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TIME MANAGEMENT AND ADMINISTRATORS' EFFECTIVENESS IN KWARA STATE OWNED TERTIARY INSTITUTIONS

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Abstract

This paper examined influence of time management on administrator's effectiveness in Kwara state owned tertiary institutions. It is an attempt to further investigate the components of time management that help the administrator's at achieving the educational goals and objectives. Descriptive survey design was employed for this study. The population comprises all six state owned tertiary institutions in Kwara State. Questionnaire was the instrument used to collect information from 120 respondents drawn through simple random sampling technique. The reliability co-efficient of 0.76 was obtained for the instrument using person product correlation statistics tested at 0.05 significant level. The same method was used to test all hypotheses generated for the study. The findings of the study revealed that there was a positive and high correlation between time management and administrator's effectiveness. Also it was discovered that time implementation was the most significant component of time management with percentage score of 30%. Time planning contributed more significantly to administrator's effectiveness in Kwara State tertiary institution. Based on the finding, it was concluded that time management is an important variable of effectiveness in the administration of tertiary institutions in Kwara state. It was therefore recommended that school planners and administrators of schools should take issue of time management more seriously to attain the set goals and objectives.

Introduction

Management is concerned with efficient allocation and utilization of resources in order to accomplish the organization's goals. In economics the resources are scarce in relation to human wants. This implies that human wants are numerous while the means (resources) to obtain them are limited and inadequate.

Scarcity therefore referred to limited in supply of resources. The resources can be classified into human, physical, financial and time. The attainment of organization's goals and objective is to a large extent depends on how these resources are efficiently managed.

In school system, time constitutes one of the essential scarce resources which the administrators must be properly managed. Time management therefore determined the effectiveness and efficiency of the school administrators. Ultimately, the effectiveness of any organization could reflect the effectiveness of time utilization which is the concern of school administrators. Njagi & Malel (2012) believed that the management of time is an essential issue to job effectiveness. Rahman (2013) said that school administrators with better knowledge of time management strategies could have appropriate schedule of duties among the teaching staff, which could enhance the smooth running of the school. School administrators must then recognize that time management is crucial and vital for their success.

Time management is crucial in because all school activities are guided by time. Education administrators require time to plan, organize, control, and holding meeting and transmitting messages. Such time consuming duties called for efficient time management for clear and proper identification and allocation of different administrative tasks most especially in tertiary institution of learning, particularly in Kwara State.

Consequence of ineffective time management include inadequate time for carrying out essential duties, lack of direction, frequent stamped measures to beat dead lines and conflict in schedules. Nakpodia (2012) observed that nearly all institutions of learning in Nigeria, some teachers and administrators frequently complain of lack of time to execute some essential tasks in the school; as this critically affect the attainment of the goals. The administrator's job performance and tasks inform of planning, organizing, coordinating, implementing and evaluating the overall school program and decision making process may be hampered if time is not efficiently managed. It is on this note that this paper attempts to investigate the influence of time management on administrator's job performance in Kwara State owned tertiary institution.

Concept of Time Management

According to advanced learners English dictionary, time is described as all the days of the pasts, present and future. It is the pressing of all the days, months, and years, taken as a whole. It is measured in seconds, minutes and in hours. Time can neither be stored or transmitted. It can only be spent. Ajayi (2007) described time as precious resource which must be well managed along with the resources to accomplish the school objectives. Ekundayo et al, (2010) defined time as a unique

resource which is available to all at equal amount. It can not be accumulated or stocks piles. It cannot

Also be turned on or off or replaced. Thus, time life. It is irretrievable and irreplaceable. Ajayi (2007) identified five characteristics of time as consumable, perishable, value, personal and universal.

However, time management is the act or process of planning and exercising conscious control over the amount of time spent on creating an effective environment, setting priority and goal. It is also the ability to plan and control how to spent the hours in a day to effectively accomplish the organizations goal. Time management is indispensable in any school organization. This is the reason why the administrators schedule time for every school activities without time management in tertiary institutions days to day running of the academic institution will be disorganized. Nwanko & Lulseggal (2005) opined that time management enhances the systematic functioning of the school; and according to the author it is concerned with planning and allocation of time to achieve the goals and objectives of the organization.

Time management could be seen as one of the significant factors in the school setting. The school head is expected to plan, allocate resources, controlling and evaluating. This process according to Rahman (2013) would eventually trickle down to school time management. Hence, the school administrators in tertiary institutions would see planning, allocation resources controlling and

Evaluating the use of time as part of their functions. Time management is considered important since there can be no enough time to do everything. The administrators of tertiary institutions are expected to possess the following skills for effective time management. They are setting clear goals, breaking down the goal, and reviewing the progress towards the goals are covered in action plan.

