Time Management and its Impact on Business Growth: A Study of Public Holidays and Work Stoppages in Nigeria

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Abstract

This article provides a nexus between time management, public holidays and other work stoppages in Nigeria. It looks at the negative consequences of having too many public holidays and work stoppages in a fragile and dependent economy like Nigeria. Too much of everything is bad it is said. Any action that leads to the stoppage of work activities is detrimental to the growth of businesses. Nigeria observes too many works stoppages in a calendar year, and research shows that intermittent and frequent works stoppages can cause damage to the efforts designed to make a country's financial and capital markets catch up with global trends. Further researches also show that Nigeria's financial system handles a large amount of transaction that principally involves all banks in the country. In turn, these institutions facilitate the transactions of all economic agents. This study treats all holidays as works stoppage; all off duty activities such as strikes that consumes economic or man-hour is referred to as work stoppage (strike inclusive).

Methodology/Design/Approach - The review includes 32 empirical studies on time management between 1982 and 2004. The idea is to find the exact definition of time management to enhance our understanding of its linkage to performance, planning, stress, health, skill etc.

Key Words: Time management, Public holidays, Work stoppages, Business growth.

Introduction: This work seeks to link time management to business growth, with particular reference to the negative effect of too many work stoppages in the Nigeria, included in the works stoppages are public holidays, whether a religious nature or other holidays observed in country. In other words, it is seeking the best way to manage time to suit the many public holidays, deal with time wasted in other work stoppages that affect business growth in the country.

 Our central theme is that too many public holidays are unhealthy for business growth in Nigeria because it involves waste of precious time required for business operations. The Nigerian business environment does not need too many work stoppages as we have it now. The study does not condemn public holidays, but the intermittent and spurious public holidays that

retards businesses rather than grow it. It deals with the real meaning of time management, its application and how impactful it has been on individual and organization setting.

There are continuous challenges in our lives. Life is an attempt to live, and struggle is required to achieve life goals through different means and ways. In this attempt to achieve life goals, people have to face hurdles and a flow of demands. At every point the determination to solve these demands increases. It is therefore critically important to work in order to survive fundamentally and then achieve life goals. In fact, human being is naturally a worker; we are as we work (Ake, 1992). In an attempt to engage in work or business activities, we need time to effectively achieve our priorities, but no time is enough to that is necessary, hence the need to manage the available time. Thus, time management is central to this research.

Business is a variant of work, we either work for ourselves or we work for others. Work is part of our routine activities where we have to deal with stress (Anazodo et al., 2012). According to Kavitha, 2009) stress can be evaded without difficulty or handled through appropriate time management method, and off work activities which we refer to as public holidays. Work stoppage may be in the form of strikes or public holidays as long as business, work or man-hours are paused. In this research, we did not discuss strike in isolation but as work stoppage.

We try to find importance of correlation between time management, stress and job performance, using questionnaires distributed among the participants. Software SPSS version 21 was used to find the correlation between time management and work performance. It was discovered that stress decreases job performance, hence efficient and effective time management and some days off work is necessary in business.

Rest is critical to life; public holidays are necessary in the lives of workers in order to rejuvenate and give their best performance in their jobs. Nevertheless, it is still a work stoppage because, it keeps people off work. In planning for public holidays, time management is involved

We assume that to achieve cohesion, we have to review existing literatures on time management, establish its impact on business growth, with specific reference to Public holidays and other work stoppages in Nigeria. We want to prove that work stoppage of any form, whether strike or public holidays do not promote business growth if they are as too much as we have them in Nigeria; it is our belief that Nigeria is having too much work stoppages presently that is affecting business operations, more so, our economy is fragile, and depended more on importation.

For clarity, time management is an item in business growth, it is an item in Public holidays, as well as an item in other work stoppages. Nigeria has become synonymous with public holidays, industrial actions and other work stoppages that lead to poor service delivery in public service and lack of efficiency and effectiveness in business management/administration. In this research, we are not treating public holidays in isolation but in generic term.

From 1999 to 2022, Nigeria has had 504 Public holidays in which people stay off works officially. Between 2012 and 2022, there have been 370 other work stoppages which impacted the business growth, thus the economy of the country. ASUU's face-off with the federal government which shut now public Universities for eight months in 2022 alone was too familiar to us. All work stoppages, affect time, and are turn affected by time. Nigeria observes

too many public holidays and has had more work stoppages that were unhealthy for business growth, thus, the economy of the country. And the available literatures on time management we reviewed, demonstrates that time management behaviours relate positively to perceived control of time, job satisfaction, and health, and negatively to stress.

