

Time Management as a Tool of Administrative Reform at Prince Sattam bin Abdul-Aziz University Al Kharj Colleges an Empirical Study

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Abstract: The purpose of this study is to evaluate and study the time management as a tool of administrative reform at Prince Sattam bin Abdul Aziz University-Al Kharj colleges as a representative to Saudi universities, where the researchers used analytical and descriptive methodology. The research intends to prove the hypotheses that the management of the time needs regulations, incentives, sanctions and technology and to develop a comprehensive guidance to time management. This research has highlighted the value of time management, its practice and application in this digital era. The study addressed the hypotheses that the laws and regulations including incentives and sanctions with the use of technology are the way to a healthier and productive work environment. Research concludes that time management should be embedded in the strategic planning of Prince Sattam bin Abdul Aziz University for an impactful outcome.

Key words: Administrative, strategic, descriptive, management, planning, impactful

INTRODUCTION

It has been witnessed time management has been recognized as a strong value driver of performance, productivity, credibility, motivation, etc. In fact poor time management has a direct adverse impact on most of the sphere of work life. Poor time management impacts on unhealthy environment, conflicts, chaos, stress, violence, bad relationship, etc. It is imperative to have a time policy in academic milieu.

Time is one of the major stress factors Saudi higher educational institutions face today. Students, professors and administration have to deal with deadlines and other time constraints on a daily basis. More often than not there is too much to do and not enough time to do it. Because of the time constraints, the emphasis of the time management is huge. As Whitten puts it, we have time, keep time and buy time, save time, waste time, kill time, pass time, give time, take time and make time.

Every field deals with different levels of time stress so, therefore, there are several methods of time management that can prove to be useful for these fields. These methods can be as simple as remembering once we know how to manage our time, there will be likelihood to maximize more at work.

Time management is a set of principles, practices, skills, tools and systems that help us use our time wisely to accomplish what we want. It is hard to overestimate the time management. We cannot change the amount of time

there is in a day no matter how we move things around and there is still only 24 h in a day, 7 days in a week and 365 days in a year.

This gives us a limited amount of time to work on during the year. In fact we might say that despite different opportunities in life everyone has the exact amount of time. Here are the top reasons why time management is needed to reform our administrative system.

Literature review: Wu (2009) considers the time management as key determinant of an organization knowledge creation. Waller *et al.* (2001) claimed that relators and visionaries are not very concern with time management and they do not care for the deadlines of work. They do not like to create time deadlines and enjoy the present time. They usually are not estimating the right deadlines and remain reluctant in estimation the true time deadlines. On the other hand, crammers and organizers are most likely to follow at the deadlines and they are impatiens and likely exert more intention towards achieving targets on time. Therefore, relators and visionaries are less likely to achieve their targets on time and crammers and organizers are likely achieved their targets on time and show a high level of commitments in achieving timely targets. Yakura (2002) argued that project managers are strongly linked with the time management in their work in achieving their target in their role and time practice helps them in large to understand the project management. Thoms and Pinto (1999) in their paper titles

“Paper of the Year” argued that project requires the interpersonal characteristics of individuals particularly the time management and the project output heavily depends on the time management. They also argued that project manager should focus on the previous project’s time management and focus on the present project to control it in timely manners.

Zika-Viktorsson and Ingelgard (2006) empirically estimate the relationship between time stress and innovation and conclude that sometime time management stress is helpful in raising innovation in the project. On the other hand, management support is also remained very helpful in achieving the timely targeted work. Further, they argued that time management is solely concerned with the clock but it is closely linked to the deadline provided well by project management. Reich *et al.* (2008) argued that in the risk of project management, time management plays a great role. A success of project heavily depends on the management support. Change management and time targets. Further, they argues that time urgency can create less innovation in the project task and can be responsible for low level of work quality. Therefore, for the new knowledge creation in the project requires to be reluctant in the sometime management issues. Further, the failure of any project is majorly depends on the knowledge management, wrong planning of time management, misunderstanding from managers and project team members. Wu and Passerini (2013) investigate the time management and productivity and project success by using twenty professional at educational institutions in USA. They conclude that time management is very important in completing a project and increase the productivity in large. As further, they find that plan of project managers is playing very important role in timely completion of project and his time management planning help in achieving the proper outcomes of project in every stage of project and in overall completion of project as well. Further, the time management of individual worker are depending on the organization temporal structure, flexible rules, resources and clock time.

