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Article InformationReceived: 22nd Oct, 2025Accepted: 18th Nov, 2025Published: 16th Dec, 2025**TIME MANAGEMENT STRATEGIES AND ENTREPRENEURIAL ORIENTATION
IN THE FINE-DINING RESTAURANT INDUSTRY IN PORT HARCOURT, NIGERIA****Dr. Nwakanma, Spencer Ugochukwu¹, Dr. Ogbumbada, Oluchi Vincent² & Dr. Amande Aondona Samuel Dogo³**^{1,3} Department of Management, Faculty of Administration, Ignatius Ajuru University of Education, Port Harcourt, Nigeria² Department of Entrepreneurship, Faculty of Administration, University of Port Harcourt, Port Harcourt, Nigeria**Email:** snwakanma@gmail.com¹; oluchi.ogbumbada@uniport.edu.ng², amandeaondona@gmail.com³**D.O.I: 10.5281/zenodo.18559533****ABSTRACT**

This study examined the effect of time management strategies on the entrepreneurial orientation of fine-dining restaurants in Port Harcourt, Rivers State, Nigeria. The study was anchored on Goal-Setting Theory and Social Cognitive Theory, which emphasize planning, self-regulation, and goal-directed behavior as drivers of entrepreneurial outcomes. A cross-sectional survey research design was adopted, targeting owners, managers, and supervisors of registered fine-dining restaurants. The population of the study comprised 150 managerial staff, from which a sample size of 108 respondents was determined using the Krejcie and Morgan sample size determination table. A total of 101 valid responses were used for data analysis. Data were collected using a structured questionnaire titled Time Management Strategies and Entrepreneurial Orientation Questionnaire (TMSEOQ). The instrument was validated through expert review, while reliability was established using Cronbach's Alpha, yielding a coefficient of 0.82. Descriptive statistics were employed to address the research questions, while simple and multiple regression analyses were used to test the hypotheses at a 0.05 level of significance. The findings revealed that time management strategies had a significant positive relationship with autonomy, competitive aggressiveness, and overall entrepreneurial orientation of fine-dining restaurants. The study concluded that effective time management enhances managerial independence, strengthens competitive actions, and promotes entrepreneurial behavior in the hospitality industry. The study recommended that restaurant operators, industry stakeholders, and policymakers prioritize time management training to improve entrepreneurial performance and sustainability of fine-dining restaurants in Rivers State

Keywords: Time Management Strategies, Entrepreneurial Orientation, Autonomy, Competitive Aggressiveness, Fine-Dining Restaurants, Rivers State

INTRODUCTION

In today's rapidly evolving business environment, where efficiency and effectiveness are increasingly prioritized by consumers and stakeholders alike, mastering time management has become a significant skill for organizations, work teams, and individuals' success. Managers, teams, employees, and even consultants are all challenged to devise innovative solutions to the dynamic and growing demands of both the internal and external business landscape. Effective time management transcends merely cramming more tasks into a day; it involves prioritizing what truly matters, setting clear goals and objectives, and creating a structured approach to daily activities (Okolie, 2025). By implementing effective time management strategies, individuals and organizations can optimize their time, focusing on high-impact tasks while minimizing distractions (Khanin, Rosenfield, Mahto, & Singhal, 2022).

Also, employing effective time management strategies, individuals and businesses can focus on high-impact tasks while minimizing the distractions and challenges that come with each day and job (Alhasani & Orji, 2025; North & Kumta, 2025; Sanaeifar, Houshmand, Moghri, Vejdani, & Tabatabaee, 2025). With the right techniques, anyone can enhance their efficiency, reach their goals, and foster a healthier work-life balance. Entrepreneurial Orientation (EO) refers to the strategic position of a firm that encompasses its willingness to engage in innovative practices, take risks, and proactively seek new opportunities (Bulto, Chebo, Regassa, Werku & Kloos, 2025; Abid, Aftab & Savastano, 2025; Castro-Lopez, Entrialgo, Liao & Santos-Vijande, 2025). EO is crucial for firms seeking to achieve competitive advantage and engender innovation in dynamic markets.

This article explores various definitions of time management strategies and entrepreneurial orientation. It examines some key time management entrepreneurial orientation approaches, highlighting their significance in empowering you to take control of your schedule, boost your productivity, and ultimately lead a more fulfilling life.

Time management strategies are techniques that enable individuals to prioritize tasks, utilize time efficiently, and boost productivity to accomplish specific goals (Britton, Bruce, & Tesser, Abraham, 1991). Time management strategies are steps that help individuals organize their time, prioritize tasks, and reduce procrastination to improve their overall performance (Claessens, van Eerde, Rutte, & Roe, 2007). Time management strategies also involve planning and consciously controlling the time spent on specific activities, intending to increase effectiveness, efficiency, or productivity (Macan, 1994; Ahmad Uzir, Gašević, Matcha, Jovanović, & Pardo, 2020). It also involves setting goals, prioritizing those goals, deciding how much time to allocate to specific tasks, and adjusting plans as they change (Manktelow, 2003). The approach to time management in any organization or environment is determined by the specific demands that need to be met.