The connection between time and stress management is learning to manage yours time properly to be more productive and avoid being stressed, If you know how to manage your time correctly, tasks seem to be easier and stress-free in the long run, and effectiveness and efficiency maintained. Poor time management certainly destroys business activities, job performance, academic performance and other time related activities.

There seem to be no better ways to estimate the value of these lost productive hours and work days than from the management perspective. We will come out with a recommendation of better ways to handle time that will aid business growth. At the back of our minds is the assumption that many public holidays or work stoppages in any form leads to waste of man-hour that should be put to productive use or investment; and that investment in time resource is the best way of transforming a developing economy into a developed one. Time management is therefore fundamental to any economy in the sense that it creates in the working population a work ethics and time consciousness. Every business needs investment in time to achieve growth and independent. Having noted the way Nigerians waste and mismanage time and timing in far reaching activities that have consequential effect on the economy, it becomes critical that intellectual research be done to explain this poor time management culture in Nigeria, and recommend solution. We might not be able to exhaust this issue here, but we believe that a little intellectual contribution will lay a found for the students of time management.

Nigeria is lacking the kind of industrial spirit which propels the Chinese to unleash their creative energy and ingenuity in order to transform their country from agrarian society to an industrialized one, thereby becoming a business hub of the world today. There is too much time being wasted on holidays, apart from the ones orchestrated by IPOB in the South East which is not our concern here. That one is not part of this study, even though one cannot discuss the economic problem of the country without making reference to the insecurity in the South East region and IPOB activities in particular. Our focus here is the frequent public holidays and other work stoppages that consume business time. Our assumption is that in many work stoppages and public holidays kill man-hour; that we have poor time management culture which affects our business operations in Nigeria.

There is hardly a year that passes without Nigeria experiencing one form of work stoppage or the other that kills business time. Notorious among this is strikes; it is one industrial action/work stoppage that has not only changed Nigeria's business environment, but has led to brain drain, especially the education sector.

Our national holidays, religious, and others often declared in some States of Nigeria for one reason or the other. These have had great impact on time management, productivity and service delivery. Holidays are important in the working lives of people because of the impression it makes on the lives and health of workers, but it also impacts business growth, because employees are usually off-work, and businesses are shut down in vital sectors of the economy

in the process. Therefore, these holidays and other work stoppages are the luxury Nigeria cannot afford.

This research looks critically at how public holidays and work stoppages have affected time management, and thus, business growth in Nigeria. We assume that any country that spend her productive time or man-hours through work stoppages and unnecessary public holidays are bound to have a stagnated economy because a critical resource (time) is being wasted unduly. No one controls time, it can only be managed

1.1 Statement of problem

There are too many public holidays and work stoppages in a fragile Nigerian Economy that hinders business growth

1.2 Research Questions:

Does a fragile economy need intermittent work stoppages?

2. Object of study:

(a) To show that too many work stoppages is detrimental to the management of businesses in a fragile economy;

(b) to explain the relationship between time management and business growth;

(c) to prove that too many work stoppages in a fragile economy is an unnecessary leisure Nigeria does not need;

(d) to show the poor time management;

(e) to prove that public holiday is work stoppage

3. Conceptual Clarifications

Public Holidays: Public holidays are a paid work free days of religious or memorial nature. The minimum numbers of Public holiday is eleven – these are based on the decision of the President. The worker is entitled to the wages that would have been earned for working on that day. In 2022, Nigeria observed 21 public holidays. Public holidays impact business operations in Nigeria in both positive and negative ways. This research treats public holidays as work stoppage not in the sense of industrial action, but with its relation to time management and businesses generally.

Work Stoppage: A work stoppage refers to the temporary cessation of work as a form of protest and can be initiated by either employees or company management. When initiated by employees, work stoppages refer to a single employee or group of employees ceasing work purposefully as a means of protest. There are various types of work stoppages, the most common of which is strike action organized by unions, which is a mass refusal to work.

