

Time Management and Entrepreneurial Performance among Registered Small and Medium Enterprises in Bida, Niger State, Nigeria

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Abstract

The Small and Medium Enterprises (SMEs) contributes significantly to the economic growth and development of every nation. The current study aims at investigating the effect of time management on entrepreneurial performance among registered SMEs in Bida, Niger State, Nigeria. The study adopts a quantitative survey design. The population of the study is 3,168 registered SMEs in Bida Local Government Area. A sample size of 343 was determined using Raosoft sample size formula. Copies of questionnaire were administered to owners/managers of registered SMEs and 339 successfully retrieved for data analysis. The data collected were statistically analysed by employing descriptive analysis; mean and standard deviation and inferential statistics; multiple regression analysis respectively. The results revealed a positive and significant effect between time management dimensions: Goal setting and prioritization, Scheduling plans and Time controls have a positive significant effect on entrepreneurial performance. The findings implies that goal setting and prioritization emerges as the strongest predictor and in contrast, scheduling plans insignificant effects performance, suggesting a rigid scheduling constrains entrepreneurs' performance. The study recommends that SMEs owners/managers should strictly uphold goal setting and prioritization as a major precedence for business succession, effectively manage hours allocation for jobs completion over interruptions and adopt flexible scheduling strategies to improve SMEs performance.

Keywords: Time Management, Entrepreneurial Performance, Small and Medium Enterprises, Bida, Multiple Regression Analysis.

Introduction

The performance of entrepreneurs constitutes a critical foundation for the contributions of Small and Medium Enterprises (SMEs) to economic growth and national development. Globally, SMEs play a pivotal role in wealth creation, employment generation, revenue mobilization, and Gross Domestic Product (GDP) expansion, particularly in developing economies such as Nigeria. Empirical evidence suggests that SMEs significantly enhance industrial development and competitiveness due to their inherent flexibility and strong capacity for innovation (Anifowose et al., 2022). Despite their recognized economic importance, many entrepreneurs in Nigeria continue to experience poor performance, often attributed to managerial inefficiencies, weak strategic orientation, and ineffective utilization of time in responding to dynamic market demands (Okafor, 2023). Among the

internal determinants of entrepreneurial performance, time management has increasingly attracted scholarly attention as a critical managerial competency affecting SMEs performance (Ogbaini et al., 2024). Thus, time represents a unique, non-renewable resource, and its effective allocation is essential for planning, decision-making, coordination, and control of business activities. Consequently, the extent to which entrepreneurs manage their time productively has direct implications for overall enterprise performance.

However, entrepreneurial performance in Nigeria exhibits notable regional disparities, largely driven by variations in infrastructure, managerial capacity, and access to resources. Evidence from regions such as South-West Nigeria and Lagos indicates relatively higher SMEs performance, supported by stronger managerial capabilities, innovation orientation, and improved market access (SMEDAN & NBS, 2021). In contrast, as observed by the researcher, operating in North-Central regions, particularly in Niger State, face persistent structural and managerial challenges, including weak planning systems and limited adoption of strategic time management practices. These disparities suggest that entrepreneurial performance is not solely resource-dependent but is also strongly influenced by the entrepreneur's ability to effectively manage time through goal setting, prioritization, scheduling, and control mechanisms.

Nevertheless, time management as conceptualized through dimensions such as goal setting and prioritization, scheduling, and time control, is increasingly recognized as a strategic capability that enhances decision-making efficiency, optimizes resource allocation, and improves task execution. Empirical studies consistently demonstrate that effective time management contributes to organizational efficiency, strategic alignment, and improved performance outcomes in SMEs. For instance, Nyamka and Ndagi (2022) proposed a multidimensional framework encompassing work scheduling, punctuality, and control of procrastination, emphasizing structured planning and adherence to timelines as drivers of productivity. Similarly, Odoh and Moluno (2023) identified goal setting, prioritization, and scheduling as essential components of effective time management, highlighting their role in achieving organizational objectives.

However, effective time management practices enable entrepreneurs to allocate adequate attention to critical business functions, respond promptly to market changes, and optimize limited resources. Conversely, poor time management often results in missed opportunities, operational inefficiencies, increased stress, and diminished enterprise performance. Thus, contemporary literature underscores the importance of managerial capabilities particularly planning, coordination, and time management in shaping entrepreneurial performance and competitiveness (Iweala & Joyce, 2026; Patzak, 2025). This perspective positions time management as a fundamental entrepreneurial competency that facilitates the structuring of activities, simplification of schedules, and achievement of performance objectives.