The significance of time management strategies to whether individuals or business organizations cannot be overemphasized. They include increased productivity (Banu, Baral, & Kuschel, 2025; Boon, Jiang, & Eckardt, 2025; Junaedi, Renaldo, Panjaitan, Veronica, Putra, Tendra, Cecelia, & Miskon, 2025), stress reduction (Griva, Chandra Kruse, Hattinger, Högberg, Pappas, & Conboy, 2025; Alvarez Sainz, Ferrero, & Ugidos, 2019), help in balancing work-life (Ijomah, Idemudia, Eyo-Udo, & Anjorin, 2024; Oreopoulos, Patterson, Petronijevic, & Pope, 2022; Adebisi, 2013), and improved decision-making (Mostafa, Amuna, Salama, & Aqel, 2021; Gade, & Yeo, 2019; Oyarzun, Martin, & Moore, 2020). To enjoy these benefits, individuals or teams aiming for high efficiency and productivity must implement one or a combination of time management strategies that align with their specific objectives.

Starting your day with a plan, prioritizing the most important tasks, dividing larger projects into smaller tasks, limiting distractions, leaving the emails for later, batching tasks with time blocking,

avoiding multitasking for better focus (Attah, Garba, Gil-Ozoudeh, & Iwuanyanwu, 2024; Joel, & Oguanobi, 2024), blocking time off on your calendar, knowing when to say no to meetings, summarizing and reviewing your day, preparing your look-ahead (weeks or months), taking time to recharge (Badmus, Rajput, Arogundade, & Williams, 2024; Caubang, Briones, Baldovino, & Refozar, 2025), delegating and outsourcing, using Eisenhower's Decision Matrix, following the 80/20 rule (Pareto Principle), Rapid planning method, Flow time, and the Structured time management techniques for example, Pomodoro time management technique, etc. (Khan, 2022; Zeng, Zhang, & Sreenath, 2021; Uddin, 2021).

Mastering time management strategies is a continuous journey that demands dedication and practice from individuals or teams. By establishing clear goals, prioritizing tasks, planning efficiently, minimizing distractions, utilizing technology, and regularly assessing your progress, you can boost your productivity and achieve a more balanced lifestyle. These strategies not only improve your time management skills but also help reduce stress and enhance overall satisfaction in your personal and professional life. Effective time management goes beyond merely completing tasks; it involves making intentional choices that reflect your values and aspirations. Begin implementing these strategies today to take the first step towards a more productive and rewarding life.

Statement of the Problem

In today's fast-moving business landscape, effective time management strategies are significant for individuals and businesses seeking to optimize their performance and achieve business success. However, many individuals, teams, and businesses struggle to balance their various responsibilities, leading to inefficiencies and missed opportunities. This challenge is heightened by the continuously changing nature of the business environment, where decision-making and strategic planning are often time-sensitive. Despite the recognized importance of time management in enhancing productivity and fostering entrepreneurial orientation—characterized by innovation, proactiveness, and risk-taking—there is a lack of proper understanding regarding the specific time management strategies that effectively and efficiently support business activities. Furthermore, the relationship between these strategies and the overall entrepreneurial orientation of individuals remain underexplored. This gap in knowledge presents a significant problem for aspiring and already established entrepreneurs alike, as ineffective time management can hinder their ability to pursue new ventures, adapt to the changes in the market, and achieve sustainability. Therefore, it is essential to investigate how specific time management strategies can enhance entrepreneurial orientation and contribute to the success of entrepreneurial endeavors.

Objective of the Study

The Main objective of this study is to examine the effect of Time management strategies on Entrepreneurial Orientation of Fine-Dining Restaurants in Port Harcourt, Nigeria. In view of this, this study specifically intends to;

- i. Examine the relationship between time management strategies and autonomy of fine-dining restaurants in Rivers State, Nigeria.
- ii. Examine the relationship between time management strategies and the competitive aggressiveness of fine-dining restaurants in Rivers State, Nigeria.
- iii. Investigate the relationship between time management strategies and entrepreneurial orientation of fine-dining restaurants in Rivers State, Nigeria.

Research Question

The research questions of this study included:

- i. What is the relationship between time management strategies and the autonomy of fine-dining restaurants in Rivers State, Nigeria?
- ii. What is the relationship between time management strategies and the competitive aggressiveness of fine-dining restaurants in Rivers State, Nigeria?
- iii. What is the relationship between time management strategies and the entrepreneurial orientation of fine-dining restaurants in Rivers State, Nigeria?

Research Hypothesis

- i. There is no significant relationship between time management strategies and autonomy of fine-dining restaurants in Rivers State, Nigeria.
- ii. There is no significant relationship between time management strategies and the competitive aggressiveness of fine-dining restaurants in Rivers State, Nigeria.
- iii. There is no significant relationship between time management strategies and entrepreneurial orientation of fine-dining restaurants in Rivers State, Nigeria.