From employer's side, work stoppages commonly take the form of lockouts, which is a temporary denial of employment during labour dispute with the aim of making it financially

impossible for employees to protest. Simply put, work stoppage is a collective stoppage of work by employees in a business or an industry to protest working conditions. According to Aleksander (2009), Strike action is referred to as a work stoppage; the concerted refusal of employees to perform work that employers have assigned to them in order to force the employers to grant certain demanded concessions, such as increase in wages or improved employment conditions. Strike action is also called labour strike, is a work stoppage caused by mass refusal of employees to work. A strike usually takes place in response to employee grievances. Strike became common during the Industrial Revolution when mass labour became important in factories and mines. In most countries, strike actions were quickly made illegal, as factory owners had far more power than workers. Most Western countries partially legalized striking in the late 19th or early 20th centuries (Worral, 2014). A work stoppage is generally the last step in the labour management dispute over wages and working conditions. Because the employees are not paid when they go on strike and employers lose productivity, both sides usually seek to avoid it.

This research treats Public holidays as work stoppage in generic sense, because even though wages are paid as if work was done. Work stoppage may not involve pay at times, but it has connection with time, or time management; in so far as productivity and productive time are lost.

Business Growth: Business Growth is used as a corporate strategy. Growth is where they net profits, assets, and sales increase significantly and there is the chance of taking advantage of the curve where the unit per cost of the sold product will be reduce, meaning there is an increase in the profit. Different indicators are grouped into business output qualitative indictors, business outcomes and capacity (Absanto and Nnko 2013).

Growth increase in size or quality improvement resulting from development in which the interacting internal changes series will increase in size. It will be complained by changes in the characteristics of the growing object. The assets, net profit, and sales will increase. Business growth is a stage where the business reaches the point for expansion and seeks additional options to generate more profit. Business growth is a function of the business life cycle, industry growth trends, and the owners' desire for equity value creation. Business growth is a mature stage in business activities in which values are created and chain achieved. It is the process of making business bigger and more successful over time. This can be achieved in a number of ways, such as increasing sales, expanding into new markets, or developing new products or services.

In other word, business growth refers to the increase in company's size, revenue, market share, and profitability over time. This can be achieved through a variety of means, including expanding into new markets, developing new products or services, and increasing sales. There are two ways of classifying business growth. The two main types of business growth include **organic and inorganic growth**. The type of business growth chosen by a company will determine its business growth.

Time management: There is no agreement on the definition of time management in the past studies. Although many authors referred to Lakein (1973), who suggested that time management involves the process of determining needs, setting goals to achieve these needs,

prioritizing and planning tasks required to achieve these goals, several other definitions were suggested. Thus, time management has been referred to as: techniques for managing time (Jex and Elacqua, 1999); Davies, 2000);(Macan *et al*,1990); Mudrack, 1997); a technique for effective time use, especially having enough time to accomplish the many tasks required (Orpen, 1994; Slaven and Totterdell, 1993; Woolfolk and Woolfolk, 1986); planning and allocating time (Burt and Kemp, 1994; Francis-Smythe and Robertson, 1999a); the degree to which individuals perceive their use of time to be structured time purposive (Bond and Feather, 1988), Strongman and Burt, 2000, Sabelis, 2001; Vodanovich and Seib, 1997); a way of getting insight into time use (Koolhaas *et   al.*, 1992); a technique to increase the time available to pursue activities (King et al., 1986); practices intended to maximize intellectual productivity (Britton and Tesser, 1991);an application of self-regulation processes in the temporal domain (Griffiths, (2003); copying behaviour in a-risk populations (King *el al.,* 1986); self-regulation strategies aimed at discussing plans, and their efficiency (Eilam and Aharon, 2003); the use of procedures that are designed to help the individual to achieve his or her desired goals (Hall and Hursch, 1982); ways to assess the relative importance of activities through the development of a prioritization plan (Kaufman-Scarborough and Lindquit, (1999); clusters of behaviours that are deemed to facilitate productivity and alleviate stress (Lay and Schouwenburg, 1993. Some authors gave no definition al all (Barling *et al*., 1996, Simons and Galotti, 1992; Trueman and Hurtly, 1996).

