

Managing Time In Education Organization: Policy Implications for Educational Managers in Rivers State, Nigeria

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Abstract *The efficient use of time is an important variable in helping students achieve learning goals and making the classroom a pleasant place for teachers and students. Two research questions were used for the study. Population for the study was one hundred and twenty while the sample was sixty students and teachers through the use of simple sampling techniques to enable each member of the population have equal opportunity of been selected. A time management questionnaire was used for the study. Two research questions were used and the researcher gave seven recommendation which will help the educational manager to manage their time well to enable them achieve their goals.*

Introduction

Education is the imparting of knowledge, positive judgments and well developed wisdom. Education has one of its fundamental aspects, the imparting of culture from generation to generation. According to Nduka (1974:15) defined education as a relatively permanent change in behaviour as a result of experience. Education is the instrument for economic empowerment and development of sustainable economy. Time is a very important educational resource, each school activity is guided by time. There are scheduled times for every activity taking place in the school environment. According to Maduagwu and Nwogu (2006) admitted that every school activity is allocated some frames within which the activities are to be accomplished. Within the school, there is time for morning devotion, time for first and last lessons, break time, mid-term break, holiday etc. Time is utilized to maintain facilities, delegate functions or even spend fiscal cash.

This study base its fact on management science theory propounded by Follet (1964), based his work on the fact that workers should give their best to the organization. Its implication in the educational system is that school administrators must ensure that teachers are duty-bound and result-oriented. Villiers (1960) in Ukeje, Okorokwo and Nwagbara (1992:66) opined that Taylor (1964) in his effort for time and efficient management proposed six principles that are needed to be applied in the management process which one of them is "Time study principle". This principle says that:

- I. All productive efforts should be measured by accurate time study
- II. A standard time should be established for all work done in the organization.
- III. Each person should have a clearly defined daily task that should require a full day's works to complete.

Time Management

Many educational administrators and managers have for a long time refused to recognize time as an important educational resource. Indeed, time is a very important educational resource. Each school activity is guided by time. Educational managers spend a lot of time each day planning, organizing, controlling, holding

meetings and communicating. These onerous tasks call for systematic approach to the management of time and a clear identification and allocation of duties. For effective classroom management and control, time management skills must be imbibed. According to Ajayi (2007:112) highlights the following as some of the reasons for time management:

- (i) It reduces misunderstanding and confusion out the essential duties
- (ii) It creates time and opportunity for carrying out the essential duties
- (iii) It reduces conflicts in schedules, activities and interpersonal relations
- (iv) It facilitates delegation of duties to staff
- (v) It increases the productivity of staff
- (vi) It makes it easy for staff to meet deadlines

Okoronkwo (2005:191) rightly stated that time is the most important elemental factor that governs the successes or failures of most undertaking and ventures. She went ahead and defined time as a stretch duration in which things happen and stated, that effective time management means how you can manage this stretch duration to individual benefit.

Educational organizations deal with human knowledge, activities and intelligence which required much time to accomplish. Judicious use of time is important in educational settings which makes time budging as indispensable management tool.

Managing Time And Classroom Space

The efficient use of time is an important variable in helping students achieve learning goals and making the classroom a pleasant pace for teachers and students. Institutional strategies must be planned to fit into fixed time frames, where it is the chock and not your assessment of whether students need more time on the topic that dictates the beginning and end of a lesson. The present emphasis on standard and high stakes assessment also affect how time is allocated in the school day.

Most standard based curricula are rigorous courses achievement of study that, in most instances, specify achievement of many more objectives that can be taught to an appropriate depth. This results in teachers spending their days reviewing materials that students have not fully mastered while simultaneously being pressured to move on to other objectives. Many students are not even ready for the mandated grade level curriculum when they enter the classroom, so instructional time has to be stretched like a rubber band to teach all students, so that they can be successful on the high-stakes test. Other variable that affect your use of time include non-instructional routine procedures, transitions between activities or classes and school wide interruptions. McLeod, Joyce Fisher and Jan, Hoover Ginny (2003:80).

Managing Instructional Time

The clock seems to manage every school day. The daily schedule is based on a variety of factors, such as state. Mandated time periods for a given subject, bus schedules, local school schedules for special classes, lunch periods and teacher planning time. Wong and Wong (1998:30) describe four different types of school day time.

- (i) Allocated time: - The total time for teacher instruction and students learning.
- (ii) Instructional time: - The time students are involved in a task.
- (iii) Academic learning time: - The time teachers can prove that students learned the content or mastered the skill.