Administrators Effectiveness

An administrator is said to be effective if the internal administrative and instructional activities, as well as the governmental, political and bureaucratic practices, result in the attainment of the set objectives. In other words, what counts as effectiveness is the will of the school administrators to create and maintain facilitating conditions under which inputs are attracted and used in order that the set goals are accomplished. This definition was also shared by Nwanko & Lulseggal (2005) when three essential components of an effective school were identified as.

- (ii) Necessary inputs of curriculum that are adequate in scope and sequence, necessary instructional materials, adequate time utilization for learning and effective teaching practices by qualified teachers.
- (iii) Facilitating condition such as community involvement, school-based professionalism and flexibility; and

- (iv) The will to act by the school administrators, the government and the communities to create effective schools.

Generally, school administrators are faced with problem of utilizing, time, human, materials and financial resources available to school. Mwakwo (1985) opined that administrator could be effective through effective time management appropriate decision, accurate and timely in formations.

Administrators' effectiveness would then be described how best the administrator are able to accomplish the prescribed object through effective management of the resources.

Administrative effectiveness is therefore the capability of administrator to attained the desired result through effectiveness management of resources. Effective administrators are creative and innovative as they demonstrate their good administrative behaviors.

Kwara state owned tertiary institutions are: Kwara state university, college of education Ilorin and Oro, Kwara state polytechnic, Kwara State college of Arabic and Islamic Studies and College of Nursing Ilorin. One of the aim of these institution as it contains the National Policy of Education (2004) is to produce skillful middle level manpower. This should be the objective of which the effective administrators must attain

Statement of problem

Many variable have been identified by the past researchers as the determinant of Administrative and teachers effectiveness without paying due attention to time management. The use of time as a measure of productive effort was stressed in the principle of management of Fredrick Taylor. It was against this background that this paper looked at the relationship between time management and administrative effectiveness in Kwara state owned tertiary institutions.

Thus this paper is fashioned around the following objectives; (i) to what extent has time management influence the administrators' job performance in Kwara State owned tertiary institutions. (ii) which component of time management has a grater impact on administrators' effectiveness.

Research Questions and Hypotheses

The following questions were raised and hypotheses generated to guide this study.

1. Which component of time management has grater influence on administrators effectiveness in Kwara State owned tertiary institution?
2. Which of the vital principle of administration is greatly enhance by time management?

Hypotheses

- H₀₁: There is no significant relationship between time management and administrators' effectiveness in Kwara State owned tertiary institutions
- H₀₂: There is no significant relationship between time planning and administrators' effectiveness in Kwara State owned tertiary institutions
- H₀₃: There is no significant relationship between time organization and administrators' effectiveness in Kwara State owned tertiary institutions
- H₀₄: There is no significant relationship between time control and administrators' effectiveness in Kwara State owned tertiary institutions

Research Methodology

The research design for this study was a descriptive survey. This is because it described the phenomenon and finds out relationship between the variables (time management and administrative effectiveness.) it involved collection of data from different groups of subjects to determine the relationship between them. The instrument used for this study was a researcher designed tagged "Time Management and Administrative Effectiveness Questionnaire" (TMEQ). This was designed to elicit information from the Administrative Staff of Kwara State owned tertiary institutions.

The questionnaire was divided into two sections (A and B). Section A consist of questions relating to bio-data of the respondents while section B contains questions on influence of time management on administrative effectiveness in Kwara State owned tertiary institutions. The reliability coefficient of 0.76 was obtained for the instrument through test and re-test method using Pearson product-moment correlation statistics. The same statistical method was used to test all hypotheses generated at 0.05 level of significance.

The research work covered all administrative staff of the six government owned tertiary institutions in Kwara State. Stratified random sampling technique was adopted to select 120 (34%) of the respondents from three out of the six state owned tertiary institutions representing 50% of the institutions in Kwara State.

Data Analysis and Results

Question 1: Which component of time management has a greater influence on administrative effectiveness in Kwara State owned tertiary institutions.

Table 1: Time management component

S/n	Component of time management	Frequency	Percentage
1	Time planning	31	26
2	Time organization	30	25
3	Time control	23	19
4	Time implementation	36	30
	Total	120	100

Table 1 above revealed various components of time management that jointly influence administrators' job effectiveness with time implementation having the grater impact. Time control had the lowest impact of 19% following by time 26%, time organization and time implementation have 25% and 30% respectively. The explanation that could be deduced from figures above is that no matter how the administrators plan, organize and control their time without proper implementation they may be in effective in their job. This implies that, the better the time is implemented by administrators the greater is their level of effectiveness in the job performance in Kwara State owned tertiary institutions.

Question 2: Which of the vital principle of management is greatly enhanced by time management?