Besides time management, other terms, such as time structure (Bond and Feather, 1988), were used interchangeably with essentially the same meaning. Because a commonly accepted definition of the concept was lacking, we found it difficult to determine the exact content of time management in the past research, to describe the current state of affairs, and to identify which parts are responsible for what results

Based on the literature, we suggest a definition of time management as "behaviours that aimed at achieving an effective use of time while performing certain goal-directed activities". This definition highlights that the use of time is not an aim in itself and cannot be pursued in isolation. The focus is in some goal-directed activity, such as performing a work task or an academic duty, which is carried out in a way that implies an effective use of time.

These behaviours comprise:

- Time assessment behaviours, which aim at self-awareness of here and now or past, present, and future (Kaufman et al, 1991) and self-awareness of one's time use (attitudes, cognitions, e.g. Wratcher and Jones, 1988), which help to accepts and responsibilities that fit within the limit of one's capabilities
- Planning behaviours, such as setting goals, planning tasks, prioritizing, making to-do lists, grouping tasks (e.g. Britton and Tesser, 1991; Macan, 1994, 1996) which aim at effective use of time.

Time management refers to the process of planning and exercising conscious control of time spent on specific tasks or activities- especially to increase effectiveness and efficiency. It is simply managing time effectively so that the right time is allocated to the right activity. Effective time management allows individual catch up with activities effectively. It involves

of various demands upon a person relating to work, social life, and family, hobbies, personal interests, and commitments with the finite nature of time.

Using time effectively gives the person "choice" of spending or managing activities at his own time and expediency** Time management may be aided by a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects, and goal complying with due date. Initially, time management, referred to just business or work activities, but eventually, the term broadened to include personal activities as well. A time management system is a designed combination of processes, tools, techniques and methods. Time management is usually a necessity in any project management as it determines the project completion time and scope.

The major theme arising from the literature in time management include creating an environment conducive to effectiveness (in terms of benefit, quality of result, and time to complete tasks or project setting of priorities, the related process of reduction of time spent on non-priorities, and implementation of goals). Good time management leads to efficiency and effectiveness. Poor time management leads to missed deadlines and rushed submissions, which translates to shoddy output, unsatisfactory or delayed client delivery, and client dissatisfaction. Over time poor time management adversely affects the health and brand of the organization.

4. Literature Review

During the last two decades, there has been a growing recognition of the importance of time in the organizational literature. According to Orlikowsky and Yates (2002), the temporal dimension of work has become more important because of expanding global competition and increased demands for immediate availability of products and services. Garhammer (200) has pointed at the increased pace of life shown in doing things faster (acceleration), contracting time expenditure (e.g. eat faster, sleep less) and compressing actions (making a phone call while having lunch). Other studies have examined the perception of time in organizational context (e.g. Palmer and Schoorman, 1999) and the experience of time pressure among employees (e.g. Jackson and Martin, 1996; Major *et al*, 2002; Teuchmann *et al*, 1999).

The increasing salience of time is reflected in theoretical as well as practical publications. A number of authors discussed the need for better incorporating time in theoretical models and research designs (e.g. Anna et al, 2001; George and Jones, 2000); Wright, 2002). Others focused on the ways in which people in organizations manage their, and on ways in which these factors can be improved (e.g. Macan, 1994). In this article, we will address time from the second perspective, and review the empirical findings on time management. More specifically, we will review definitions of time management, discuss methods for studying time management, summarize empirical findings on time management and the use and effectiveness of time management methods, identify gaps in the present research literature, and give suggestions for future.

The interest in time management is by no means new. The problem of how to manage time was already discussed in the 1950s and 1960s, and several authors proposed methods on how to handle time issues on the job (e.g. Drucker, 1967; Lakein, 1973; Mackenzie, 1972; McCay, 1959). They suggested simple remedies such as writing work plans down on paper (so-called "to-do lists") in order to increase job performance. At the same time, same authors (e.g.

Drucker, 1967) recognized that planning tasks and activities does not always lead to the completion of planned work, especially when time pressure is high.

McCay (1959) developed a concept of time management training programme, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make daily planning, how to prioritize tasks, and how to handle unexpected tasks. Many books and articles were written to convey these and similar ideas to managers, promising them a greater effectiveness while using less time (e.g. Blanchard and Johnson, 1982). Over the years the focus of time management publications and training courses has shifted from managers as the major targets group to a broad audience o working people. The term "time management" is actually misleading. Strictly speaking, time cannot be managed, because it is an inaccessible factor. Only the way a person deals with time can be influenced. Time management can be viewed as a way of monitoring and controlling time (e.g. Eilam and Aharon, 2003). In this regard, it would be more appropriate to speak about self-management with regard to the performance of multiples tasks with a certain time period. But in the literature, the terms self-management has a different meaning. It refers to monitoring and regulating oneself, but without any specific reference to techniques for monitoring time use. Therefore, we will stick to the use of the term time management in the present paper.