Organizing lesson plans, home maintenance, errands, family time and other necessities around just a few of

the things that home schooling family must organize on daily basis! Joyce Fisher and Jan (2003: 120). The first thing that you should do to ensure the best use of your time is to develop a planning system. If you do not properly plan; and do not take the time schedule, there will be absolutely no organization in the home school classroom.

The School Time-Table

The school time-table help educational managers to manage their time and make the best use of it. The school time-table shows the subjects to be taught in each class, the time allocated to the subjects are expected to be taught. The time-table is a daily guide for the school and must be prepared by the scheduled staff member before classes commence. It also prescribes the time for morning assembly, closing time and time allowed to other extra-curricular activities. In drawing up time-table, special attention should be paid to subjects like English and Mathematics which carry more periods than others. Azu (2003:198).

Learning Experiences

For each learning experience, McLeod, according to him, time for each element of the lesson varies with the type of activity and the student's ages. Use of time and choice of instructional strategies are also based on the scheduled time for the learning experience. However, regardless of the length of time, successful lessons include the entire sequence of events. Time wasted getting materials and supplies at the beginning of the lesson sets a negative tone and encourages off-task behaviour.

Time Management Strategies

As the manager and chief executive of your school, all accomplished and unaccomplished tasks are linked to your effort. This makes the managers day to be over crowded with various activities. According to Maduagwu and Nwogu (2006: 65) says that the action and inaction towards any of these activities has much to say towards the achievement of educational goals. The educational manager can manage the little time at his disposal through the following procedures, according to Maduagwu & Nwogu (2006: 66):

- (1) Evaluate every job and identify the tasks to be performed, target objectives and estimated time for its accomplishment.
- (2) Make an analysis of how you spend your time each day, Armstrong (1990: 69) states that this can be done by identifying time consuming activities through the use of the diary.
- (3) The education manager should plan their work for the week and indicating in advance in your diary what you wish to accomplish everyday.
- (4) Plan and organize your daily work, map out what to accomplish in order of priority e.g. morning devotion, supervision of the activities of the day, meeting with the Vice Principals, etc.
- (5) Delegate functions to capable employees and wait for accountability
- (6) Organize other workers by writing down what they are expected to accomplish e.g. the timetable should be monitored through the year heads, the secretary should aware of the day's targets.
- (7) When dealing with visitors go straight to the point.
- (8) Be fair but firm in your dealing with employees and visitors. Learn to say no or yes without fear or favour.
- (9) Be of good and attentive listener during conversations so that you will know exactly what to say.
- (10) Reserve quiet times for yourself to do some jobs that does not require interruptions.

- (11) Learn to take a break, working for long time or period without break is never an effective use of time.
- (12) Reduce interruptions in form of phone calls, visitors, etc.

Statement of Problem

Time is one of the scarce resources known to man. The degree of efficiency and success in teaching and learning in the classroom depends on the adequacy of the planning and use of time as a resource. If education manager did not make use of their time very well, it will create a lot of problem in the system. Problem of not been able to monitor the activities going on in the school environment, job will slow down, and this will lead to conflicts in schedules, activities and personal relations. This can lead to wastage of resources.

Purpose of Study

The purpose of the study is to investigate the managing of time in educational organization, implication to educational managers in Rivers State:

- 1) Time management strategies which is suitable for educational manager.
- 2) The factors needed by the educational manager for effective time management.

Research Questions

- 1) To what extent do well planed time management strategies help the educational manager?
- 2) What are the factors needed by the educational manager for effective time management?

Population /Sample for the Study

The population for the study consisted of three secondary schools in Rivers State. Twenty (20) students and teachers are pink from the three secondary schools in Rivers State which give total of one hundred and sixty students and teachers. A sample of sixty students/teachers was randomly selected through simply random technique from the population to enable each member of the population have equal chance of been selected.

Instrumentation

A time management questionnaire was designed and used for the study. The questionnaire is made up of nineteen (19) items. The instrument items on opinion survey were weighted on a four point: modified Likert type scale thus:

Strongly Agree=4 points, Agree=3 points, Strongly Disagree=2 points, Disagree=1 point. The weighted percentage (%) point of respondents' opinion were calculated and pie chart was used to answer research questions one and two. The t-test statistics was used to test the research hypotheses.

Research Question One

To what extent do well planned time management strategies help the educational manager?