S/N	Principle of administration	Mean(X)
1	Planning	14.65
2	Organizing	12.50
3	Directing	13.25
4	Controlling	11.98
5	Overall mean	13.08

Table 2: Vital principles of administration

Table 2 above recognizes four vital principle of administration: The table also reveal individual mean score of each principle with overall mean of 13.08 From the table, it could be deduced that planning has a greatest mean score of 14.65 which even above the overall means score. The implication of this is that planning is an indispensable role of administrators in Kwara state owned tertiary institutions. This thus implies that "an administrators that fail to plan, has plan to fail". The result above made us to realize important of planning and hence time planning as a component of time management. Administrators need proper time planning ahead of time implementation in Kwara state owned tertiary institutions.

Hypotheses

H1: there is no significant relationship between time management and administrator's effectiveness in Kwara state owned tertiary institutions.

Table 3: Correlational analysis between time management and administrator's effectiveness

Variables	No of cases	X	SD	DF	Calculated r-value	Critical r-value	Decision
Time management	120	117.09	6.01	298	.828	.195	Ho rejected
Administrator's	120	10.23	4.90				

Table 3 shows that the calculated r-value (.828) is greater than the critical r-value (.195) at .05 level of significance and at 298 degree of freedom. Therefore, the null hypotheses which state that there is no significant relationship between time management and administrator's job performance here by rejected. It can thus implies that time management has a positive and a direct relationship with administrator's effectiveness in Kwara state owned tertiary institutions. Meaning that if an administrator manages his time better, he will be able to achieve the predetermined objectives.

H2: there is no significant relationship between time planning and administrator's effectiveness in Kwara state owned tertiary institutions.

Table 4: Correlational analysis between time planning and administrator's effectiveness

Variable	No of cases	X	SD	DF	Calculated r-value	Critical r-value	Decision
Time planning	120	16.02	7.55	298	.771	.195	H ₃
Administrators' effectiveness	120	10.23	4.90				Rejected

Table 4 indicates that the calculated r-value of .771 is greater than the critical r-values of .195 at .05 level of significant and 298 degree of freedom. Hence the null hypothesis which states that there is no significant relationship between

time planning and administrators' effectiveness is nearby rejected. This indicates that time planning is positively and significantly related with administrators effectiveness in Kwara state owned tertiary institutions.

H3: there is no significant relationship between time organization and administrators' effectiveness in Kwara state owned tertiary institutions.

Table 5. Correlational analysis between time organization and administrators' effectiveness

Variable	No of cases	X	SD	DF	Calculated r-value	Critical r-value	Decision
Time organization	120	14.75	6.92	298	.587	.195	H ₃
Administrators' effectiveness	120	10.23	4.90				Rejected

Table 5 above revealed that the calculated r-value (.587) is greater than the critical r-value (.195) at .05 at level of significance and 298 degree of freedom. Therefore, the null hypothesis is rejected. Meaning that there is no significant relationship between time organization and administrators' effectiveness in Kwara state owned tertiary institutions.

Table 6: correlational analysis between time control and administrator's effectiveness

Variable	No of cases	X	SD	DF	Calculated r-value	Critical r-value	Decision
Time control	120	11.93	5.63	298	.676	.195	H ₃
Administrators' effectiveness	120	10.23	4.90				Rejected

Table 6 indicates that the calculated r-value of .676 is greater than the critical value of .195 at .05 significance level and 298 degree of freedom. Therefore the null hypothesis is rejected. Thus there is a significant relationship between time control and administrators' effectiveness in Kwara state owned tertiary institutions.

Findings

The paper examined the extent at which time management influence administrators' effectiveness and how such could be used to attain the stated objectives of the tertiary institution in Kwara state. Thus, the following are summary of the findings.

It was discovered that time implementation was the most significant component of the time management with percentage score of 30%.

It was also established that planning was essential principle of administration in Kwara state owned tertiary institutions with (X) score of 14.65

There was high positive relationship between time management and administrator's effectiveness. Moreover, time planning, time organizing and time control are also significantly related with administrator's effectiveness with time mean (x) score of 16.02, 14.75 and 11.93 respectively. This indicated that time planning significantly contributed to effectiveness than other two other variables in the state owned tertiary institutions.

Conclusion and Recommendation

From the findings, it could be conducted that time management is an important variables to all school administrators in the school system as it lead to effectiveness and efficiency. This implies that the effective time management will enhance administrators effectiveness in term of achievement of the school goals and objectives.

The paper recommended that all educational agencies, school administrators and even teachers should be properly inform and enlighten on the value of regular and proper time utilization with In the school system through workshop, seminar and conferences. Educational planner should include time management as a course of study in the tertiary institution of learning

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