Mattlin argued that the stress among student has been observed due to lack of time management and lack of societal help and it can be reduce by managing more time for leisure out of their time. Hence, time management between study and leisure can be helpful in reducing educational stress among students. Claessens *et al.* (2007) claimed that time management in targeting settings would be helpful in achieving targets systematically, it is also concerned with finding the right order of work and identifying priorities and organization on in one’s work is required by checking its progress on timely basis. It is

necessary in achieving job’s goal effectively, it reduce the stress and helpful in being more productive. Britton and Tesser (1991) found three time of time management: long run settings, short run setting and momentary types of time setting. In short settings, one can organized himself ranging from daily to weekly activities. In long settings, one can organized the activities from tri-annual, quarterly or annual activities by tracking all set goals and target’s in planned frame. In momentary settings, one can be organized his daily activities by achieving in target time, for example, morning, noon, afternoon and evening activities. The time management in that manner ensure the in time setting constructiveness and it is an authority on the own scheduling and then in turn give greater motivation. Macan (1994) discuss some components of that issue. The first one is concerned with making sequence in order to achieve the tasks. Secondly, preparing such list of time management and lastly, organizing the above task with own approach towards work to achieve such. He also conduct survey from undergraduate students and observe that time management concept is similar in different ages, gender and races instead depend on the how one is more efficient as own time manger. Further, senior students are most likely to manage time in good manners. Bond and Feather (1988) had also light on the issue of importance of self-respect, objectiveness and level of tolerance on the timely managed project among people. Some studies have also discuss the importance of time management in achieving better grades in academic activities, higher sale by a better timely organized sales man. Directors have admired with the better time management skills by further senior fellows and junior management. Orpen (1994) found a better job performance and better productivity level in the workforce that have managed their time in product manners and channelize their priorities in the work schedule. Therefore, the private organizations are also keen in providing time management workshops among their employees to increase the job performance. Ajzen (1991) reported that behavior control is very important in time management. Because, self-control can be loosed up by resource limitations in which time resource is at top priority. The effective time management can help in utilizing the all resources in optimal manners and help in increasing job satisfaction, being more productive and releasing tension on workplace. It is also due to a fact that workers are not usually informed that which behavior, i.e., timely behavior could increase their job performance. In the educational institutions, Grissom *et al.* (2013) found that time-investment of mangers say college principle in terms of teacher’s training, professional initiative development programs are responsible for higher

teacher's performance and in turn better educational outcomes have been achieved in student. Grissom *et al.* (2015) found that in educational institutions, principles have been observed with high stress due to a stress mix in instructions related to the classroom environment and developing inter-personal relationship with staff for higher motivation. However, this study conclude a positive association in time management and relief in job stress of principles in the college. Time management has been also observed in increasing job productivities in reducing stress and to complete the job requirement at a very crucial level of management.

Problem of the research: Use of time became a focal area of management seminars in the 1960 and 1970s. Still the public service is slow and the feeling towards time in the government offices and public service units with the expansion of the economy, oil sector, services and construction boom does not have a match response in the field of time management. This research intends to reach to the problem of why time is not felt, honored and how to prescribe the best medication for this curable disease. This research intends to study the attitudes of waiting to the last moment to do the job.

Objectives of the study: The objective of the study is to evaluate time management practices at the Prince Sattam bin Abdul-Aziz University of regulations, technology and outcome. Time management will be evaluated on several levels. Performance, productivity, participation, quality of the work and degree of fulfillment in the work.

