

# The Impact on the Efficiency of Time Management Performance in Government Secondary Schools (The Kurdistan Region a Model)

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**Abstract:** Emerged from the findings of the research show that there are statistically significant differences at the abstract level (0.05) in how time management depending on the change management experience, also shows that there is a loss in the provision for the management of school time by (3%) of the total school time and this represents a waste in working hours, as emerged from the search results that the tasks related to raising the efficiency of teachers professionally have received shortly so at a time spend Director day, it was noted that the lack of statistically significant differences in how time management at government secondary school principals in the province of Kurdistan differences depending on the variable sex.

**Keywords:** time management, school administration, educational process, technical tasks, administrative tasks

## 1. Introduction

In general education and educational environment environment witnessed in particular quantum leap in the mechanics of work and time management as a result of the developments that have occurred in the information and the economics of knowledge management technology ,, where she helped to coordinate the best efforts of management time and in all the administrative, professional and personal areas, and possibly in building social relations between departments of Education and the community.

That the management and investment and time management among managers and school principals in general is one of the most prominent administrative resources for the success of the education process, they are unidentified in the commitment of the joint work values and make extraordinary efforts in the elimination of losses allocated for the management of school activities time, and so they process focused on customization time-efficient, and to identify the average time it takes can each activity to ensure optimum use of the allocated school time management, one of the most important goals of the educational process.

Efficient administration need high skill, because his administration for his time means his administration for itself and the acquisition of this skill comes through daily practice in any place in which, and become time management behavior day distinguishes a successful manager from other managers, through his knowledge of the importance of time and his administration, and with the time available to all equally, but I am for many managers complain of continuous and lasting concern, and that their time is not their own and they're not able to accomplish all of their tasks and responsibilities of the time, and therefore came the importance of studying time management with school principals.

### The research problem

School administrations in general is facing is how to efficient customization of time, making them unable to complete school tasks during the time allocated for school Time time,

which some of them pay to accomplish these tasks after office hours, making it known to many managers and complaining that there is no time enough to address the activities during the school hours.

### The goal of research

How to identify the distribution of secondary school principals and principals of their time and urged them to various school activities by answering the following questions:

- 1) How distributes government secondary school principals in the province of Kurdistan and time on each task of the tasks assigned to them during working hours?
- 2) What time favored by those principals in the province of Kurdistan that they spend, on every task of their duties, if they have to provide what help them in business and some routine administrative work?
- 3) Are there significant differences at the level (0.05) on each task on those principals in the region on each task depending on.

### Search Tools

Questionnaire was made up of the first two sections designed reflects the sampling unit characteristics and represents the factors demographics and the second section of the management of time and divided into three areas: administrative, professional, personalized been prepared questionnaire after seeing the Sharari study (1992) and the study of Joseph (2003).Find goal how to identify the distribution of secondary school principals and principals of their time and urged them to various school activities by answering the following questions:1. How distributes government secondary school principals in the province of Kurdistan and time on each task of the tasks assigned to them during working hours?2. What time favored by those principals in the province of Kurdistan that Barvoh on every task of their duties, if they have to provide what help them in business and some routine administrative work?3. Are there significant differences at the level (0.05) on each task on those principals in the region on each task depending on the change of sex.Are there any statistically significant

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differences at the level of (0.05) in how to manage time on each task with the managers and directors of those schools in the province, according to the change management experience.

### Importance research

The importance of research embodied in the following points:

- 1) Contribute to the disclosure of how school activities are managed by school principals.1
- 2) Possibility of benefiting from the search results to be a means of decision-making.2
- 3) Make way for field studies in different levels of grades in how to exploit the optimum time.
- 4) Contribute to the process of administrative development and detection time problems.4

A set of terms associated with the search topic and are as follows:

- 1) Time Management: is the total of the procedures used in planning, organizing and controlling the exploitation of the official working time to do job duties(Jabr 2005).
- 2) Procedural definition: how the school distributes the official working hours manager on his duties entrusted to him.
- 3) School management: all activity orderly and purposeful managers achieve the desired educational goals in school to achieve the goals of the educational process(Ahmed, 1999).

### Research limitation

This Research identified the following determinants:

- Human border: This research was limited to public secondary schools in the province of Kurdistan managers.
- Time limits: the results of this research identified temporal context in which it was conducted during the first term (2013-2014).
- Spatial boundaries: research confined to government secondary schools in the province of Kurdistan managers.