Table 1.0

S/N	Importance of planned time management	Scores	Pie chart	Relative frequency percentage %
1.	Evaluate every job	170	35.9	10
2.	Identify the task	167	35.2	9.8
3.	Target objectives	170	35.9	10.0
4.	Estimated time for accomplishment of task	164	34.6	9.6
5.	Analyze how you spend your time each day	174	36.7	10.1
6.	Plan and organize your daily work	179	37.8	10.5
7.	Map out what to accomplish in order of priority	164	34.6	9.6
8.	Show the subject to be taught each day	179	37.8	10.5
9.	Priority must be in order of importance	173	36.5	10.1
10.	Donot procrastinate	166	35.0	9.7
		1706		

Table 1: Pie Chart showing the importance of planned time management

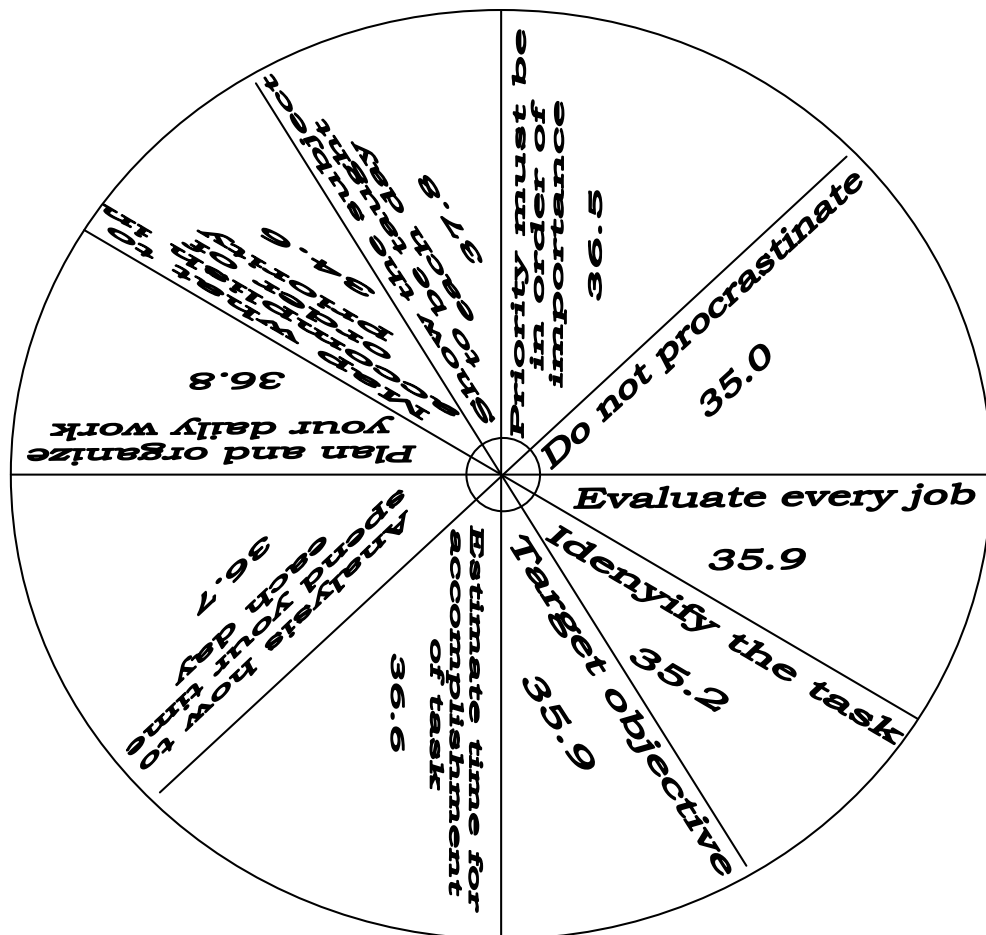
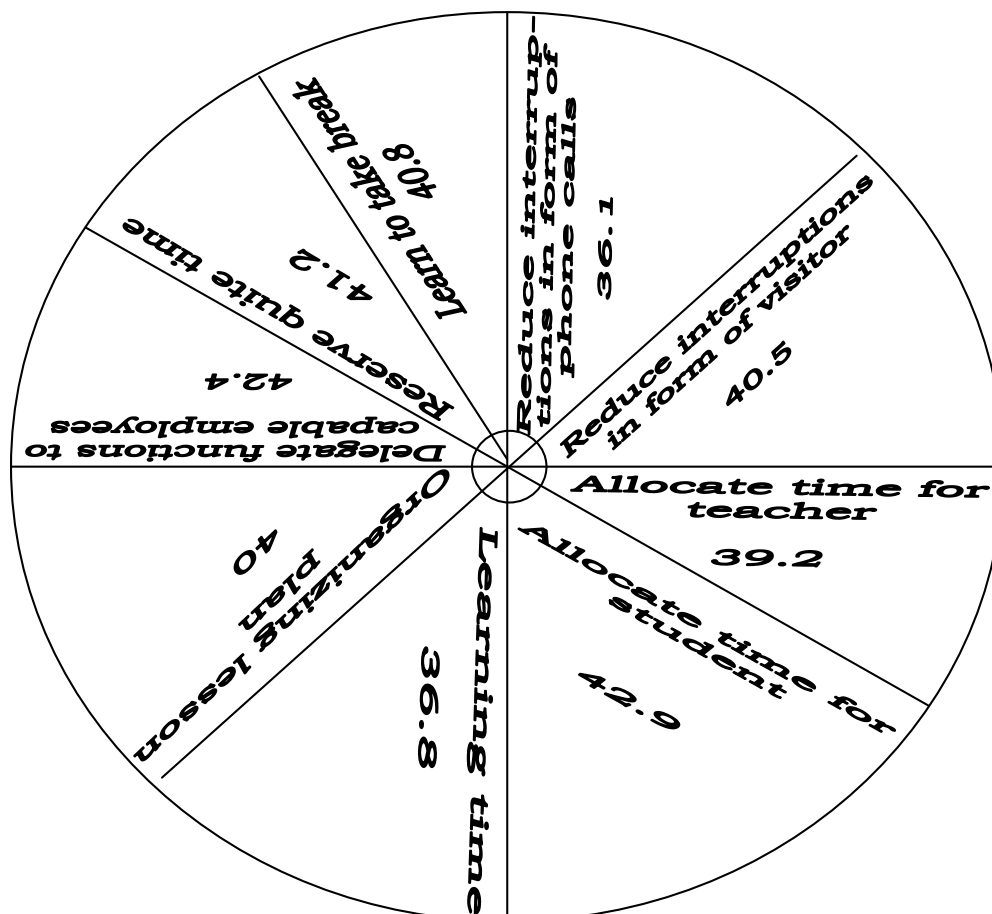