As perceived, despite the economic relevance of SMEs in Nigeria, many enterprises in Bida, Niger State, Nigeria had continued to experience unstable performance, low productivity, and high failure rates challenges that are frequently linked to internal managerial deficiencies rather than solely external environmental constraints. Although prior studies by Iweala & Joyce (2026), Igomu et al. (2024) Alyami et al. (2021), and Mohammadreza et al. (2015) conducted a similar studies and have established the relevance of time management in enhancing productivity, academic performance and employees' productivity, yet limited empirical attention has been directed toward its specific dimensions namely goal setting and prioritization, scheduling, and time control in relation to entrepreneurial performance within less industrialized regions like Bida. Existing research has largely concentrated on more developed commercial centers such as Lagos and South-West Nigeria, thereby creating a contextual and geographical research gap. This study addresses this gap by examining the effect of time management on entrepreneurial performance among registered SMEs in Bida Local Government Area of Niger State, North-Central Nigeria. Specifically, the study investigates the effects of goal setting and prioritization, scheduling, and time control on entrepreneurial performance. Accordingly, the study tests the null hypotheses that goal setting and prioritization, scheduling plans, and time control have no significant effect on the performance of registered SMEs in Bida Local Government Area.

Literature Review

Concept of Entrepreneurial Performance

Entrepreneurial performance remains a multidimensional construct with no universally accepted definition, as scholars conceptualize and operationalize it across diverse disciplinary and functional perspectives. Nevertheless, it has consistently attracted scholarly attention due to its centrality in explaining enterprise growth, competitiveness, and long-term sustainability. Broadly, entrepreneurial performance reflects the extent to which an enterprise achieves its strategic and operational objectives (Ilemona & Olaniyi, 2023). From a financial and market-oriented perspective, Olatoro (2024) conceptualizes entrepreneurial performance as the overall well-being of a firm, evidenced by improved financial outcomes and sustained market presence, driven by customer satisfaction, retention, loyalty, and increased market share. Similarly, Oladimeji et al. (2022) view entrepreneurial performance as the capacity of a firm to outperform competitors while fostering an enabling ecosystem that supports innovation, competitiveness, and sustainability. In a more outcome-based approach, entrepreneurial performance refers to the degree to which enterprises attain desired results such as profitability, growth, operational efficiency, and market expansion (Wakiso & Kinyua, 2025; Yunusa, 2023). Importantly, entrepreneurial performance is shaped by both internal and external factors. Internal determinants include managerial competencies, innovation capability, and resource management, while external factors encompass market conditions, institutional frameworks, and competitive dynamics. Empirical studies highlight those managerial

competencies particularly time management plays critical role in enhancing organizational performances, especially within emerging economies (Patzak, 2025). Thus, entrepreneurial performance can be understood as a function of how effectively entrepreneurs deploy their capabilities to achieve sustained competitive advantage.

Concept of Time Management

Time management is widely recognized as a critical managerial competency that influences individual and organizational effectiveness. It is commonly delineated as the ability to plan, organize, allocate, and control time across various tasks in order to achieve specific objectives efficiently (Iweala & Joyce, 2026; Sharma et al., 2025). This perspective emphasizes deliberate and structured decision-making regarding the use of time as a scarce and non-renewable resource.

Scholars further conceptualize time management as a behavioral and strategic capability that enables individuals to complete tasks accurately and within stipulated timeframes (Mammadov & Schroeder, 2023). It involves systematic planning, scheduling, prioritization, and self-monitoring, all of which contribute to improved productivity and performance. In this regard, time management extends beyond mere task completion to encompass the optimization of effort, enhancement of work-life balance, and alignment of activities with strategic goals. Studies suggests that effective time management enhances operational efficiency, decision-making quality, and organizational performance, particularly within SMEs (Ibidunni et al., 2021). In entrepreneurial contexts, time management enables business owners to prioritize critical tasks, minimize inefficiencies, and respond proactively to market dynamics.

In addition, time management emphasizes working strategically rather than merely increasing effort, by focusing on high-value activities and eliminating time-wasting practices (Igomu et al., 2024). Furthermore, time management is often conceptualized as a form of self-regulation, involving decisions about what tasks to perform, how to perform them efficiently, and when to execute them (Alyami et al., 2021). Thus, core elements of time management include goal setting, prioritization, and scheduling, which collectively guide effective resource allocation and task execution (Odoh & Moluno, 2023). Consequently, time management serves as a structured framework for enhancing productivity, coordination, and performance outcomes in entrepreneurial settings.

Goal Setting and Prioritization on Entrepreneurial Performance

Goal setting and prioritization constitute fundamental dimensions of time management that shape entrepreneurial focus and strategic direction. Goal setting involves the formulation of clear, measurable, and achievable objectives that guide business activities, while prioritization entails ranking tasks based on their importance and urgency to ensure efficient resource utilization. In the vein, evidence indicates that goal setting enhances clarity, improves focus, and strengthens performance outcomes by aligning efforts with

organizational objectives (Karki, 2023; Patzak, 2025). Entrepreneurs who adopt goal-oriented approaches are better positioned to identify opportunities, allocate resources effectively, and drive innovation and growth. Supporting this view, Igboanugo and Oguejiofor (2024) found that goal-focused strategies significantly enhance entrepreneurial activities, particularly in areas of innovation and risk-taking. Prioritization complements goal setting by enabling entrepreneurs to concentrate on high-value activities that directly influence business performance. Studies suggest that effective prioritization improves task completion rates, adherence to deadlines, and overall operational efficiency (Karki, 2023). In resource-constrained environments such as SMEs, prioritization is particularly critical, as it ensures that limited resources are directed toward activities with the greatest strategic impact. Consequently, entrepreneurs who effectively integrate goal setting and prioritization are more likely to achieve superior performance and sustain competitive advantage.