## 2. The Theoretical Part

It includes knowledge on the concept of time and its divisions and its characteristics and its loss factors and thrown away, as well as the concept of the various administrative efficiency and classes, and are as follows:

### Time management

It represents the time one of the important resources for any human being in this big world. The concept has been associated with the scarcity of time economic basically known scarcity of available community resources, and must also Economists confirms that these resources are utilized effectively to achieve the goals that society sought in general, and the time as one of these resources are available to anyone, without exception, and evenly, it is assumed that exploits an effective manner by exploiting all the possibilities and personal talents and abilities available to reach personal and professional goals desired.

The existence of management and the word time to become inseparable, did not come spontaneously, administration general concept is a certain operations, it is intended through the completion of the work in a coordinated, orderly and effective to achieve the set the best means goals and lower costs, and longer time element and one of the possibilities available to the organization such as human resources or and material that is supposed to exploit effectively, the process is governed by administrative time, there is no work was carried out, but the time its container (Rajoub, 1997).

Time management, means self-management, and management function Affairs to ensure access to specific results in the time available, in other words, it is one of the processes that enable the completion of the tasks and objectives, and if the job duties and responsibilities of specific expected goals by the organization in which the director works, the what he wants to accomplish or achieve determined by its value system (Abu Sheikha, 1991).

The time management means the effective use of time in order to achieve effective use of available resources, and if he wants to improve his administration's Director of time, that imposes upon the following:

- Commitment: that the poor management of time is one of the ugly habits that should be on the Director to get rid of them, which requires him to rectify the situation correction intact.
- Analysis: This requires that the Director data showing the way to spend the time available and describes the problems resulting from it and its causes.
- Planning: someone, he did not find enough time to plan might say, but effective management requires planning in all the work, and that the time spent in planning provide long hours at the implementation,
- Follow-up and re-analysis: Whatever good plan, it will not work if you did not know the results and problems, in order to modify the plan accordingly.

With regard to the acquisition of the headmaster of time management skills effectively, Abu Sheikha was added (1991), the following steps:

- a) Time recording and analysis: Affirming that planning is the first task of the director of the school and that the plan is not merely purposes or purposes, and therefore, the tasks do not start planning for a time, but honor to how the expiration of his time, and registration is not a fad or a complex invention, it is easy method and practice in many administrative communities, who can not remember the past are doomed to repeat it, where that registration gives a clear answer for how to spend his time with the aim Director of the correction.
- b) Setting goals and priorities: where indicates that individuals are successful because they always think in terms of the objectives they seek, as they determine the goals and allocation of time realistic goals, and determine priorities and concentrate on the important things in order to save time.
- c) Planning time: It is trying to predict the time available in the coming period, and to identify the actions required in order to accomplish specific goals, through all programming in the light of opportunities or restrictions.

Literature on the functions of management and emphasizes that the lack of planning time lead to a kind of turmoil and tension on an ongoing basis in the behavior of man management and reflected in the low productivity of the accumulation of business and enshrined, where infected educators often a state of dispersion mental, and things that help school administrators to develop school plans the following:

- A list of activities that contribute to the achievement of the goals.
- Identify specific period of time to accomplish these goals.
- A clear description of resources and requirements.

She explained Abu keta (2002) that there are ten steps towards better management of time, as follows:

- To develop a personal sense of time.
- Identify long-term goals and identify them.
- Develop a medium-term plan.
- The daily planning
- Optimal exploitation of time optimization.
- The organization of office work.
- Meetings management.
- Mandate in an effective manner.
- Work on the good use of the time of the hearing or meeting.
- Health and attention in a good way care.

While indirect or year: devoted this time usually for activities sub-working her influence is clear on the future of Systems and its relations with third parties as a responsibility of social organization and a link to the responsibility which the institutions and associations and many organizations in the community, that different activities require considerable time before the administrative, so he has to It determines how much time can be devoted to such activities or authorize another person to do instead.

It should be noted that the time needed to manage classified - as mentioned safety (1988) into four main categories, namely:

- Creative Time: respect that kind of time to think and process analysis and future planning, as well as the organization of work and evaluate the level of achievement.
- Time preparatory: This is a kind of time the preparatory period leading up to start work, may take this time in all information or specific facts or processing equipment or facilities, and before starting the implementation of the work is supposed to administrative gives this type of activity it takes from the given time economic loss that may result from a lack of basic inputs to work.
- Time productive: This is a kind of time period of time that takes in the implementation of the work that has been planned in creative time and prepare him for the time preparatory, and to increase the effectiveness of the investment of time on administrative must be balanced between the time the production and the time spent in preparation and creativity to ensure the exploitation of optimal to all the resources available, including time element.