Now a days time management is conceptualized as a key to modernization, productivity and development. This study aims at spreading the culture of time management in Saudi university. This can be achieved via two steps:

- Relevant regulations and system (technology)
- The culture of time management

Importance of the study: This study has been of particular significance because of the following reasons:

- It deals with a scarce and valuable source
- It deals with framework of every aspect of administration (time)

Frame work of the study: Time can be divided into two categories time boon and timeless. Time boon is a positive state of activities well planned, proactive, updated whereas timeless is stressful, panic, unhealthy, negative, destructive, etc.

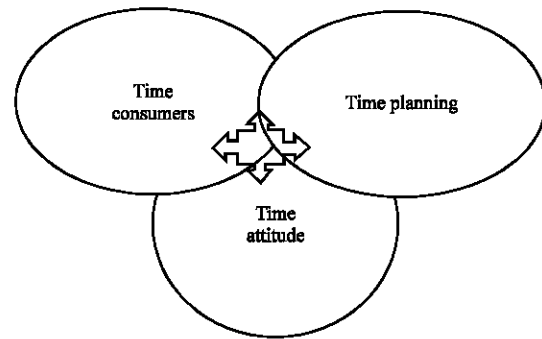


Fig. 1: Three main frames of time

Effective time management has been recognized as a recipe of success in today's business. Scientific research work has been done more on post time management dysfunctionality but less probing is done on the reason behind. The delays of time which will be an exploratory study. According to Morgan an humble beginning has taken place. Bond and Feather (1988) who developed Time Structure Questionnaire (TSQ) and Kahneman and Trersky as a "planning fallacy". Time is a DNA of success time is been recognized as a quality parameter just like mapping of Time Management Behavior (TMB). The success of business is not just mere optimum utilization of time but able to have a detail process and framework of policies which are well aligned with the task responsibility of the person and timeliness target. Time can be categorized into the three main frames that are:

- Time planning
- Time attitude
- Time consumers

These three main drivers are essential in creating an effective time management tool for an effective administrative reforms. Organizations need to emphasis strategically time as an value driver at all levels of the strategic plan. Methodology of an well planned task can be through the traditional paper pencil approach, imbibing technology, participation and collaborating in the processes, regularly and be in touch with the meetings, honing the skills to be more effective and impactful (Fig. 1).

MATERIALS AND METHODS

Researchers used the analytical, descriptive approach, based on case study. The researchers used a (questionnaire) for collecting data and the statistical analysis program (SPSS) was used for descriptive statistic and modeling.

RESULTS AND DISCUSSION

Statistical methods: To achieve the objectives of the study and analysis of the data collected, it has been used many appropriate statistical methods using statistical package for social sciences and symbolized by the short code (SPSS).

And after that were coded and input data to the computer and to determine the length of the cells of the scale Quintet (lower and upper limits) used in the study was calculated range (5-1 = 4) and then dividing by the number of cells measure to get the length of the cell proper (i.e., 4/5 = 0.80) was then add this value to the lowest value in the scale (or the beginning of the scale which is the correct one) in order to determine the upper limit of the cell and thus became the length of the cells as follows:

- From (1-1.79) represents the degree of response (strongly disagree)
- From (1.80-2.59) represents the degree of response (disagree)
- From (2.60-3.39) represents the degree of response (neutral)
- From (3.40-4.19) represents the degree of response (agree)
- From (4.20-5.0) represents the degree of response (strongly agree)
- Frequencies
- Percentages
- Pearson correlation coefficient to know the validity of internal consistency
- Spearman equation to calculate the reliability coefficient (split-half method)
- Cronbach's alpha coefficient for reliability
- The arithmetic mean
- Standard deviation
- Test F (One Way ANOVA) to denote the differences between the answers of respondents by (age, your education levels)
- Independent samples t-test, the significance of differences between the responses of individuals of the research sample by (your marital status) (Table 1)

Analyzing the results of research and discuss questions:

The first question: "What is time management?" To answer the question, the researcher used frequencies, percentages, mean and standard deviation for each of the statement in first axis (Table 2). Can interpret the results Table 2 are as follows.