Scheduling Plans and Entrepreneurial Performance

Scheduling represents a key planning mechanism within time management, involving the systematic allocation of time to specific tasks, activities, and responsibilities. It enhances coordination, workflow efficiency, and operational discipline by ensuring that activities are executed within defined timeframes. However, in entrepreneurial contexts, effective scheduling enables business owners to manage multiple responsibilities, including production, marketing, and customer engagement (Sogaxa, 2021). Literature studied demonstrate that structured scheduling practices such as activity sequencing, time allocation, and timetable development significantly improve productivity, deadline adherence, and overall organizational performance (Karki, 2023).

Moreover, scheduling interacts synergistically with other time management dimensions, particularly goal setting and prioritization, to create an integrated system that supports efficient business operations. Similarly, entrepreneurs who combine structured scheduling with clear goal orientation achieve better operational outcomes and enhanced business performance (Igboanugo & Oguejiofor, 2024). Therefore, scheduling serves as a critical tool for improving coordination, minimizing delays, and ensuring the timely execution of strategic objectives.

Time Control and Entrepreneurial Performance

Time control refers to the ability of entrepreneurs to monitor, regulate, and evaluate how time is utilized in achieving business objectives. Paul and Gupta (2020), Anwar, et al. (2021), and Badiru (2024) assert entrepreneurial competencies to encompasses practices such as tracking progress, minimizing time wastage, and adjusting plans to ensure alignment with set goals and deadlines. As a dimension of self-regulation, time control enhances accountability and discipline, making it a critical determinant of entrepreneurial performance. Empirical evidence indicates that effective time control significantly predicts productivity outcomes, including task completion, efficiency, and adherence to deadlines.

(Karki, 2023). Additionally, studies show that monitoring and evaluation mechanisms such as performance tracking and periodic reviews contribute to improved organizational outcomes by ensuring consistency between planned and actual activities (Sogaxa, 2021). Furthermore, time control also plays a vital role in reducing procrastination and operational inefficiencies, thereby enhancing overall business performance. Entrepreneurs who actively monitor and adjust their use of time are better equipped to maintain efficiency, respond to changing conditions, and sustain competitive advantage (Odoh & Moluno, 2023; Mohammadreza et al., 2015).

Effect of Time Management on Entrepreneurial Performance

The combined effect of goal setting, prioritization, scheduling, and time control forms a comprehensive time management system that drives entrepreneurial success (Rajesh et al., 2025). These dimensions are interrelated and collectively influence performance outcomes by enhancing planning, coordination, and execution of business activities. In addition, structured time management practices are associated with improved productivity, innovation, and organizational effectiveness (Patzak, 2025). To this end, where resource constraints are prevalent, the integration of these practices are particularly important for optimizing resource utilization, improving decision-making, and achieving strategic alignment. Hence, entrepreneurs who effectively integrate goal setting, prioritization, scheduling, and time control are more likely to achieve sustainable performance, enhance competitiveness, and drive long-term growth.

Theoretical Framework

Goal-Setting Theory

There are some theories related to this study such as Resource Based-View, Dynamic Capability Theory, but this study is anchored on Goal-Setting Theory, originally developed by Edwin A. Locke in 1968 and subsequently expanded by Gary P. Latham. The theory posits that specific, challenging, and attainable goals lead to higher levels of performance compared to vague or easily achievable goals. It further emphasizes key mechanisms such as goal clarity, commitment, feedback, and task complexity as critical drivers of improved performance outcomes. According to the theory, clearly defined goals provide direction, enhance focus, and stimulate effort, while challenging goals increase motivation and persistence. Feedback mechanisms enable individuals to evaluate progress and adjust their strategies accordingly, thereby improving task execution and overall performance. In essence, Goal-Setting Theory explains how purposeful goal formulation and structured effort contribute to enhanced productivity and effectiveness. The relevance of this theory to the present study lies in its explanatory power regarding how time management dimensions specifically goal setting and prioritization, scheduling, and time control influence entrepreneurial performance. Entrepreneurs who establish clear and measurable goals are better able to direct their efforts toward high-value activities. When combined

with effective prioritization, such goals enable entrepreneurs to allocate limited time and resources efficiently, focusing on tasks that yield the greatest impact on business outcomes.