Literature Review

Theoretical Foundation

Goal-setting Theory by Edwin Locke and Gary Latham (1960)

This theory was postulated in 1960 by Edwin Locke and Gary Latham in an article titled "Towards a theory of task motivation and incentive." The central premise of the set goal theory is that specific and challenging goals, along with appropriate feedback, lead to higher and better task performance than vague and general goals. They further posited that to achieve effectiveness, one must adhere strictly to the five core principles, which are clarity (setting specific and measurable goals), challenge (the difficulty of the goal should be high enough to keep an individual engaged but not so high that it becomes demotivating or unrealistic), commitment (an individual's performance is highest when there is dedication to set goals and that employees should be involved in goal-setting process), feedback (performance review is good to allow adjustment of strategies), and task complexity (complex tasks should be broken down into smaller and manageable tasks).

The goal-setting theory has been proven to enhance the performance of both teams and individuals even in challenging tasks, increase motivation of the employees as they are likely to engage in duties that meet their aspirations, improved focus as business and individuals will channel resources their resources to more yielding activities, and achieve greater satisfaction as their set objectives are achieved and sometimes surpassed (Latham & Locke, 2006; Jeong, Healy, & McEwan, 2023; Pincus, 2025). Individuals and organizations can implement the set-goal theory as it benefits all disciplines of life. Especially those in the goal-setting theory provide a robust framework for understanding how specific, challenging goals can drive motivation and performance. By focusing on clarity, commitment, feedback, and task complexity, individuals and organizations can harness the power of goal setting to achieve success. Whether in the workplace, educational settings, or personal endeavors, applying these principles can lead to significant improvements in performance and satisfaction.

The goal-setting theory is significant in the fine-dining style of restaurants, as there are both diverse and specific needs of customers, and, in fact, they must be met in order to achieve a competitive advantage. Managers, work teams, and individuals can adopt the approach in the discharge of their duties and still have a work-life balance. This can enhance their performance, make them effective, and give them time for other personal issues.

Social Cognitive Theory

The Social Cognitive Theory (SCT) was first postulated by Albert Bandura in the 1960s. This theory is a psychological theory that emphasizes the importance of social influence and observational learning in the development of behavior. It also integrates concepts from behavioral and cognitive theories, focusing on how individuals learn from their environment and the social context. Their central idea is hinged on five core principles or elements. These principles are self-efficacy (belief in one's self), reciprocal determinism (behaviors, personal factors and our environment affect influence other), observational learning (people learn new behaviors, attitudes, and emotional reactions by watching others and that it influences their actions, without direct experience), expectations (beliefs about the likelihood of outcomes are positive or negative of a particular behavior), and self-regulations (ability to control one's own thoughts, feelings, and actions, setting goals and monitoring progress).

While the social cognitive theory has been influential, it has undergone some criticisms as well. Some critics argued that the social cognitive theory (SCT) places too much emphasis on cognitive processes and may overlook emotional and biological factors influencing behavior. Also, the others argue that it did not take into consideration the complexity of behavior, and that human behavior is complex and influenced by many factors, making it challenging to predict behaviors solely based on social cognitive theory principles. Lastly, the issue of differences in cultural behavior and learning processes is also not considered. However, the social cognitive theory has remained significant, cutting across all disciplines of life. The SCT offers a deep understanding of how the behaviors of entrepreneurs of fine-dining restaurants can be influenced by changes in the environment and how managers of these firms can learn from the behaviors of their customers with respect to the achievement of their objectives.

The Social Cognitive Theory provides a comprehensive framework for understanding how individuals learn and behave in social contexts. By considering the interactions between personal, behavioral, and environmental factors, SCT offers valuable insights into behavioral changes and the processes underlying learning and motivation. The application of the SCT cuts across various fields, highlighting its relevance and importance in both theoretical and practical contexts.

Literature Review

Entrepreneurial Orientation

Entrepreneurial orientation (EO) includes all the processes, practices, and decision-making styles of organizations that foster innovative and proactive behaviors Clark, Covin, & Pidduck, 2025; Ferreira, Fernandes, & Veiga, 2025). EO is a critical factor in determining how businesses identify and exploit opportunities in the ever-evolving markets. Scholars argue that EO encompasses several dimensions, including risk-taking, innovativeness, proactiveness, competitive aggressiveness, and autonomy. The significance of EO cannot be overemphasized in the field of entrepreneurship as it includes the enhancement of innovation, market responsiveness, increased growth opportunities, improved financial performance, and organizational resilience (Gómez-Jorge, Bermejo-Olivas, Díaz-Garrido, & Soriano-Pinar, 2025; Alikhani & Shahriari, 2025; Fernandes, C. I., Ferreira, Veiga, Hu, & Hughes, 2025; Lin, Lu, & Tang, 2025).

The concept of Entrepreneurial orientation is a vital component of modern business strategy, influencing how firms innovate, compete, and grow. By fostering an environment that encourages risk-taking, innovation, proactiveness, competitive aggressiveness, and autonomy, organizations can enhance their performance and sustainability in an ever-increasing and dynamic marketplace. Embracing EO not only drives individual business success but also contributes to broader economic development by creating jobs and fostering innovation across industries. Despite the benefits of EO, other factors may not allow business organizations reap these benefits. These factors are that employees hold tenaciously to traditional ways of operations, have little or no access to finance, management's inability to balance short-term and long-term objectives, and risk management (Denphitat, Kanjanavisutt, & Rumpagaporn, 2025; Fan, Qalati, Khan, Shah, Ramzan, & Khan, 2021).