Reached the general mean of all statement (4.01) with a standard deviation (0.543) and this means that the all statement in first axis that reported means time management. And statement were arranged by the mean and three most important statement such as the following:

- The statement No. 2 it (I use modern technology in performing tasks) ranked first with a mean (4.25) and standard deviation (0.657)
- The statement No. 1 it (I determine every day which tasks are of high priority) ranked second with a mean (4.10) and standard deviation (0.847)
- The statement No. 3 it (I insist on beginning and endings meeting on time) ranked third with a mean (3.96) and standard deviation (0.875) and mean that the attitudes of secondary stage teachers towards this statement "strongly agreeing"
- The statement No. 4 it (I deliver my-long-term strategic goals on time) ranked last with a mean (3.74) and standard deviation (0.949)

The second question "What are the attitude and the feeling towards time management and how to assess the

Table 1: The frequencies and percentages according to demographic information

Variables/Answers	Frequencies	Percentages
Marital status		
Married	63	63
Unmarried	37	37
Total	100	100
Age		
20-29	43	43
30-39	52	52
40-49	4	4
50 and above	1	1
Total	100	100
Education levels		
Secondary	30	30
University	68	68
Post university	2	2
Total	100	100

Table 2: The frequencies and percentages mean and standard deviation for each statement in first axis

Statements	Frequencies and percentages						Mean	SD	Ranking	Interpretation
	Strongly agree	Agree	Undecided	Disagree	Strongly disagree					
I use modern technology in performing tasks	35 (35%)	57 (57%)	6 (6%)	2 (2%)	-	4.25	0.657	1	Strongly agree	
I determine every day which tasks are of high priority	35 (35%)	46 (46%)	13 (13%)	6 (6%)	-	4.10	0.847	2	Agree	
I insist on beginning and endings meeting on time	29 (29%)	45 (45%)	19 (19%)	7 (7%)	-	3.96	0.875	3	Agree	
I deliver my-long-term strategic goals on time	21 (21%)	43 (43%)	28 (28%)	5 (5%)	3 (3%)	3.74	0.949	4	Agree	
The general mean						4.01	0.543	-	Agree	

improvement?” To answer the question, the researcher used frequencies, percentages, mean and standard deviation for each of the statement in second axis. Can interpret the results in Table 3 are as follows.

Reached the general mean of all statement (4.00) with a standard deviation (0.422) and this means that the attitude and the feeling towards time management and how to assess the improvement “agreeing”. And statement were arranged by the mean and three most important statement such as the following.

The statement No. 11 it (I seek quality work but not perfection) ranked first with a mean (4.42) and standard deviation (0.654) and mean that the attitudes of study sample towards this statement “strongly agreeing”.

The statement No. 7 it (I am continually conscious that time is my most critical and valuable resource) ranked second with a mean (4.39) and standard deviation (0.680) and mean that the attitudes of study sample towards this statement “strongly disagreeing”.

The statement No. 3 it (I have no problem receiving directories from my boss and delegate responsibilities to subordinate) ranked third with a mean (4.26) and

standard deviation (0.705) and mean that the attitudes of study sample towards this statement “strongly agreeing”.

The statement No. 9 it (I delegate tasks to others and carry out monitoring) ranked last with a mean (3.27) and standard deviation (1.188) and mean that the attitudes of study sample towards this statement “undecided”.

The third question “are there statistically significant differences at the level of significance (0.05) or less between the responses of study sample according to the variables (age, education levels, marital status)?” Can interpret the results (Table 4).