Furthermore, the principle of feedback embedded in Goal-Setting Theory aligns closely with the concept of time control, which involves monitoring, evaluating, and adjusting time usage to ensure alignment with predetermined objectives. Through continuous assessment of progress, entrepreneurs can identify inefficiencies, minimize time wastage, and improve operational effectiveness. A major strength of Goal-Setting Theory is its capacity to reduce ambiguity in task execution by providing clear performance targets. This clarity enhances decision-making, strengthens commitment, and fosters strategic behavior among entrepreneurs. Additionally, the theory supports the development of disciplined work patterns, as individuals are more likely to adhere to schedules and deadlines when guided by well-defined goals. In the context of this study, Goal-Setting Theory provides a robust theoretical foundation for understanding how structured time management practices contribute to improved entrepreneurial performance. It underscores the importance of deliberate planning, strategic prioritization, and continuous monitoring in achieving organizational objectives, particularly within resource-constrained environments such as small and medium enterprises.

Empirical Review

Iweala and Joyce (2026) investigate time management strategies for enhancing academic performance of students in public Universities in Rivers State. The study adopted the descriptive survey research design. The population of the study consists of 16,150 all final-year undergraduate students of 2024/2025 academic session in the three public Universities in Rivers State: Rivers State University, Ignatius Ajuru University of Education, and the University of Port Harcourt. A sample of 470 students was selected using a stratified random sampling technique to ensure representation across the disciplines. Data was retrieved through the copies of questionnaire administered. Descriptive statistics; mean and standard deviation, and inferential statistics: Pearson Product Moment Correlation were employed for the analysis. The study found a significant positive relationship between effective time management strategies; goal prioritization, scheduling, and task planning and students' academic performance. This study was limited to educational sector to examine students' performance in South-east region of Nigeria; hence the result lacks the general applicability to other sectors and region. Furthermore, Igomu, et al. (2024) studied the effect of time management on employee productivity in selected private schools within Keffi metropolis of Nasarawa State, Nigeria. The study employed a cross-sectional research design. The study population was 235 employees from six private schools, whom were administered copies of questionnaire via Google Forms, with a response rate of 93% (218 employees). The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis. The study found a positive significant effect of time management dimensions; Goal-setting, Procrastination and Punctuality on employee productivity.

among the employees of the six schools. The result indicated the crucial role of time management in enhancing productivity., contrary to expectations of procrastination, showed a positive effect on productivity and suggesting potential benefits of strategic task prioritization and Punctuality underscoring the importance of timeliness in the educational setting. However, the study limited focus to private schools could limits its findings for applications in other sectors.

In addition, Alyami et al., (2021) investigated the impact of time management on the academic performance of students among the diagnostic radiology technology students at King Abdul-Aziz University (KAU). The study adopted a cross-sectional survey-based study design and the population of the study was 200, while 152 students were targeted but 142 completed the questionnaire for data analysis. he SPSS software version 25.0 was used to analyze the data. The Pearson chi-square test was conducted to find association between the time management and GPA achieved. The study found student's perception, preplanning for studies have positive impact on academic performance of the students. preplanning their studies had been beneficial for their academic performance. However, no relationship was found between short range and long-range time management behavior on academic achievement. This study's limited focus to a single department of university of KAU could limit its findings to other geographical locations and sectors like entrepreneur performance in Bida, Niger State, Nigeria. Mohammadreza et al. (2015) examine relationship between time management, self-efficacy and entrepreneurship among Students among female school of technical arts in Ramsar in the academic year 2011 – 2012. The study adopted a survey design and the population of the study was 162 students. Thus, 150 students successfully responded to the copies of questionnaire administered using cluster random sampling techniques. The data obtained were analyzed by employing multivariate regression analysis and Pearson correlation coefficient. The study found a positive significant relationship between time management, self-efficacy and entrepreneurship among students of the selected technical schools in Ramsar. However, the study over reliance of small sample size, focus on time management and student's self-efficiency of selected technical schools in Ramsar, limits its findings for general applicability to entrepreneurs in Bida, Niger State, Nigeria because geographical diversity.

Nevertheless, despite these studies, there remains a gap in empirical literature specifically examining time management dimensions (Goal setting and Prioritization, schedule prioritization, and time control) and their direct effect on entrepreneur performance in Niger State, particularly in Bida Local Government Area. While prior studies have established the importance of managerial competencies in SMEs performance, there is limited empirical evidence focusing specifically on time management practices in Nigeria's North-Central region. Most studies concentrate on few States of Nigeria, leaving a contextual gap in understanding SMEs in Bida, Niger State. Thus, this study addresses this gap by examining how Goal setting and Prioritization, schedule prioritization, and time control affect entrepreneur performance.