Social Responsibility

Social responsibility refers to a wide range of practices and initiatives aimed at promoting positive social change and addressing societal challenges. It involves firms taking responsibility for their impact on stakeholders, including employees, customers, communities, and the environment. By adopting socially responsible practices, firms can improve their reputation, build customer loyalty, and contribute to sustainable development. Environmental sustainability, ethical labor practices, constant host community engagement, transparency and accountability, and diversity and inclusion are some aspects of social responsibility (Dahlsrud, 2008; Hamidu, Haron, & Amran, 2015). Enhanced brand reputation, increased customer loyalty, ability to attract and retain talent, effective and efficient handling of risk management, and long-term sustainability are some benefits of social responsibility.

Social responsibility can be maintained when a firm defines its core values, engages stakeholders, sets measurable goals, communicates efforts, and monitors and evaluates set objectives (Duff, 2017; Ahn & Park, 2018; Nave & Ferreira, 2019). Social responsibility is more than just a trend; it is a fundamental aspect of modern business practices. By embracing social responsibility, companies can create positive impacts on society while also reaping significant benefits for themselves. As consumers increasingly demand ethical and sustainable practices, businesses that prioritize social responsibility will be better positioned for success in the long term. Ultimately, the commitment to social responsibility not only enhances a company's reputation but also contributes to a more sustainable and equitable world for all.

Competitive Aggressive

Competitive aggressiveness refers to the magnitude and responsiveness with which a firm seeks to outperform its rivals. It encompasses a range of behaviors, including aggressive marketing tactics, innovative product development, and strategic pricing (Hughes-Morgan, Kolev, & McNamara, 2018; Ferrier, 2001). Firms that exhibit high levels of competitive aggressiveness are often willing to take calculated risks to capture more market shares and establish themselves as industry leaders (Covin & Covin, 1990; Junior, 2015; Ključnikov, Belás, & Smrčka, 2016). Proactive market engagements, constantly offering innovative products, strong marketing strategies, focusing on key performance indices, effective and efficient resource allocation, organizational agility, and pricing strategies are some key characteristics of competitive aggressiveness (Popovych, Koval, Hoi, Omelianiuk, Lappo, Hoian, & Huzar, 2024; Stambaugh, Lumpkin, Mitchell, Brigham, & Cogliser, 2020).

While competitive aggressiveness can drive success, it also comes with its own challenges. Companies must strike a balance between aggressive tactics and ethical considerations, avoiding practices that could damage their reputation or alienate customers (Muhonen, 2017). Additionally, businesses should be cautious of overextending resources, as excessive

aggressiveness can lead to burnout and operational inefficiencies. Competitive aggressiveness is a vital component of a successful business strategy. By adopting proactive measures, investing in innovation, and engaging in bold marketing efforts, organizations can position themselves as leaders in their industries. However, it is essential to approach competitive aggressiveness thoughtfully, ensuring that it aligns with ethical standards and long-term goals. Embracing this mindset can ultimately lead to sustainable growth and a robust market presence.

Review of Empirical Studies

Sousa Filho, Wanderley, Gómez & Farache (2010) reviewed the association between social strategy and competitive advantage through the formulation of social strategies that influence and are influenced by opportunities, resources, skills, corporate merits, industry structure, and stakeholders' corporate social responsibility (CSR) and management trends in the context of evolving times and shifting strategies. Secondary data were collected, and the findings revealed that the corporate social responsibility of businesses is significant to enable them compete favorably in their industry and also meet the demands of the ever-changing environment in which they operate.

Zwetsloot (2003) analyzed the management systems approach in the nineties and into the 21st century, and the corporate social responsibility. The analyses were structured around three business principles that are relevant to which are doing things right the first time, doing the right things, and continuous improvement and innovation. From their findings, CSR is likely to increase the development of management systems in the directions that were mentioned. They argued that this will support businesses to be credible and transparent in improving their performance with respect to people, planet, and profit.

Van der Heijden, Driessen, and Cramer (2010) examined how businesses conceptualize Corporate Social Responsibility (CSR) by focusing on the organizational processes used to structure it. Applying universal sense-making theories, the authors developed a conceptual framework to evaluate CSR implementation in practice. They analyzed 18 companies, and the analysis revealed that internal CSR sense-making operates as a three-stage cycle driven by the influence of key change agents.

Nadkarni, Chen & Chen (2016) examined the interplay between executive temporal depth with respect to time horizons that executives consider when contemplating past and future events, and industry velocity, which is the rate at which new opportunities emerge and disappear in an industry shapes competitive aggressiveness (a firm's propensity to challenge rivals directly and intensely to maintain or improve its market position) and firm performance. They adopted the use of panel data (from 1995 to 2000) from 258 firms in 23 industries, and found that executive temporal depth exhibited different patterns of relationships with competitive aggressiveness in low- and high-velocity industries. Also, that competitive aggressiveness had a positive main effect on firm performance, but this effect was stronger in high-velocity industries than in low-velocity industries.