In spite of all popular attention to managing time, relatively little research has been conducted on the processes involved in using one's time effectively (e.g. by using "prime time" to carry out important tasks) and completing work within deadlines. In 1987, a review was published that addressed the increasing popularity of time management (Richards, 1987). It discussed the principles mentioned by authors like McCay (1959) and concluded that, for instance, setting life goals and keeping time logs were important techniques for effectively managing one's time. Although this article was helpful in understanding the ideas behind the notion of time management, it was not a review of empirical time management studies. In fact, to our knowledge, no reviews of empirical research of time management have been published since the article by Richards (1987). Therefore, the first aim of the present study is to review past empirical studies on time management and to determine the state-of-the art in this area of research. We will review the way in which researchers have incorporated time management concepts and methods in their research and critically discuss the research designs they used. Questions to be addressed are: What is time management behaviour? What are its antecedents? What is its impact on the outcome variables, such as health and job performance? Our second aim is to determine in which areas more research is needed to extend the present knowledge of time management and the processes involved.

5. Method

According to Brigitte et al, 2004), empirical studies on time management published between 1954 (when time management was introduced) and 2005 were found through PsycInfo, Sociofile, and references of past studies. Query terms included time management, time use, time allocation, and time structuring. A first criterion for the selection of studies was that time management had been related to academic or work situations. Quite a few studies dealt with topics like rehabilitation after an injury or accident, geriatric afflictions, and other medical conditions (for example, Sakelaris, 1999), which fell outside the scope of our study. The second

criterion was time management behaviour or attitudes had been measured by means of instruments constructed for this purpose. In some studies (e.g. Sweidel, 1996), time management was measured post hoc by combining some items that were more or less related to time management. Results were therefore questionable and were not included in this review study. Using these two criteria, 35 empirical studies were selected for inclusion in this review. We will discuss these studies by presenting the theoretical contributions made, the definition of time management used, the measurement scales, the results, gaps in research, and suggestions for future research.

Results

Table 1 describes the studies included in this review in terms of: author(s) and the year of publication, the methods used, the samples, the measures of time management, and the variables involved.

S/N	AUTHOR	METHOD	SAMPLE	TIME MANAGEMENT MEASURE	VARIABLES INCLUDED IN THE STUDY
1	Adams and Jex (1997)	Survey	522 Employed Adult	TMBS	Test of factor structure of TMBS
2	Adams and Jex (1999)	Survey	522 employed adults	TMBS	Time Management behaviors, perceived control of time, W-F conflict, job satisfaction, health.
3	Bond and Feather (1988)	Survey	3 samples: 312, 160 and 211 students	TSQ	Time structure, self-esteem, depression, psychological distress, stat anxiety, trait anxiety, neuroticism, extraversion, health, physical symptoms, hopelessness, type a behavior.
4	Barling et al (1996)	Survey	102 car salespersons	Short version TMQ	Short-range planning, long-range planning, achievement striving, sales performance, years of sales experience
5	Britton and Tesser (1991)	Survey	90 freshman and sophomore under-graduates in psychology class	TMQ	Short-range planning, long-range planning, time attitudes, grade point average, scholastic aptitude test.
6	Burt and kemp (1994)	Study 1: experiment Study 2: Survey	Study 2:50 students	Activity Planning TSQ	Study 1: expected, retrospective, and actual task duration Study 2: time structure, role overload, activity duration, academic performance
7	Claessens et al. (2004)	Survey, longitudinal	70 R&D engineers	Planning scale	Planning, perceived control of time, work, strain, job satisfaction, and job performance