Research Conceptual Model

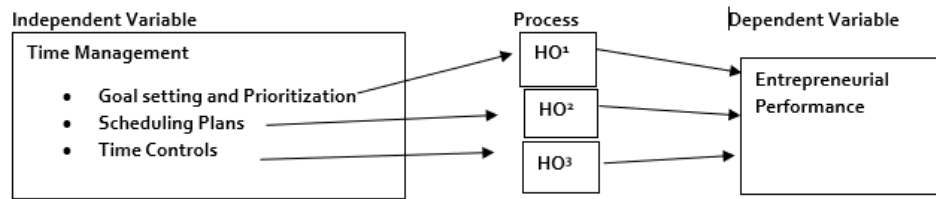


Figure 2.1

Source: Designed by the Researcher. 2025

Research Methodology

This study adopts a quantitative descriptive survey design to examine the effect of time management on entrepreneurial performance among registered SMEs across the fourteen wards of Bida Local Government Area, Niger State. The choice of a descriptive survey design is appropriate as it facilitates the systematic collection of quantifiable data from a defined population, enabling the analysis of relationships between variables and the generalization of findings. The target population of the study comprises 3,168 registered Small and Medium Enterprises (SMEs), as documented in the official compendium jointly compiled by the Government of Niger State and the United Nations Development Programme. This database was accessed through the Niger State Small, Medium Enterprises and Microfinance Agency, Minna Office, which serves as the regulatory and support body for SME development within the state. A sample size of 343 respondents was determined using the Raosoft Sample Size Calculator, based on a 95% confidence level and a 5% margin of error. This approach ensures statistical adequacy and representativeness of the sample relative to the population.

The Raosoft (2004) sample size formula is expressed as:

$$n = \frac{N \times Z^2 \times P \times Q}{N \times E^2 + Z^2 \times P \times Q}, \text{ Where: } n = \text{the Required Sample Size, } N = \text{the population (3,168)}$$

Z = Z-score at the desired 95% confidence level (1.96), P = Estimated Population Proportion (0.5), $Q = 1 - P$, hence $(1 - 0.5) = 0.5$, E = Margin of Error (5% or 0.05).

Therefore by substituting;

$$n = \frac{3,168 \times 1.96^2 \times 0.5 \times 0.5}{3,168 \times 0.05^2 + 1.96^2 \times 0.5 \times 0.5}, \quad n = \frac{3,168 \times 3.8416 \times 0.25}{3,168 \times 0.0025 + 3.8416 \times 0.25}, \quad n = \frac{3,042.5472}{7.92 + 0.9604}, \quad n = \frac{3,042.5472}{8.8804}$$

$n = 342.61, \cong 343$ Targeted Respondents.

A total of 343 copies of a structured questionnaire, designed using a five-point Likert scale, were administered to respondents using a combination of stratified and simple random sampling techniques to ensure adequate representation across the study area. Out of these, 339 copies were successfully retrieved and deemed suitable for data analysis, representing a high response rate and enhancing the reliability of the study findings. The internal consistency of the research instrument was assessed using Cronbach's alpha coefficients. The results indicate satisfactory reliability for all constructs, with values exceeding the recommended threshold of 0.70. Specifically, goal setting and prioritization recorded a

coefficient of 0.883, scheduling plans 0.927, time control 0.910, and entrepreneurial performance 0.913. These values confirm the reliability and consistency of the measurement scales employed in the study. The questionnaire items measuring time management practices and entrepreneurial performance were adapted from established and validated sources, including Alyami et al. (2021) and Macan et al. (1990), thereby ensuring content validity and comparability with prior studies. Data collected were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics, including mean and standard deviation, were used to summarize respondents' perceptions, with a benchmark mean score of 3.0 serving as the decision threshold. Inferential analysis was conducted using multiple regression to examine the strength and significance of the effect of time management dimensions on entrepreneurial performance. The functional form of the multiple regression model is specified as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \dots \dots \dots (1)$$

where: Y, represents dependent variable, which is Entrepreneurial Performance (EP), α = alpha constant term (function), β = Beta, X is a vector of explanatory independent variables: GSP = Goal setting and Prioritization, SP = Scheduling Plans, TC = Time Control and, ϵ = error term. Therefore multiple regression model is,

$$EP = \alpha + \beta_1GSP + \beta_2SP + \beta_3TC + \epsilon \dots \dots \dots (2)$$

Results and Discussions

Table 1: Descriptive Statistical Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Goal setting and Prioritization					
I regularly set specific short-term business goals for daily and weekly work.	339	1	5	2.62	1.290
I prioritize business tasks that have the greatest impact on achieving my enterprise goals.	339	1	5	3.12	1.144
I review and adjust my priorities when new work demands arise.	339	1	5	3.47	1.236
Scheduling plans					
I create written schedules for important business activities.	339	1	5	2.67	1.253
I allocate time blocks for key operations such as sales, customer service, and administration.	339	1	5	2.92	1.199
I prepare long-term plans that guide weekly business activities.	339	1	4	2.71	0.989
Scheduling plans					
I effectively minimize interruptions and distractions during work hours.	339	1	5	3.46	1.080

	N	Minimum	Maximum	Mean	Std. Deviation
I avoid procrastinating on important business tasks.	339	1	5	4.22	1.182
I follow my schedule even when unexpected issues arise.	339	1	5	2.33	1.100
Valid N (listwise)	339				

