full physiology, cognition, and emotion that accompanies the work engagement.

Similarly, Aninkan et al. (2014) opined that employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being. Employee engagement is based on trust and integrity, two-way commitment and communication between an organization and its members. It is an approach that increases the chances of business success, contributing to organizational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can be lost and thrown away.

Measures of Employee Engagement

Various studies have adopted various measures of employee engagement such as energy, involvement and absorption, however this study adopted employee dedication and vigor as measures of employee engagement.

Employee Vigor

Vigor as a concept is drawn from, the view that individuals share a basic motivation to obtain, retain and protect the things they value, such as resources (in this case, energetic resources), (Hobfoll, 1989 as cited Bakar, 2013). Energetic resources refer to physical strength, emotional energy and cognitive liveliness. Vigor focuses on the notion of having "energy" at work Shirom, 2003, as cited in Bakar, 2013), Aninkan et al, (2014) is of the view that vigor is high levels of energy and mental resilience while working, the willingness to invest effort in one's work and persistence even in the face of difficulties.

Vigor reflects the drive to expend effort in the work one does, ability to remain steadfast in the wake of job related obstacles and a demonstration of high levels of energy (Schaufeli et al. 2004 as cited in Bedarkar & Panita, 2014). Vigor is a positive affective response to employee's interactions with the elements of job as well and the environment. Vigor is characterized by high levels of energy and mental resilience while working; the willingness to invest effort in their work and persistence even in the face of difficulties.

Bakar (2013) opined that vigor (positive affect) is associated with optimistic dynamism and resilient mentality in the performance of work related roles. Vigor related to psychological capacities for exercising will power and developing alternative ways to achievement optimism in expecting future success and resilience to persist in the pursuit of goals. It acts as a motivator in the midst of difficulties at work. A person who is vigorous at work distinctly represents an engaged employee. Vigor is a high level of physical and mental energy, the willingness to invest energetic and discretion efforts and to be persistent in performing job related roles notwithstanding, the difficulties.

Employee Dedication

Dedication is defined as being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge" (Bedarkar, et al., 2014). Dedication refers to

Page: 947

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

affective and cognitive processes "that might also occur when not busy with one's tasks, but when thinking about them during non-work time or when telling others above one's work" (Bedarkar, et al., 2014). It cannot motivate acts such as working hard and giving the best that one can at work the employee sees the work as important and puts up self- discipline behavior in following the rules, initiating measures to solving problems and exceeding one's personal requirements (Van et al, 1996 as cited in Bakar, 2013).

Dedication represents employees' commitment to their work based on the challenges, inspiration, pride and sense of meaning derived from their jobs. The interactive nature of work engagement contributes to employees' job satisfaction and in suppressing the intensions to quit (Aninkan et al. 2014). Dedication represent employees' commitment to their work based on the challenges, inspiration, pride, and the sense of meaning derived from their jobs.

In terms of personal resources, dedicated employees seem to be from other employees, including optimism, self-efficiency and self–esteem resilience, positive coping style and demographic variables (Bedarkar et al. 2014). These resources can help dedicated employees control and influence their work environment. Thus personal resources promote employees' dedication. Dedicated employees are more active in their work, have better health and perform better, more satisfied from work, higher organizational commitment and less willingness to leave the organization (Bedarkar et al. 2014).

Short Term Planning and Employee Engagement

Claessens, et al (2017) demonstrated that employers should consider investing in workforceengagement, because recent researches on this topic have clearly indicated that there was a positive association between work engagement, time management and performance outcomes, such as employee retention and productivity. Certain scholars (Hisrich et al. 2002) added that employees who are engaged managed their time

effectively and it shows a sense of involvement which enhances the effectiveness of employee in attainment of set goals or objective. Short term planning influence employee vigor as it is quick to be evaluated and appraised since short term planning is for a specific short period of time usually annually.

Short Term Planning and Dedication

Steven (2019) opined that short term planning enhances employee job dedication as they are more productive because they are motivated toward accomplishing their work beyond any personal factor. They are also more focused than those of disengaged counterparts. Furthermore, employees who are engaged are more dedicated to their work and in most cases assumed to work more efficiently and effectively with the aim of putting the success of the organization in their minds as a top priority.

Long Term Planning and Employee Vigor

Valleria (2009) opined that long term planning is centered toward attaining the climax of an organization which is the attainment of the vision and mission of an organization, Vigor influences employee performance which help in achieving the organizational long term plan. Vigor is a series of interrelated affective state experienced by employees where they work, referring to an employee's feelings related to physical strength, emotional energy and cognitive activity. According to Bakar (2013), Vigor can be described in terms of an employee's levels of energy and the mental resilience while doing his/her work. Hisrich et al. (2002) indicated that Vigor refers to the mental and physical health of an employee which help in the achievement of a realistic goals and objective.