And see Amayreh (2001) that organizational causes that lead to loss of time and calmly Director include

#### **1) Non-delegation of authority**

The reluctance of some of the lead managers of the distribution of some of the functions and powers to the teachers, to the inability of the Director to complete all the work in a short time, so as to busy manager in some routine tasks to be completed and it takes a long time, causing him a waste of time.

There is another factor important in this aspect, a style of management, and its role in the authorization or lack of delegation of authority to subordinates, pattern dictatorship preferred to use patterns and specific channels, and tends Director dictatorship to survival of all the tasks in his hand, and delegate tasks only to a very narrow range.

#### **2) Phone Calls**

The phone just like any other technological developments means one that save time because it will facilitate direct access without incurring hardship or send messages or search for information in order to contact someone or region of but like any invention he misused the phone, it becomes a tool for wasting time instead supplied.

#### **3) Meetings**

Meetings of all kinds is a (long, short, individual) are essential in the schools, and the school principal that improves handling in sociology management, and in particular in the meetings that take a long time if properly Director good preparation and planning, it wasted a lot of time without reaching decisions, and any meeting that does not emerge by the decisions, not considered feasible and can lead to loss of time to no avail one of the important things in this field, to determine the time of the meeting, so that the headmaster is trying to put a relatively fixed for the meeting time, so do not leave free rein, does not leave things to chance and random, so you do not waste time in vain.

#### **4) Unannounced Visits**

Of things that lead to loss of time, visits sudden informal, and that lead to wasted and loss of time on issues and matters not related to official business, and such managers consider the workplace can be a place to received guests, and solutions to problems, and there are official visits unplanned they also lead to confusion headmaster plan

Lack of clarity or inadequate instructions or information

That of one of the causes of poor time management is the failure to provide information or adequate and clear for teachers instruction, where some managers to secrecy in some instructions even keep the teacher need to director, and will remain a teacher at a loss and frequency, and this leads to the loss and waste of time.

And see Qaryouti (1995) that the reasons for the loss of self-time are

#### **1) Concern**

This can be explained psychologically, that sometimes the perception of marginal business managers performed at the expense of the role in the planning and policy-making and



decision-making, generated to have some kind of anxiety and frustration which leads again to enter into new episodes of concern in matters of marginal and daily usual.

**2) Inability to annoy others**

This situation leads to the managers they needed a lot of time to try to resolve things without taking firm decisions against others which ultimately leads to waste of time.

**3) Excessive secrecy**

That secrecy on confidential information excess leads to the depletion of a great time by the employee / citizen in his attempt to get what is required of such information.

**4) Fear of the loss of power**

Fear also contribute to the waste of time some of the employees who fear losing position or status and the accompanying power and the advantages they know well, since actuation some of the staff in touch sources of threat truth or delusional them, and how to prepare to face them, and through other monitor and investigate their news, and may cause like this feelings of anxiety to the actions of a waste time

The researcher believes that these reasons that contribute to the loss of time which is due to be the Managing Director himself and some are due to be fully aware of the organization, all of which are working to disable time Director and reduce the possibility of investment and leading effective way to achieve the desired goals.

He said Kanaan (2002) that there are three basic facts for effective time management for leader's administrators, namely:

Use of the leader and his time and influenced by several factors including:

The size of the organization and the nature of its work, and the manner in which it deals with the leader of his subordinates.

Time commander limited to certain hours, and no matter how hard the organization and the leader of his time, there are other factors that control it, which makes the time does not belong to him alone and that other people in control of the time such as the Chief Commander, colleagues and subordinates.

The effectiveness of the leader in his time management required to take most of his time, and this is at the expense of the allotted personally time, and this cost him effort and pressure and fatigue, so must the commander to plan and organize and record his time and implemented within the program according to his priorities, and analyzes the distribution to see which business deserves business interest does not deserve, and so it is not excessive in its use of time to work alone on his health account.

**Search Community**

The study population of public secondary schools in the Kurdistan Regional directors consists was chosen as a random sample of (40) school either preview managers

regarding those schools unit and the number of its members (40) principals.