Source: Field Survey, 2025

SPSS, Version 27 Output

Table 1 presents the descriptive statistics of respondents' perceptions regarding the dimensions of time management, which are goal setting and prioritization, scheduling plans, and time control among registered SMEs in Bida, Niger State, Nigeria. The analysis is based on 339 valid responses, with all items measured on a 5-point Likert scale. Dimension one: goal setting and prioritization, the results indicate a moderate level of engagement among respondents. Specifically, the mean score for regularly setting specific short-term business goals is relatively low ($M = 2.62$, $SD = 1.290$), suggesting that many entrepreneurs do not consistently establish structured short-term objectives. In contrast, respondents reported a higher tendency to prioritize tasks that contribute significantly to enterprise goals ($M = 3.12$, $SD = 1.144$) and to review and adjust priorities in response to emerging demands ($M = 3.47$, $SD = 1.236$). This suggests that while formal goal-setting practices are weak, entrepreneurs demonstrate some adaptive prioritization behavior in managing their activities.

For dimension two: scheduling plans, the findings reveal generally low to moderate adoption of structured planning practices. The mean values for creating written schedules ($M = 2.67$, $SD = 1.253$), allocating time blocks for key operations ($M = 2.92$, $SD = 1.199$), and preparing long-term plans ($M = 2.71$, $SD = 0.989$) indicate that most respondents do not consistently engage in formal scheduling. This pattern suggests a lack of systematic planning, which may hinder operational efficiency and long-term performance.

Regarding time control practices as the third dimension, the results present a mixed pattern. Respondents reported a relatively high ability to avoid procrastination on important tasks ($M = 4.22$, $SD = 1.182$), indicating strong self-discipline in task execution. Similarly, minimizing interruptions and distractions yielded a moderate mean score ($M = 3.46$, $SD = 1.080$), suggesting some level of control over the work environment. However, adherence to schedules under unexpected conditions recorded a low mean score ($M = 2.33$, $SD = 1.100$), implying that many entrepreneurs struggle to maintain consistency in time management when faced with disruptions.

Broadly, the descriptive results suggest that while entrepreneurs exhibit moderate strengths in task prioritization and self-regulation such as avoiding procrastination, yet there are notable weaknesses in formal goal setting, structured scheduling, and consistency in time control. The relatively high standard deviations across most items further indicate variability in responses, reflecting differences in time management practices among

enterprises. These findings imply that improving structured time management practices could significantly enhance entrepreneurial performance.

Table 2: Entrepreneurial Performance

	N	Minimum	Maximum	Mean	Std. Deviation
My enterprise has achieved increased sales revenue in the past year.	339	1	5	3.47	1.105
My profits have improved compared with previous business periods.	339	1	5	3.42	1.267
Our business processes operate efficiently with minimal waste of time.	339	1	5	3.91	1.178
We complete key operational tasks within expected time frames.	339	1	5	3.60	1.483
We consistently meet internal productivity standards.	339	1	5	3.74	1.108
Valid N (listwise)	339				

Source: Field Survey, 2025

SPSS, Version 27 Output

Table 2 presents the descriptive statistics on entrepreneurial performance among registered SMEs enterprises in Bida, Niger State based on 339 valid responses measured on a 5-point Likert scale. The indicators capture both financial performance (sales and profit) and operational performance (efficiency, timeliness, and productivity). The above results show a moderate level of financial performance among the SMEs. Specifically, the mean score for increased sales revenue ($M = 3.47$, $SD = 1.105$) suggests that respondents generally perceive some growth in sales over the past year. Similarly, the mean value for profit improvement ($M = 3.42$, $SD = 1.267$) indicates a modest enhancement in profitability compared to previous periods. However, the relatively higher standard deviation for profit implies variability in performance across firms, suggesting that not all enterprises are experiencing consistent financial gains. In terms of operational performance, the findings indicate relatively stronger outcomes. The mean score for efficient business processes ($M = 3.91$, $SD = 1.178$) is the highest among all items, reflecting that many enterprises perceive their operations as reasonably efficient with minimal time wastage. Likewise, respondents reported moderate agreement with completing key operational tasks within expected time frames ($M = 3.60$, $SD = 1.483$), although the relatively large standard deviation suggests inconsistency in timely task execution across enterprises. Furthermore, the ability to consistently meet internal productivity standards recorded a mean of 3.74 ($SD = 1.108$), indicating a generally positive perception of productivity levels. This suggests that while firms may face challenges in financial growth, they demonstrate relatively stronger internal operational control and productivity management.

Generally, the descriptive statistics reveal that entrepreneurial performance is moderate, with stronger performance in operational efficiency and productivity than in financial outcomes such as sales and profit growth. The variability in responses across all indicators highlights disparities in entrepreneurial performance, likely reflecting differences in managerial capabilities, resource access, and business environments.

Inferential Statistics: Multiple Regressions Analysis

The three hypotheses are tested and analysed in this sub-section to unravel the key findings for the purpose of conclusion and recommendations.