There are no statistically significant differences at the level of significance (0.05) or less between the responses of study sample according to the variables (age, education levels) in all axis and complete questionnaire.

There are no statistically significant differences at the level of significance (0.05) or less between the responses of study sample according to the variable (marital status) in all axis and complete questionnaire. The study confirm the following results:

Table 3: The frequencies and percentages, mean and standard deviation for each statement in second axis

Statements	Frequencies and percentages					Mean	SD	Ranking	Interpretation
	Strongly agree	Agree	Undecided	Disagree	Strongly disagree				
I seek quality work but not perfection	51 (51%)	40 (40%)	9 (9%)	-	-	4.42	0.654	1	Strongly agree
I am continually conscious that time is my most critical and valuable resource	50 (50%)	39 (39%)	11 (11%)	-	-	4.39	0.680	2	Strongly agree
I have no problem receiving directories from my boss and delegate responsibilities to subordinate	40 (40%)	47 (47%)	12 (12%)	1 (1%)	-	4.26	0.705	3	Strongly agree
I focus on results, not the amount of work generated	40 (40%)	46 (46%)	11 (11%)	2 (2%)	1 (1%)	4.22	0.799	4	Strongly agree
I set my priorities according to their importance, not their urgency	41 (41%)	40 (40%)	14 (14%)	5 (5%)	-	4.17	0.853	5	Agree
I and not others control my time importance, not their urgency	41 (41%)	39 (39%)	14 (14%)	6 (6%)	-	4.15	0.880	6	Agree
My files are current, accurate, accessible and streamed lined	38 (38%)	43 (43%)	14 (14%)	5 (5%)	-	4.14	0.841	7	Agree
I avoid forgetting things by making noted in an electronic or paper organizer, rather than relying on my memory	40 (40%)	39 (39%)	13 (13%)	8 (8%)	-	4.11	0.920	8	Agree
I habitually finish all items on my duty list and successfully handle interruptions	26 (26%)	55 (55%)	15 (15%)	4 (4%)	-	4.03	0.758	9	Agree
I make constructive use of meeting times, insuring that follow-up assignments are clear	29 (29%)	49 (49%)	16 (16%)	6 (6%)	-	4.01	0.835	10	Agree
I am conscious of my true reasons for procrastination	29 (29%)	43 (43%)	24 (24%)	4 (4%)	-	3.97	0.834	11	Agree
I give my undivided attention to one task at a time	27 (27%)	49 (49%)	19 (19%)	4 (4%)	1 (1%)	3.97	0.846	12	Agree
I use a proper balance between computer and dictating equipment	34 (34%)	45 (45%)	8 (8%)	10 (10%)	3 (3%)	3.97	1.049	13	Agree
I create due dates for tasks which don't have predetermined deadlines	31 (31%)	40 (40%)	22 (22%)	6 (6%)	1 (1%)	3.94	0.930	14	Agree
I make time plan for myself and abide it	21 (21%)	51 (51%)	19 (19%)	6 (6%)	-	3.93	0.820	15	Agree
I use breaks creatively when fatigued on a given task	35 (35%)	32 (32%)	22 (22%)	9 (9%)	2 (2%)	3.89	1.053	16	Agree
I have a good balance between home and work	27 (27%)	44 (44%)	21 (21%)	3 (3%)	5 (5%)	3.85	1.019	17	Agree
I control the telephone, it does not control me	37 (37%)	25 (25%)	22 (22%)	14 (14%)	2 (2%)	3.81	1.143	18	Agree
I utilize effective techniques for saying “no” to excessive requests on my time	25 (25%)	41 (41%)	25 (25%)	6 (6%)	3 (3%)	3.79	0.988	19	Agree
I have a system in place to monitor and reduce crisis	19 (19%)	44 (44%)	28 (28%)	9 (9%)	-	3.73	0.874	20	Agree
I delegate tasks to others and carry out monitoring	14 (14%)	38 (38%)	16 (16%)	25 (25%)	7 (7%)	3.27	1.188	21	Undecided
The general mean						4.00	0.422	-	Agree