8	Davis (2000)	Survey	Women working in 14 different nursing homes	TMBS	Time management behaviours, job-induced tension, somatic tension, job satisfaction, experience, performance.
9	Eilam and Aharon (2003)	Interventions study, observations, and video recordings and video recordings	33 students	Yearly and daily planning reports	Planning tasks, awareness of discrepancies between suggested versus enacted work (monitoring), and readjusting plans over time.
10	Francis-Smythe and Robertson (1999)	Experiment, Survey	48 students or employee	TMBS, TSQ	Expected task duration, retrospective and prospective tasks, time management behaviors, time structure.
11	Green and Skinner (2005)	Survey	232 employed adults (134 also follow up measurement)	key skills questionnaire develop for the study several time	time management skills, time culture, stress, work home balance
12	Griffths (2003)	Survey	120 central office employees or teleworkers	TMBS	Time management behavior, self-reward, self-punishment, job product, job satisfaction, work-family conflict, stress, positive and negative affectivity, conscientiousness
13	Hall and hursch (1982)	Survey	4 members of faculty and staff at a university	An activity log and short survey	Time spent on high-priority tasks, feelings of effectiveness, satisfaction
14	Jex and ELACQUA (19990	Survey	525 employees of a variety of organizations or part-time students	TMBS	Time management behaviours, role conflict, role overload, W-F conflict, strain, feelings of control over time
15	Kaufman-Scarborough and linguist (1999)	Survey	112 participations (of which 95 worker)	TSQ	Time structure polychronicity
16	Kelly (2002)	Survey	130 undergraduate students	TMBS. TSQ	Time management behaviours, perceived control of time, time structure, worry
17	King et al (1986)	Survey	56 participants	Time management scale	Knowledge of time management, high-priority tasks, self-monitoring of working on high-priority tasks, self-efficacy, social support, stress, life events, spouse reports

18	Koolhaas et al. (1992)	Survey	469 personnel officers	PTP90 (Dutch scale)	Optimism, saving, here and now, past, rush, vagueness, timeliness, personal growth
19	Lang (1992)	Survey	96 undergraduate students	Time management coping scale	Time management behavior, coping, strain, somatic complaints
20	Lay and Schouwenburg (1993)	Survey	65 psychology students	Short version of TMBS	Trait procrastination, agitation, dejection
21	Macan et al (1990)	Survey	353 employees of 2 organizations study 2:341 students	TMBS	Time management behaviours, perceived control of time, role ambiguity, role overload, job induced tension, somatic tension, job satisfaction, type A-B Behaviour, job performance
22	Macan (1994)	Survey	38 employee from a social service agency	TMBS	Time management behaviours, stress, job satisfaction, job performance
23	Macan (1996)	Survey, intervention study	701 adults for TSQ 207 adults for TMBS	TMBS	Time management behaviours, stress, job satisfaction, job performance
24	Mudrack (1997)	Survey	96 undergraduate	TMBS, TSQ	Test of psychometric qualities of TSQ and TMBS
25	Orpen (1994)	Diary study	Students	Time management scale created for the study	Time management behavior, experienced overload, anxiety, depression, somatization, social desirability
26	Peeters and rutte (2005)	Survey	123 elementary school teachers	Short version of TMBS	Burnout, emotional exhaustion, personal accomplishment
27	Shahani et al (1993)	Survey	Study 1:93 undergraduate students Study 2:106 undergraduate students	1: TMBS, TSQ 2: TMBS	1: Time management behaviours, immediate time pressure, long-term personal direction (goal), time utilization, time anxiety, time submissiveness, time possessiveness, greedy attitude towards time 2: Comprehensibility of life, management of life, meaningfulness of life, high/low academic pressure
28	Simons and galotti (1992)	Survey, intervention study, and diary study	Study 1: 88 undergraduate students	Planning survey	Planning practices, goal settings, prioritizing, accomplishment scheduling
29	Slaven and totterdell (1993)	Survey, diary study interviews,	34 delegates of two time	Evaluation of management training,	Work commitment, internal work motivation, work environment factors

		and intervention	management training course	executives time management inventory	
30	Strongman and burt (2000)	Survey, diary study, interviews, and intervention	Study 1: 101 first year students	Study 1: TSQ	Time structure, procrastination, role overload, self-esteem, breaks
31	Trueman and Hartley (1996)	Survey, diary study	293 student	TMQ	Daily planning, confidence in long-term planning, age, academic performance
32	Van Eerde (2003)	Survey	37 trainees in time management workshops and 14 participants in control group	Short version of TMBS	TMB, time management training, emotional stability, worrying, avoidance reactions, training motivation
33	Vodanovich and seib (1997)	Survey	115 psychology	TMQ	Time management, personality types
34	Woolfolk and Woolfolk (1986)	Survey	81 beginning teachers	Evaluation time management training, self-reports about time management skills	Tasks that need to be finished (with different deadlines and measurement of meeting deadlines), self-report and external ratings of use of time management