Long Term Planning and Employee Dedication

Tavakoli et al (2013) expressed dedication in terms of being highly involved in the work and is reflected through the feelings of enthusiasm, challenge, and significance. There is a passive and positive relationship between employee dedication and long term planning, if employees are dedicated to their job, there is an indication that organizational long

term plan will be actualized which will help in the attainment of organizational goals and objectives.

Theoretical Review

This study is anchored on Parkinson's Theory

Parkinson's Theory (Cyril Northcote Parkinson, 1955)

Parkinson's Law, created by British naval historian and author Cyril Northcote Parkinson, states that "work expands so as to fill the time available for its completion. Parkinson's law is the adage that "work expands so as to fill the time available for its completion." It is sometimes applied to the growth of bureaucracy in an organization, but can be applicable to all forms of work.

Relevance of the Theory

However, Parkinson's Law is simply an observation, not some voodoo magic. It works because people give tasks longer than they really need, sometimes because they want some "leg room" or buffer, but usually because they have an inflated idea of how long the task takes to complete. People don't become fully aware of how quickly some tasks can be completed until they test this principle. Most employees who defy the unwritten rule of "work harder, not smarter" know that, despite the greater return on investment for the company, it's not always appreciated. That's related to the idea that the longer something takes to complete, the better quality it must inherently be.

As you get started with Parkinson's Law, make a list of your tasks, and divide them up by the amount of time it takes to complete them. Then give yourself half that time to complete each task. You have to see making the time limit as *crucial*. Treat it like any other deadline. Part of reversing what we've been indoctrinated with (work harder, not smarter) is to see the deadlines you set for yourself as unbreakable just like the deadlines your boss or clients set. Use that human, instinctual longing for competition that fuels such industries as sports and gaming to make this work for you. You have to win against the clock; strive to beat it as if it were your opponent, without taking shortcuts and producing low-quality output. This is particularly helpful if you're having trouble taking your own deadlines seriously.

At first, this will be partially an exercise in determining how accurate your time projections for tasks are. Some may be spot on to begin with, and some may be inflated if you're not used to using Parkinson's Law. Those that are spot on may be the ones that you are unable to beat the clock with when you halve the time allotment, so experiment with longer times. Don't jump straight back to the original time allotment because there may be an optimum period in between.

When implementing Parkinson's Law, look for those little time-fillers, like email and feed reading, that you might usually think take ten or twenty minutes. These are the "cockroaches" of the productivity world little pests that do nothing but make your life a pain in the backside, pains that you can't seem to get rid of no matter how much you run around the house with a shoe or bug spray.

Empirical Review

Ansoff, et al. (1970) examined the context of strategic planning in United States in 62 large American manufacturing firms. The study found that firms having planners outperform, non-planners and planning firms showed better financial performance criteria than those of non-planning firms. Supportively, the study of Herold (1972) in 10 industrial firms also showed that formal planners outperformed informal planners. Hence, planning organization do better than those organizations that are no planning or having proper plans. These shows that, these organizations by their way of planning, train, invest on the employees and returns allow the ir employee to invest in the organization.

Misra et al. (2012) in a conducted research titled college students' academic stress and its relation to their anxiety, time management and leisure satisfaction. The quantitative approach was used for the research. Questionnaire was used as the

Page: 949

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

research instrument. The questionnaire was divided into two sections: personal data and research questions. The questionnaire was based on close-ended questions. The sample size of the study was 249 respondents that were selected randomly. ANOVA and T-test technique were carried out with the aid of SPSS to analyze the data collection. The data analysis showed that time management behaviors had an inverse relationship with academic stress. Females were found to be good time manager than males but also suffer higher stress and anxiety.

Truemanet al. (1996) in UK worked on the comparison between time management skills and academic performance of mature and traditional-entry students with the objective to compare time management with academic performance. A questionnaire was designed to uncover the time management practices of the students. A self-administered questionnaire was designed to record the responses of 293 students selected randomly. Collected data was analyzed by using the correlation analysis. The findings pointed out those women students are more efficient in managing their time than male students, and older mature students are better time managers than the younger ones.

Britton et al. (1991) tested the effects of certain time management practices on students' academic achievements. A principal component analysis on a 35 itemized list provided three components, namely short-range planning, time attitudes, and long-range planning. The researchers found significant positive correlation between academic achievement (such as CGPA) and time attitude.

Cemaloglu et al. (2010) conducted research to determine the relationship between the time management skills and academic achievement of students who were potential teachers studying in faculties of education at Gazi University. The time management questionnaire was used as the research instrument. The findings of the study showed that there was a significant and positive relation between time planning and time

consumers and the academic achievement of the students; low and positive relation between time consumers and academic achievement; there was a meaningful and moderate relation between time management and academic achievement.