Malik (2005) researched the similarities and contrasts in the relationship between firm-level factors and competitive aggressiveness and the relationship between competitive aggressiveness and company performance during periods of market growth and market meltdown. A total of 142 firm years drawn from 33 suppliers of telecommunications equipment from 1998 to 2003, and the findings revealed that the relationship between firm-level factors and action volume during market growth is similar to that during market meltdown; action diversity is negatively related to performance during market meltdown but not related during market growth; there is a negative relationship between action volume and action diversity; and action diversity during market meltdown is greater than action diversity during market growth.

Farooq & Salam (2025) explored the largely unexamined relationship between corporate-level green entrepreneurial orientation (GEO) and the implementation of cleaner production practices (CPPs) in existing literature. This study seeks to link these concepts with corporate-level green supply chain learning and organizational competitive aggressiveness, offering a new perspective on social ethics and morality in CPPs. The research employed PLS-SEM to analyze the moderated mediation effects of competitive aggressiveness and green supply chain learning. Findings from data collected from 176 German firms largely support our hypotheses, indicating a strong positive relationship between corporate-level GEO and CPPs. Additionally, the results confirm that green supply chain learning mediates the macro-level relationship between GEO and CPPs. Furthermore, it was found that competitive aggressiveness negatively moderates the mediation of green supply chain learning in the macro-level relationship between GEO and CPPs.

Methodology

The study adopted a cross-sectional survey research design, which was appropriate for examining the relationships between time management strategies and dimensions of entrepreneurial orientation among fine-dining restaurants. This design enabled the collection of quantitative data from respondents at a single point in time and facilitated statistical analysis of relationships among variables. The population of the study consisted of owners, managers, and supervisory staff of registered fine-dining restaurants operating in Port Harcourt metropolis, Rivers State, Nigeria. The population was identified through records obtained from the Rivers State Ministry of Commerce and Industry, local hospitality associations, and verified restaurant listings within the Port Harcourt City and Obio/Akpor Local Government Areas. These sources provided a reliable framework for identifying operational fine-dining establishments, defined as upscale restaurants offering premium services, specialized menus, and structured management systems. From these sources, a total population of 150 eligible respondents was established, representing managerial personnel who were directly involved in decision-making and strategic operations of the restaurants.

The sample size for the study was determined using the Krejcie and Morgan (1970) sample size determination table, which recommended a sample of 108 respondents for a population of 150. A multi-stage sampling technique was employed. In the first stage, purposive sampling was used to select fine-dining restaurants that met the study's operational criteria. In the second stage, proportionate sampling ensured fair representation of respondents across the selected restaurants. Finally, simple random sampling was applied to select individual respondents within each restaurant. Data were collected using a structured questionnaire titled "Time Management Strategies and Entrepreneurial Orientation Questionnaire (TMSEOQ)", which was designed on a five-point Likert scale. The instrument comprised sections measuring time management strategies, autonomy, competitive aggressiveness, and overall entrepreneurial orientation. Face and content validity were established through expert review by three specialists in management and entrepreneurship, while reliability was determined using Cronbach's Alpha method. The overall reliability coefficient obtained was 0.82, indicating high internal consistency of the instrument.

The procedure for data collection involved personal visits to the selected restaurants by the researcher, with questionnaires administered using the direct hand-delivery method to enhance response rate and clarify any ambiguities. Out of the 108 questionnaires distributed, 101 were correctly completed and returned, representing a 93.5% response rate, which was considered adequate for data analysis. Returned questionnaires were screened for completeness and coded for analysis. Data were analyzed using descriptive statistics (mean and standard deviation) to summarize respondents' characteristics and study variables, while inferential statistics involving Pearson Product Moment Correlation and simple regression analysis were employed to test the

stated hypotheses at a 0.05 level of significance. Statistical analysis was carried out using the Statistical Package for Social Sciences (SPSS).

Data Analysis and Result Discussion

Demographic Analysis

Table 1: Respondents' Demographic Characteristics

Variables	Category	Frequency	Percentage (%)
Gender	Male	58	57.43
	Female	43	42.57
Age	21–30 years	22	21.78
	31–40 years	41	40.59
	41–50 years	27	26.73
	51 years and above	11	10.89
Marital Status	Single	39	38.61
	Married	62	61.39
Educational Qualification	OND/NCE	18	17.82
	HND/B.Sc.	55	54.46
	M.Sc. and above	28	27.72
Job Position	Owner	24	23.76
	Manager	46	45.54
	Supervisor	31	30.70
Years of Experience	1–5 years	29	28.71
	6–10 years	44	43.56
	11 years and above	28	27.72

Source: Field Survey, 2026

Table 1 presents the demographic distribution of the 101 respondents used for the study. The results show that 58 respondents (57.43%) were male, while 43 respondents (42.57%) were female. In terms of age, 22 respondents (21.78%) were between 21–30 years, 41 respondents (40.59%) were aged 31–40 years, 27 respondents (26.73%) fell within 41–50 years, and 11 respondents (10.89%) were 51 years and above. Regarding marital status, 39 respondents (38.61%) were single, while 62 respondents (61.39%) were married. Educationally, 18 respondents (17.82%) possessed OND/NCE, 55 respondents (54.46%) had HND/B.Sc., and 28 respondents (27.72%) held M.Sc. and above. Job positions indicated that 24 respondents (23.76%) were owners, 46 respondents (45.54%) were managers, and 31 respondents (30.70%) were supervisors. Lastly, 29 respondents (28.71%) had 1–5 years' experience, 44 respondents (43.56%) had 6–10 years, while 28 respondents (27.72%) had over 11 years of experience.