As can be seen in Table 1, we found no empirical studies published before 1982. Obviously, time management has made its way into the literature without being accompanied by empirical research. The number of respondents in the studies ranged from four to 701, with an average of 90. Three types of research groups were included, i.e:

(1) Employees of different organizations (social service agencies, car dealers);
(2) Students following psychological classes; and
(3) Employees with double workload that is, working full-time while studying part time, or working full-time and running a household with children.

The majority of the respondents were recruited among students in psychology classes. Research methods included self-report questionnaires, Dairies, and experiment.

In any case, the nature of this research has determined the method we adopted here, and as it is usual, we build on the work of others.

6. Time management theory

Not only a definition, but also a theory on time management is lacking. The question "how does time management work and why?" is still unanswered. Only Macan (1994) presented a

model of time management that comprised antecedent, mediating, and outcome variables with respect to time management behaviours, Macan (1994) stated that time management training programs lead to three types of time management behaviours:

1. setting goals and priority;
2. mechanics of time management; and
3. Preference for organization.

She hypothesized that these behaviours result in perceived control of time, or the feeling of having control over one's time. Furthermore, perceived control of time was hypothesized to mediate between the time management behaviours and job-induced and somatic tension, job satisfaction, and job performance. Results show that time management training was positively related to only one scale of time management behaviours, goal setting and priorities. Setting goals and priorities and the mechanics of time management were positively related to perceived control of time, whereas preference for organization was not. Job-induced and somatic tension was negatively related and job satisfaction was positively related to time management behaviours and mediated by perceived control of time. Perceived control of time was not significantly related to job performance. These results imply that by implementing time management techniques, one is able to experience control over what can be done within workday time. This feeling in turn has a positive effect on job satisfaction, and job-induced and somatic tensions.

Three replication studies (Adams and Rex, 1999; Davis, 2000; Jex and Elacqua, 1999) provided only partial support to Macan's (1994) model, Jex and Elacqua (1999) found that perceived control of time partially mediated the relations between goal setting and prioritizing, and preference for organization on the one hand, and strain on the other hand, Adams and Jex (1999) found that perceived control of time mediated between setting goals and priorities, mechanics of time management, and preference for organization on the one hand, and health and job satisfaction on the other hand. Setting goals and priorities and preference for organization were positively related to perceived control, whereas mechanics of time management were negatively related to perceived control of time. Davis (2000) found that perceived control of time only acted as a mediator in the relation between preference for organization and the outcome variables job related tension, somatic tension, and job satisfaction. Claessens *et al.* (004) used a different time management scale to test the mediation model over time. A planning scale was used instead. This study also revealed partial mediation of control of time.

In conclusion, these studies found some support for Macan's (1994) process model that hypothesized perceived control of time to fully mediate between time management behaviours and job- and person-related outcomes.

As for the relationship between particular time management behaviour and outcomes, it was found that planning showed most significant results. Bond and Feather (1988) for instance. Found that TSQ factor "sense of purpose" accounted for most of the variance in the total TSQ score and was therefore identified as the most important factor of the TSQ. Macan (1994) found that the subscale "goal getting and prioritizing" was significantly related to outcome such as perceived control of time and job satisfaction. Britton and Tesser (1991) found a positive

relation between short-range planning and grade point average of students, whereas long-range planning was unrelated. They stated that short-range planning was a more effective time management technique than long-range planning because plans could be adjusted to fast changes or unpredictable situations, which allowed for flexibility.

7. Analysis

Relationship between Time management, Business growth, Public holidays and other work stoppage

Public holidays and work stoppages of any kind affects time and is in turn affected by time. Public holiday is a variant of work stoppage, and they all needs time to plan thus business time. Business or productive time is the time spent in productive engagement including service delivery; time spent carrying out tasks or activities which ensure success and growth. It includes time spent in managing individual or corporate businesses. The growth of business depends on the amount of efficient and effective time devoted to it. Time is running every day, every minutes and every second. Even though it is the same for every 24 hours a day, (60 minutes an hour), every person experiences it differently, depending on the activity. But for a business, it is necessary to plan tasks and services and therefore to know how long every step in a project takes. Other studies have examined effects on performance in work and academic settings, such aa sales performance (Barling et al, 1996); job performance (Davis, 2000; Macan, 1994); college grades (Britton and Tesser, 1991; Trueman and Hartey, 1996); academic performance (Burt and Kemp, 1994); grade point average (Britton and Tesser, 1991); and total study habits score (Bond and Feather, 1988). For students, particularly those on works/study and shared works in-between time, it is important to plan their activities ahead of time, as time lost is never regained.