Table 4: The results of one way ANOVA to significance of differences between the responses of study sample according to the variables (age, education levels)

Variables/Axis	Sum of squares	df	Mean square	F-values	p-value (Sig.)
Age					
First	0.176	3	0.059	0.194	0.900
	28.996	96	0.302		
	29.172	99			
Second	0.034	3	0.011	0.061	0.980
	17.603	96	0.183		
	17.637	99			
Complete questionnaire	0.024	3	0.008	0.043	0.988
	17.401	96	0.181		
	17.425	99			
Education levels					
First	1.010	3	0.337	1.148	0.334
	28.162	96	0.293		
	29.172	99			
Second	0.290	3	0.097	0.535	0.659
	17.347	96	0.181		
	17.637	99			
Complete questionnaire	0.327	3	0.109	0.612	0.609
	17.098	96	0.178		
	17.425	99			

Table 5: The results of independent samples t-test, the significance of differences the responses of individuals of the research sample by (your marital status) between the responses of

Axis/Factors	N	Mean	SD	t-test	df	Sig.
First						
Married	63	4.08	0.52008	1.819	98	0.072
Unmarried	37	3.88	0.56395			
Second						
Married	63	4.05	0.43547	1.427	98	0.157
Unmarried	37	3.92	0.39161			
Complete the questionnaire						
Married	63	4.05	0.42684	1.584	98	0.116
Unmarried	37	3.92	0.39770			

- There is clear indication that the majority of the employees control their time and time is felt
- The majority of the employees have a good balance between computer and paper work which indicates time is in the mind of them and honored
- Time is mattered and the organization’s employees follow the slogan (work smarter not harder)
- There is indication in the organization, time management is known and followed in day today business
- The employees are aware of NO ward in regard to time, so, it’s a clear indication of time management feeling and vision in the minds of employees
- The quality assurance is clear in minds of the participated employees and they knew the difference between quality and perfection and it indicates it’s a knowledgeable organization in regard of time related issues (Table 5)
- The clear majority of the participant employees are clear about performing one task at a time, so this indicates the organization has the modern cells in its blood

- There is a big portion of the employees are not clear about delegation and it indicates that more should be done to spread the thoughts of delegation and it is impact on

CONCLUSION

In this digital era, it is felt technology has made the functioning and accomplishment of task at ease, it can be true to a certain extend but has invited numerous complexities and dependability. Even though to the advancement of technology still time factor will be an nucleus and will be an critical factor to differentiate between well planned and ill planned task. Pro activeness in initiative taking transform the follower to an lead status. Today’s organization need to be the “first”. Now the question is does the time management strategies predict an effective accomplishment of administrative reforms? Researchers are invited to deliberate on this vital topic for an fruitful research from different perspective.

RECOMMENDATIONS

Based on the research the following recommendations and strategies can be followed they are as follows:

- A big portion of employees don’t likely to use delegation undecided and we pointed to reverse delegation as a means of wasting time
- We must start propagating the importance of time in the general educational system, time should be one of the subjects in our school systems and we must instill in our kids the importance of setting goals-long term and short term and set deadlines for every goal
- Set priorities on a daily basis and delegation must be implemented for better management and for preparing future leaders
- The study recommends further research in the field of productivity and delegation in this context
- Usage of the “digital buddy” for reminders and appointments
- Constantly in touch with technology and devices
- Things to do things accomplished and things under progress should be part and parcel of the work life to be monitored in an organized way
- On time and stick to the time is critical. There is a saying “Stich in time save nine”
- Make the time “Lean” optimize the time resource and to cope up with various strategies
- Minimize the attitude and culture of procrastination which tend to pile up till end which results in panic mode with conflicts

- Importance of time management should be embedded in the curriculum especially in the business course across all business department as well as organization should able to measure the cost of time

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