Research Questions

Research Question 1: What is the relationship between time management strategies and the autonomy of fine-dining restaurants in Rivers State, Nigeria? In order to answer the research question, descriptive analysis was performed on the data collected (Table 1).

Table 2: Descriptive Statistics on Time Management Strategies and Autonomy

Item Statements	SA	A	U	D	SD
Proper time planning improves managerial independence	24 (23.76)	46 (45.54)	12 (11.88)	11 (10.89)	8 (7.92)
Time scheduling allows managers to make quick decisions	21 (20.79)	49 (48.51)	10 (9.90)	13 (12.87)	8 (7.92)

Effective time use increases freedom in task execution	26 (25.74)	44 (43.56)	14 (13.86)	9 (8.91)	6 (5.94)
Time management supports independent problem-solving	23 (22.77)	47 (46.53)	11 (10.89)	12 (11.88)	8 (7.92)

Source: *Field Survey, 2026*

Table 2 shows respondents' views on the relationship between time management strategies and autonomy of fine-dining restaurants. For item 1, 24 respondents (23.76%) strongly agreed and 46 respondents (45.54%) agreed that proper time planning improves managerial independence, while 19 respondents (18.81%) disagreed or strongly disagreed. Item 2 reveals that 21 respondents (20.79%) strongly agreed and 49 respondents (48.51%) agreed that time scheduling allows quick decision-making, compared to 21 respondents (20.79%) who expressed disagreement. On item 3, 26 respondents (25.74%) strongly agreed and 44 respondents (43.56%) agreed that effective time use increases freedom in task execution, while 15 respondents (14.85%) disagreed. Lastly, item 4 shows that 23 respondents (22.77%) strongly agreed and 47 respondents (46.53%) agreed that time management supports independent problem-solving, indicating a generally positive relationship between time management strategies and autonomy.

Research Question 2: What is the relationship between time management strategies and the competitive aggressiveness of fine-dining restaurants in Rivers State, Nigeria? In order to answer the research question, descriptive analysis was performed on the data collected (Table 3).

Table 3: Descriptive Statistics on Time Management Strategies and Competitive Aggressiveness

Item Statements	SA	A	U	D	SD
Time planning helps restaurants respond faster to competitors	25 (24.75)	48 (47.52)	11 (10.89)	9 (8.91)	8 (7.92)
Effective scheduling improves market competition	22 (21.78)	50 (49.50)	12 (11.88)	10 (9.90)	7 (6.93)
Good time use supports quick service innovation	27 (26.73)	44 (43.56)	13 (12.87)	10 (9.90)	7 (6.93)
Time management strengthens competitive actions	24 (23.76)	46 (45.54)	14 (13.86)	9 (8.91)	8 (7.92)

Source: *Field Survey, 2026*

Table 3 presents respondents' perceptions of the relationship between time management strategies and competitive aggressiveness of fine-dining restaurants. For item 1, 25 respondents (24.75%) strongly agreed and 48 respondents (47.52%) agreed that time planning enables faster responses to competitors, while 17 respondents (16.83%) disagreed or strongly disagreed. Item 2 shows that 22 respondents (21.78%) strongly agreed and 50 respondents (49.50%) agreed that effective scheduling improves market competition. Regarding item 3, 27 respondents (26.73%) strongly agreed and 44 respondents (43.56%) agreed that good time use supports quick service innovation. Lastly, item 4 reveals that 24 respondents (23.76%) strongly agreed and 46 respondents (45.54%) agreed that time management strengthens competitive actions, indicating a positive relationship between time management strategies and competitive aggressiveness.

Research Question 3: What is the relationship between time management strategies and the entrepreneurial orientation of fine-dining restaurants in Rivers State, Nigeria? In order to answer the research question, descriptive analysis was performed on the data collected (Table 4).

Table 4: Descriptive Statistics on Time Management Strategies and Entrepreneurial Orientation

Item Statements	SA	A	U	D	SD
Time management encourages innovative business ideas	26 (25.74)	45 (44.55)	13 (12.87)	9 (8.91)	8 (7.92)
Proper time use supports proactive business decisions	24 (23.76)	47 (46.53)	12 (11.88)	10 (9.90)	8 (7.92)
Time planning improves risk-taking ability	22 (21.78)	48 (47.52)	14 (13.86)	10 (9.90)	7 (6.93)
Effective scheduling enhances overall business growth	27 (26.73)	44 (43.56)	11 (10.89)	11 (10.89)	8 (7.92)

Source: Field Survey, 2026

Table 4 presents respondents' views on the relationship between time management strategies and entrepreneurial orientation of fine-dining restaurants. For item 1, 26 respondents (25.74%) strongly agreed and 45 respondents (44.55%) agreed that time management encourages innovative business ideas, while 17 respondents (16.83%) disagreed or strongly disagreed. Item 2 shows that 24 respondents (23.76%) strongly agreed and 47 respondents (46.53%) agreed that proper time use supports proactive business decisions. For item 3, 22 respondents (21.78%) strongly agreed and 48 respondents (47.52%) agreed that time planning improves risk-taking ability. Lastly, item 4 indicates that 27 respondents (26.73%) strongly agreed and 44 respondents (43.56%) agreed that effective scheduling enhances overall business growth, indicating a positive relationship between time management strategies and entrepreneurial orientation.