Abdullah et.al (2012) Conducted research to investigate the connection between time management and job performance. Self-administered questionnaire was used to conduct the research. The study adopted random sampling technique and 220 respondents participated in the survey. It is concluded that job performance has a significant positive relationship with time planning, time attitudes and significant inverse relationship with time wasters. The researchers declared the three variables used in the study as the important factor for the human resource managers in order to get increased productivity from the employees. In addition, the study showed time management effectiveness as one of the potent contributors of job performance. It is suggested that organizations should create a time effective culture in the organization.

Lucy et al. (2012) conducted research to discover the relationship between time management strategies and job performance in organizations with a particular focus on parastatals in Kenya. The methodology and approach used were a complex research design where statistical models of regression and correlation were used. Stratified Random Sampling Technique was used and Z-scores were used to test the hypothesis. The research showed a direct relationship between work performance and the handling of available time. The researchers concluded that managers working in parastatals should put more efforts in educating workers regarding management by objectives (MBO). Attainable targets should be set with a specified time limit. The researchers defined that clocking in and out is the easiest way of managing employee's time.

Okolo (2012) conducted research on effective time management: "panacea for higher productivity in organizations. The study examined the connection

between time management and managerial performance. Effective time management requires a number of managerial skills to be developed and it is one of the crucial aspects of management process. The study revealed that effective time management is an important tool to fulfill the organizational requirements. It is the set of various tools and principles to get the most out of time. The study examined what exactly effective time management is. It also discussed managerial levels and managerial efficiency and effectiveness. The researcher defined various time management problems faced by the mangers as interruptions, so much socialization, lack of decision taking ability and self-discipline. It is concluded that there is a need to be proactive and dynamic, prioritization, planning, determination of productive hours and fixing deadlines for all jobs. The paper concluded that proficiency of a manager hinges on effective time management for managerial efficiency.

Adeojo (2012) conducted research titled Effective time management for high performance in an organization with the objective to explain that how effective time management can improve the productivity and efficiency of the employees. The quantitative approach was used for the research. The management and staff of the Lasco Assurance Plc, Nigeria was used as the study population and they were sent a questionnaire. The questionnaire was based on close-ended questions. The sample size of the study was 80 respondents that were selected randomly. Simple regression technique was carried out by SPSS to analyze the collected data. The result then tested with the standard error test and T-test to confirm the results. The data analysis showed a positive relationship between the two variables in the research work. The findings revealed that effective time management is a key to excel organizational performance.

Ojokuku et al. (2011) worked on time management and organizational performance with the objective to examine the concept of time management in the public sector. A self-administered questionnaire was designed to record the responses of 1500 civil servants randomly selected in South-West Nigeria. Collected data was analyzed by using the correlation analysis. The findings pointed out that time management is important for effective service delivery, timely completion of assignments and for the promotion of excellence. The result indicated that there is a positive relationship between adequate time management and organizational performance. The findings showed time management as a key to achieve organizational objectives regardless of location, size and nature of the business.

Adebisi (2013) has carried research work on time management practices and its effects on business performance with the objective to determine the time management effect on business performance. The study focused small and medium enterprises as a case study. The research used both primary and secondary data. 43 small and medium enterprises were selected in North Central Nigeria. A total of 118 self-administered questionnaires were used and analyzed for the study. Analysis of Variance was used to test the hypothesis. From the findings, the researcher deduced that performance is measured in relation to time and effective time management reduces failure. Findings indicated that time management help organizations to survive well and also help them to increase profitability.

Gap in Knowledge
Several studies have adopted various dimensions of time management however, few or no study have adopted the dimensions of long term planning and short term planning in relating to employee engagement, it is in this regard that his study fill in the gap to provide extant literatures and findings in respect to time management and employee engagement.

FINDINGS
This study adopted deductive approach, secondary data as adequate and relative literatures were reviewed in course of this study. Various articles and publication were consulted and improve upon as such the findings of this study are highly

adequate and reliable. Therefore the findings of this study as follows;

- Short term planning enhances employee engagement. This finding is very significant for firms because it shows them the benefits and usefulness of practicing strategic planning that will leads to employee engagement.
- Long term planning improves employee's engagement. Valleria (2009) opined that long term planning is centered toward attaining the climax of an organization which is the attainment of the vision and mission of an organization, Vigor influences employee performance which help in achieving the organizational long term plan.

CONCLUSION AND RECOMMENDATIONS

Time management is a key to employee engagement and excellent organizational performance. The study revealed that time management and employee engagement influence the attainment of organizational goals and objectives; which means that time management resulted in high job engagement and motivation. Hence the study concluded that effective time management give rise to employee engagement which help in the attainment of organizational goals as such time management is effective and imperative to employee engagement and organizational performance.

The following recommendations were drawn from the study:

- Short term planning should be done annually by management and checkmate against employee dedication and employee vigor in other to determine if the set goal was actualized within the stipulated time as stated. This will help enhance employee engagement and influence effective time management.
- Long term goal should be set by management in other to evaluate employee dedication and vigor towards attaining the company's mission and vision purpose in a long run, this will help the firm to have a competitive advantage over others.

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Page: 954

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