HO¹: Goal setting and prioritization have no significant effect on entrepreneurial performance among the registered enterprises in Bida, Niger State.

HO²: Scheduling plans have no significant effect on entrepreneurial performance among the registered enterprises in Bida, Niger State.

HO³: Time controls have no significant effect on entrepreneurial performance among the registered enterprises in Bida, Niger State.

Table 3:

Model Summary ^b					Analysis of Variance (ANOVA)			p<0.05	
Model	R	R Square	Adj. R-Square	Durbin-Watson		Df	Mean Square	F-Stat.	Sig.
1	0.885 ^a	0.784	0.782	0.140	Regression	3	101.367	404.376	0.000 ^b
					Residual	335	0.251		
					Total	338			
Coefficients ^a				Unstandardized Coefficients		Standardized Coefficients			
				B	Std. Error	Beta	T-Stat.	Sig.	
	(Constant)			0.670	0.097		6.929	0.000	
	Goal setting and Prioritization and Prioritization			0.788	0.049	0.790	16.000	0.000	
	Scheduling Plans			-0.233	0.045	-0.232	-5.204	0.000	
	Time Control			0.355	0.047	0.326	7.545	0.000	
a. Predictors: (Constant), Goal setting and Prioritization, Scheduling Plans & Time Control									
b. Dependent Variable: Entrepreneurial Performance									

Source: Field Survey, 2025

SPSS, Version 27 Output

From the multiple regression model is, $EP = \alpha + \beta_1GSP + \beta_2SP + \beta_3TC + \epsilon$ is now interprets as: Entrepreneurial Performance (EP) = 0.670 + 0.788 + (-0.233) + 0.355 + 0.097

The model produced a strong positive correlation coefficient ($R = 0.885$), indicating a high degree of association between time management dimensions and entrepreneurial performance. The coefficient of determination ($R^2 = 0.784$) shows that approximately 78.4% of the variation in entrepreneurial performance is explained by goal setting and

prioritization, scheduling plans, and time control. The adjusted R^2 (0.782) confirms the strength of the model after adjusting for the number of predictors. However, the Durbin-Watson statistic ($DW = 0.140$) is substantially below the acceptable threshold ($\approx 1.5-2.5$), suggesting the presence of positive autocorrelation in the residuals, which may affect the reliability of the estimates and indicates a potential violation of regression assumptions. Furthermore, the ANOVA results show that the regression model is statistically significant ($F = 404.376$, $p = 0.000 < 0.05$). This indicates that the independent variables, taken together, significantly predict entrepreneurial performance. Therefore, the model provides a good fit for the data and is suitable for hypothesis testing.

However, the regression coefficient results of table 3 also reveal that goal setting and prioritization have a positive and statistically significant effect on entrepreneurial performance ($\beta = 0.790$, $t = 16.000$, $p = 0.000 < 0.05$). This implies that an increase in effective goal setting and prioritization leads to a substantial improvement in performance. This result implies that goal setting and prioritization are strong predictors of entrepreneurial performance and represent the most influential variable in the model. In contrary, scheduling plans exhibit a negative but statistically significant effect on entrepreneurial performance ($\beta = -0.232$, $t = -5.204$, $p = 0.000 < 0.05$). This suggests that increased reliance on scheduling practices, as currently implemented, is associated with a decrease in performance. This implies that, while scheduling plans is significant, its negative coefficient implies inefficiencies or rigid application of scheduling practices, which may hinder flexibility and responsiveness in business operations. In addition, time control shows a positive and statistically significant effect on entrepreneurial performance ($\beta = 0.326$, $t = 7.545$, $p = 0.000 < 0.05$). This indicates that effective monitoring and regulation of time contributes meaningfully to improve the performance of entrepreneurs. This implies that, time control enhances productivity, discipline, and operational efficiency, thereby improving entrepreneurial performance.

Discussion of Findings

The regression results reveal that goal setting and prioritization have a strong, positive, and statistically significant effect on entrepreneurial performance among registered SMEs in Bida, Niger State, Nigeria. The strong positive regression coefficient implies that improving formal goal-setting practices could yield substantial performance gains. This finding is also consistent with Goal-Setting Theory, which posits that specific and challenging goals lead to higher performance. In comparison with more developed regions such as Lagos and South-West Nigeria where entrepreneurs typically exhibit stronger planning and strategic management capabilities among registered SMEs in Bida, Niger State, Nigeria may benefit significantly from enhancing structured goal-setting practices to improve competitiveness and performance. This finding aligns with existing empirical literature, which emphasizes that clearly defined goals and effective prioritization enhance focus, improve resource

allocation, and drive business outcomes (Iweala and Joyce 2026; Igomu, et al., 2024; Alyami et al., 2021).