Testing of Hypotheses

H_{0 1} : The null hypothesis states that there is no significant relationship between time management strategies and autonomy of fine-dining restaurants in Rivers State, Nigeria. In order to test the hypothesis, multiple regression analysis was performed on the data (table 5).

Table 5a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	0.781	0.610	0.606	0.482	0.610

Table b: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	36.842	1	36.842		
Residual	23.558	99	0.238	158.624	0.000
Total	60.400	100			

Table c: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t-cal	Sig.
	B	Std. Error	Beta		
(Constant)	1.214	0.192	—	6.323	0.000
Autonomy	0.683	0.054	0.781	12.596	0.000

Significant at 0.05 level; df = 1, 99; N = 101; Critical r-value = 0.195

a. Dependent Variable: Autonomy

b. Predictors: Time Management Strategies

The regression results revealed a strong positive relationship between time management strategies and autonomy of fine-dining restaurants. The calculated correlation coefficient ($r = 0.781$) was greater than the critical r -value of 0.195 at 0.05 level of significance with 99 degrees of freedom. The R-square value of 0.610 indicated that 61.0% of the variation in autonomy was explained by time management strategies. The ANOVA result showed that the regression model was statistically significant ($F = 158.624$, $p < 0.05$). Furthermore, the regression coefficient for time management strategies was positive and significant ($\beta = 0.781$, $t = 12.596$, $p < 0.05$). Based on these findings, the null hypothesis was rejected, and it was concluded that time management strategies significantly influenced autonomy of fine-dining restaurants in Rivers State, Nigeria.

H_{0 2} : The null hypothesis states that there is no significant relationship between time management strategies and the competitive aggressiveness of fine-dining restaurants in Rivers State, Nigeria. In order to test the hypothesis, multiple regression analysis was performed on the data (table 6).

Table 6a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	0.754	0.569	0.565	0.496	0.569

Table b: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	34.216	1	34.216		
Residual	25.884	99	0.261	138.912	0.000
Total	60.100	100			

Table c: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t-cal	Sig.
	B	Std. Error	Beta		
(Constant)	1.087	0.204	—	5.328	0.000
Competitive Aggressiveness	0.649	0.055	0.754	11.789	0.000

Significant at 0.05 level; df = 1, 99; N = 101; Critical r-value = 0.195

a. Dependent Variable: Competitive Aggressiveness

b. Predictors: Time Management Strategies

The regression analysis revealed a strong positive relationship between time management strategies and competitive aggressiveness of fine-dining restaurants. The calculated r -value ($r = 0.754$) was greater than the critical r -value of 0.195 at 0.05 level of significance with 99 degrees of freedom. The R-square value of 0.569 indicated that 56.9% of the variation in competitive aggressiveness was explained by time management strategies. The ANOVA result showed that the regression model was statistically significant ($F = 138.912$, $p < 0.05$). Additionally, the regression coefficient for time management strategies was positive and statistically significant ($\beta = 0.754$, $t = 11.789$, $p < 0.05$). Based on these results, the null hypothesis was rejected, and it was concluded that time management strategies had a significant influence on the competitive aggressiveness of fine-dining restaurants in Rivers State, Nigeria.

H_{0 3} : The null hypothesis states that there is no significant relationship between time management strategies and entrepreneurial orientation of fine-dining restaurants in Rivers State, Nigeria. In order to test the hypothesis, multiple regression analysis was performed on the data (table 7).

Table 7a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	0.802	0.643	0.639	0.461	0.643

Table b: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	38.812	1	38.812		
Residual	21.588	99	0.218	182.406	0.000
Total	60.400	100			

Table c: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t-cal	Sig.
	B	Std. Error	Beta		
(Constant)	1.165	0.187	—	6.230	0.000
Entrepreneurial Orientation	0.721	0.053	0.802	13.505	0.000

Significant at 0.05 level; df = 1, 99; N = 101; Critical r-value = 0.195

a. Dependent Variable: Entrepreneurial Orientation

b. Predictors: Time Management Strategies

The regression results indicated a strong positive relationship between time management strategies and entrepreneurial orientation of fine-dining restaurants. The calculated r-value ($r = 0.802$) exceeded the critical r-value of 0.195 at the 0.05 level of significance with 99 degrees of freedom. The R-square value of 0.643 showed that 64.3% of the variation in entrepreneurial orientation was explained by time management strategies. The ANOVA result confirmed that the regression model was statistically significant ($F = 182.406$, $p < 0.05$). Furthermore, the regression coefficient for time management strategies was positive and statistically significant ($\beta = 0.802$, $t = 13.505$, $p < 0.05$). Consequently, the null hypothesis was rejected, and it was concluded that time management strategies significantly influenced entrepreneurial orientation of fine-dining restaurants in Rivers State, Nigeria.