Table 1.0 show the importance of planned time management to the educational manager. The table shows that the education manager needs to plan and organize their daily work and he should show the subject to be taught each day because from the pie chart table it came 37.8^o and 10.5%. From the table above, the education manager should analysis how he/she spend his/her time each day which came 36.7^o and 10.1% in the pie chart and his priority must be in order of importance came 36.5^o and 10.1% respectively.

Table 2.0

S/N	Managing Instructional Time by Educational Manager	Scores	Pie Chart	Relative Frequency percentage (%)
1	Allocate time for teacher	149	39.2	10.9
2	Allocate time for students	163	42.9	11.9
3	Learning time	140	36.8	10.2
4	Organizing lesson plan	152	40.0	11.1
5	Delegate function to capable employee	161	42.4	11.8
6	Reserve quite times	157	41.3	11.5
7	Learn to take break	155	40.8	11.3
8	Reduce interruptions in forms of phone calls	137	36.1	10.0
9	Reduce interruptions in form of visitor	154	40.5	11.3
		1368	360 ^o	100%

Table 2:Pie Chart showing how Educational Manager can manage their instructional time



Research Question Two

What are the factors needed by education manager for effective time management.

Table 2.0

Table 2.0 shows that educational manager should allocated time for students came 42.9⁰ in the pie chart and 11.9% in the relative frequency distribution. Delegate functions to capable employee shows score of 42.4 and 11.8% in the relative frequency distribution and reserve quite times score is 41.3⁰ and 11.5% respectively.

Discussion of Functions

The result of this study is presented clearly shows that the educational manager needs to manage their time very well. The result clearly shows that the educational manager needs to plan and organize their daily work if they must achieve their goals as the leader. They prefer to show the subject to be taught each day to avoid waste of time and promote orderliness and discipline in the school setting. Priority must be in order of importance and they should try to analysis how they spend their time each day to avoid waste of time. Education manager should try as much as possible to allocate time for students to enable them to be very serious with their study. Employees are delegated functions to and the manager try to reserve quite time on daily bases.

Recommendations

Based on the result of this study, the researchers made some pertinent golden rules for good time management by the educational manager:

- (1) Educational manager should set up a daily routine and fix deadlines for the accomplishment of all jobs.
- (2) Important matters should not be postponed, one time at a time and he/she should always write out ideas as soon as he has them in the right place.
- (3) Try to arrange break time when you cannot more work effectively to enable you rest for a while; learn to say no when it arise and be selective.
- (4) The education manager should take steps to avoid interruptions and time stealer.
- (5) Each passes day, set a task and try to finish at least this task before you go home.
- (6) Avoid taking work home, unless you are sure you can do something about it.
- (7) Think first before you act, nothing is so urgent that there is no time to consider the decision making process. Time spent planning is never wasted.

Conclusion

Conclusively, time management is important to all categories of workers as it leads to effectiveness and efficiency. Numerous correlations studies have established that the amount of time available for instruction is related to student achievement. Mcleod said that the allocation of school time to various disciplines and other school activities is very important.

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