Every human activity needs time to plan including holidays. Employers need time to plan for public holidays in order to just to meet up the production flow, while employees needs to be time conscious to avoid work stress, and mental health. Time structure or time consciousness leads to better performance and growth of business as study shows.

Trying to estimate a minute is easy when you count to 60. But even with this trick, you often miss the exact second. Trying to estimate a longer time period is getting more difficult, especially when there are distractions all around. During the workday, there are a lot of other tasks to concentrate on.

After completing a project, it is tricky to tell how long each step took. A day with nothing to do feels much longer than one with a single, important project to manage. This is complicated by the fact that every person experiences time differently depending on whether he or she like or dislike an activity, Nice and happy moments seem to fly while negative hours feel like days. Therefore, two employees can experience the exact same workday differently.

Your time estimation skills decide whether you will succeed or fail. Good time management practices go beyond the usual guesswork. Sometimes, it takes the form of meticulous planning and at times, you might need to take some help from advanced time tracking.

Time management activity has been studies in relation to several other outcome variables. A first major groups of studies have looked into the effect on proximal variables, such as accurately estimated time duration (Burt and Kemp, 1994; Francis-Smyth and Robertson, 1999a); spending time on high-priority tasks (Hall and Hursch, 1982); the ability to readjust plans to improve progress rate (Eilam and Aharon, 2003).

In The holiday making, tour, vacations, all these are time off, or off work activities, they involve time consciousness, hence time management is one of the most critical skills that will take you far in your life- both personal and professional life. If you aren't managing your time effectively, sooner you will enter into the state of pandemonium. Time, being such an aspect of life, deserves to be treated in the most respectful manner. This research shows that time management can help to curtail the effect of work stress, and thus mental health. This is why you need time off work. The time off in the nature of annual leave, vacation is necessary to keep the employee alive to work another day, and build on the moment of productivity.

On the contrary, if you are unable to manage your time effectively, you could experience undesirable consequence such are stress, business loss, failure planning.

Many people attend a time management course training as they see and feel the impact poor time management has on their business. Time is certain a factor in business, in productivity - productivity in terms of service delivery, or production output, in efficient management. The fact, is that those who get more done are good in managing time. Time consciousness is one of the principles of business management, being it small or big business Time management is about being more productive. It is about getting high quality work done in time that I available to us.

Conclusion

There is always a misconception that time management is about using a range of tools to manage tasks. This isn't necessarily true as time management is much more about attitude and behaviour than having the tools. Time management is getting the most from your day by prioritizing the tasks you are working on the most important tasks and not allowing the less important or valuable tasks to get in the way. It is about achieving the goals that you set yourself or your business sets for you. As earlier stated, time is business and business is money. Too many Public holidays disrupts business growth because it has negative impact on the financial system and of the country.

As mentioned earlier, having the tools to prioritize, plan and schedule are valuable but having the right attitude is massively important. In order to manage yourself more effectively around the time you have available, your mindset needs to be right- it needs to be positive.

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We want to prove that

(1) That Nigeria is a depend economy
(2) That a dependent and developing economy does not need the luxury of too many Public holidays such as we have in Nigeria (Too many public holidays limits the growth of small businesses.
(3) That in a country with high unemployment rate, small businesses are the engine room of development
(4) That a country with poor time management, it is small businesses that suffer most
(5) That the principal ideology for Nigeria's indigenization policy which is to place Nigerians in the commanding height of their economy will only be achieved through the initiation of policies that promotes the growth of small business in country
(6) That too much work stoppages will hamper the growth of small businesses
(7) That good time management is cultural or environmental
(8) That it is the cultural relativity of time management that gave vent to a poor time management otherwise known as "African time", a euphemism for poor time
(9) That the growth of small businesses will reduce unemployment problem.