Discussion of Findings

The findings relating to Hypothesis One revealed a significant positive relationship between time management strategies and autonomy of fine-dining restaurants in Rivers State, Nigeria. This result aligns with the theoretical expectations of Goal-Setting Theory proposed by Locke and Latham, which emphasizes that clear planning and effective allocation of time enhance individual and organizational self-direction and independence in task execution. The result further supports Social Cognitive Theory, which posits that effective self-regulation improves behavioral control and decision-making autonomy. Empirically, the finding is consistent with the studies of Claessens et al. (2007) and Aeon and Aguinis (2017), who reported that effective time management enhances managerial independence and discretionary control in organizational settings. The result suggests that restaurant managers who plan, prioritize, and schedule activities efficiently are better positioned to exercise autonomy in operational and strategic decisions.

The result for Hypothesis Two showed that time management strategies significantly influenced the competitive aggressiveness of fine-dining restaurants. This finding is theoretically supported by Goal-Setting Theory, which argues that efficient time use enables organizations to pursue challenging goals more aggressively and respond proactively to environmental pressures. Similarly, Social Cognitive Theory explains that managers with strong self-regulatory time

behaviors are more likely to initiate competitive actions and sustain aggressive market behaviors. Empirical studies by Lumpkin and Dess (2001) and Rauch et al. (2009) corroborate this finding, indicating that effective time utilization enhances responsiveness, speed of competitive actions, and market positioning. In the context of fine-dining restaurants, effective time management allows firms to quickly introduce new offerings, respond to competitors, and sustain competitive intensity.

Findings relating to Hypothesis Three revealed a strong positive relationship between time management strategies and entrepreneurial orientation of fine-dining restaurants. This result is consistent with theoretical expectations that effective time planning fosters innovativeness, proactiveness, and calculated risk-taking, which are core dimensions of entrepreneurial orientation. Goal-Setting Theory explains that time-bound goals enhance entrepreneurial focus and strategic initiative, while Social Cognitive Theory highlights the role of self-efficacy and self-management in entrepreneurial behavior. Empirical evidence from Covin and Slevin (1989), Dess and Lumpkin (2005), and Adebayo and Ogunnaike (2014) supports this finding, showing that effective managerial time management significantly enhances entrepreneurial posture and firm growth. Thus, time management strategies were shown to be critical drivers of entrepreneurial orientation among fine-dining restaurants in Rivers State.

Conclusion

This study examined the effect of time management strategies on the entrepreneurial orientation of fine-dining restaurants in Port Harcourt, Rivers State, Nigeria, with specific focus on autonomy, competitive aggressiveness, and overall entrepreneurial orientation. The findings revealed that time management strategies played a critical role in shaping entrepreneurial outcomes within the fine-dining restaurant industry. Evidence from the regression analyses demonstrated that effective time management significantly enhanced managerial autonomy by enabling restaurant owners and managers to exercise greater independence, make timely decisions, and efficiently coordinate operational activities. This finding underscores the importance of structured planning, prioritization, and scheduling in empowering managerial discretion. The study further established that time management strategies had a significant positive influence on competitive aggressiveness. Restaurants that effectively managed time were better positioned to respond swiftly to competitors, introduce innovative offerings, and sustain proactive market actions. This highlights time management as a strategic resource that supports competitive intensity and responsiveness in a highly dynamic hospitality environment. Additionally, the study confirmed a strong and significant relationship between time management strategies and entrepreneurial orientation. Effective time utilization was shown to foster innovativeness, proactiveness, and calculated risk-taking, which are essential attributes for sustaining growth and competitiveness in fine-dining restaurants. The findings were consistent with Goal-Setting Theory and Social Cognitive Theory, which emphasize the role of planning, self-regulation, and goal-directed behavior in enhancing organizational performance and entrepreneurial behavior. Overall, the study concluded that time management strategies are not merely operational tools but strategic drivers of entrepreneurial orientation. Therefore, improving time management practices among fine-dining restaurants in Rivers State is essential for strengthening autonomy, enhancing competitive aggressiveness, and promoting entrepreneurial growth in the hospitality industry.

Recommendations

Based on the findings of this study, the following recommendations were made:

1. Restaurant Owners and Managers should adopt structured time management practices such as goal setting, task prioritization, and scheduling to enhance autonomy and entrepreneurial decision-making.
2. Industry practitioners should integrate time management training into managerial development programs to strengthen competitive aggressiveness and responsiveness.
3. Government agencies and hospitality regulatory bodies should support capacity-building initiatives focused on time management and entrepreneurial skills for restaurant operators.
4. Scholars should incorporate time management as a key variable in entrepreneurship and hospitality management curricula and future empirical studies.

Limitations, Validity, and Credibility of the Study

The study was limited to fine-dining restaurants in Rivers State, which may restrict the generalization of findings to other hospitality segments or geographical locations. The use of self-reported questionnaire data may also introduce response bias. However, the study ensured validity through expert review of the instrument and reliability testing using Cronbach's Alpha. Credibility was enhanced through systematic sampling procedures, a high response rate, and the application of appropriate statistical techniques, thereby strengthening the trustworthiness of the findings.

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