The regression analysis shows that scheduling plans have a negative but statistically significant effect on entrepreneurial performance among registered SMEs in Bida, Niger State, Nigeria. This finding deviates from prior empirical studies, which generally report a positive relationship between scheduling and performance (Sogaxa, 2021; Karki, 2023). Ideally, scheduling improves coordination, enhances workflow efficiency, and ensures timely task completion. However, the negative relationship observed in this study suggests that scheduling practices among entrepreneurs in Bida may be inefficient, rigid, or poorly implemented. The descriptive statistics support this interpretation, as respondents reported low levels of engagement in structured scheduling activities, such as creating written schedules and long-term plans. This indicates that scheduling may not be systematically applied, and when used, it may constrain flexibility rather than enhance productivity. In contrast, SMEs in more economically advanced regions of Nigeria might have been employ more structured and adaptive planning systems, enabling them to respond effectively to dynamic market conditions. The Bida context, therefore, reflects a gap in managerial capability, where scheduling practices may lack the sophistication required to positively influence performance.

The findings further indicates that time control has a positive and statistically significant effect on entrepreneurial performance among registered SMEs in Bida, Niger State, Nigeria. This result is consistent with empirical evidence suggesting that monitoring, regulating, and evaluating time usage enhances productivity, accountability, and operational efficiency (Karki, 2023). The descriptive analysis shows that respondents demonstrate strong self-regulation behaviors, particularly in avoiding procrastination and minimizing distractions. These behaviors contribute to improved task completion and efficiency, which explains the positive effect observed in the regression model. However, the relatively low mean score for adherence to schedules under unexpected conditions indicates inconsistency in time control practices. This finding suggests that while registered SMEs in Bida, Niger State, Nigeria possess some level of discipline in managing time, there is room for improvement in maintaining consistency and adaptability. Compared to SMEs other regions such as Lagos, Rivers and Kano, where time management practices are often supported by digital tools and structured systems, entrepreneurs in Bida may rely more on informal approaches, limiting the full potential of time control as a performance driver.

To this end, the overall regression model explains that time management dimensions are critical determinants of entrepreneurial performance among the registered SMEs in Bida, Niger State, Nigeria. These findings are consistent with broader literature that identifies time management as key drivers of performance in emerging economies. In alignment to the findings, Iweala and Joyce (2026) found a significant positive relationship between effective time management strategies; goal prioritization, scheduling, and task planning and students' academic performance. Igomu, et al. (2024) found time management in enhancing productivity, contrary to expectations of procrastination, which also showed a

positive effect on productivity, suggesting potential benefits of strategic task prioritization and punctuality underscoring the importance of timeliness in the educational setting. Alyami et al., (2021) found student's perception, preplanning for studies have positive impact on academic performance of the students. preplanning their studies had been beneficial for their academic performance. However, time control emerged as the strongest predictor of entrepreneurial performance, suggesting that the ability to minimize interruptions, avoid procrastination, and maintain focus substantially improves operational efficiency and profitability. Conversely, scheduling plans recorded a significant but negative effect on entrepreneurial performance, implying that rigid or formalized scheduling may constrain flexibility in small enterprises.

Conclusion and Recommendations

Conclusion

Based on the findings, the study concludes that that time management significantly affects entrepreneurial performance, with goal setting and prioritization emerging as the strongest predictor, followed by time control. However, the negative effect of scheduling plans suggests that not all-time management practices are equally beneficial, and poorly implemented scheduling may constrain performance among registered SMEs in Bida, Niger State, Nigeria.

Recommendations

The study recommends that SMEs owners/managers should strictly uphold goal setting and prioritization as a major precedence for business succession, effectively manage hours allocation for jobs completion over interruptions and adopt flexible scheduling strategies to improve SMEs performance. Furthermore, owners/managers should also develop effective time control mechanisms such as minimizing interruptions and reducing procrastination to enhance productivity and efficiency. Additionally, entrepreneurs should adopt flexible scheduling approaches rather than rigid timetables, allowing for responsiveness to environmental uncertainties. To this end, policymakers, business development agencies and SMEs support institutions should incorporate practical and adaptive time management training into entrepreneurship development programs to improve enterprise performance in similar contexts.

Contribution to Knowledge and Body of Literature

This study contributes to the existing body of knowledge by providing contextual and specific empirical evidence on the effect of time management on entrepreneurial performance within registered SMEs in Bida Local Government Area, Niger State, a setting that has received limited scholarly attention. It provides an insight on time management to the body of literature by demonstrating that not all dimensions of time management exert uniform effects on performance, as scheduling plans were found to negatively affects

entrepreneurial performance, while Goal setting and Prioritization and time control enhanced performance, providing a finding thereby advances theoretical understanding.

Suggestions for Further Studies

Future studies should adopt longitudinal research designs to examine the long-term effects of time management practices on entrepreneurial performance. Comparative studies across different sectors or geographical locations are also recommended to improve generalizability. Further research could incorporate moderating or mediating variables, such as environmental uncertainty, digital tools and entrepreneurial experience to deepen understanding of how time management practices translate into performance outcomes.

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