**Table 1:** The study sample in terms of gender and managerial expertise distribution

Number	Group	Variables
22	Managers	Gender
18	Managers	
12	Less than 5 -10	Management experience
16	10-5	
12	Over 10-5	
40		Total

**Statistical treatment**

The use of statistical methods the following:

- 1) Averages and percentages.
- 2) T test statistical to answer the second question.
- 3) Unilateral vegetation analysis (ONE WAY ANOVA) to answer the fourth question.
- 4) Tukay test (Turkey Test) comparisons in dimensional averages administrative personal and professional areas.
- 5) Third: Search Results:

A table (2) the characteristics of the sample in terms of experience in the administrative and educational work, and it appears that some (12) have less than 5 years experience. (16) have experience between (5-10 years) either managers who have experience (10 years and over) numbered (12).

**Table 2:** Sample characteristics in terms of experience in the administrative and educational work

Number	ladder
12	5 years or less
16	5-10 Years
12	10 years and over
40	Total

Table 6 (3) The averages and percentages for answers sampling unit on the distribution of the adhoc administrative tasks for school administrators time shows ways to reduce more than(5512) of the official working hours and technical tasks (2512) and Personal (1616).

7. It is clear in these proportions that there are losses in the provision for the management of school time by 3.00 of the total school time and this is a waste of time.

8. Note that the averages may be distributed to the paragraphs for each area of time management on the level of the administrative area is clear that the task is a highest average (199.00) and professional field (90.70) and field Profile (59.40).

**Table 3:** Averages and percentages for the sample questionnaires on areas of study

The average percentages of the time spent	The average time spend a day in the Director's always total(360 minutes)	Domains
5512	199-00	The first field: administrative tasks
2512	90-70	The second area: professional tasks
1616	59-40	The third area: personal tasks

3100	10-90	Lost time
100	360	Total

Source: the work of a researcher based on the tables above.

The following administrative tasks came from more tasks that distract them managers time during working hours (in descending order) frequent library activities, greeted parents trading problems Altaamb with events and problems, the presence of the line up morning was the average time was spent in minutes on these tasks per day as next:

9, 90-9.90 to 11.0-14.7 to 19.5) Appendix(2).

The above indicates that principals spend most time-duty in the administrative and paperwork that are repeated every day, and this requires that the Ministry of Education to provide material and human resources of assistants and administrators to carry out administrative functions and clerical work even freelance directors of tasks and business the most important priority.

In the realm of professional tasks has the following tasks came from more tasks that distract them managers and time (in descending order):

Safia visits for teachers, monitoring the implementation of teachers to their education, receive educational supervisors and discuss the administrative and technical conditions for teachers, to look at and follow-up work of clerical students, accompany the educational supervisor during his visit to the teachers have time it amounted to expense in the minutes of these tasks on a daily basis as follows 7,9 – 10,0 – 15,7 -7,8.

It notes through an extension (2) that the tasks concerning the lifting of the efficiency of teachers professionally have received very little time director who spends a day in advance.

Where the average time spent 9.4 minutes per day the amount of any rate of 2.6% on the following tasks as follows:

- Help teachers in how to formulate behavioral objectives.
- Upgrading of teachers in enriching and developing the curriculum.
- Planning for the growth of teachers professionally.

In the realm of personal tasks has the following tasks came from more tasks that distract them managers and time (in descending order):

- The exchange of dialogues with teachers (10.8).
- Drink tea and coffee (7.8).

**Table 5:** Test results (t) the statistical differences between the mean of the samples according to the independent variable sex

Domains	Genders	Number	average time spend in minutes daily	standard deviation	Value Favoritism (t)	the level of denotation
First: administrative tasks	Director	22	207.00	30,959	0,597	0,553
	Director (Woman)	18	198,30	22,858		
II: professional tasks	Director	22	84.90	22,207	1,980	0,053
	Director (Woman)	18	96,50	27,451		
III: personal tasks	Director	22	69.90	12,729	1,414	0,163
	Director (Woman)	18	50,30	15,563		

t can be seen from the table (5) the lack of significant differences statistically in how time management at

- Pray (7.2).
- Receive phone calls (7)
- Other matters (2.8).

It notes that the average time it spends managers daily on some personal tasks than the average time spent on their role with respect to the growth of teachers professionally may be due to busy managers and administrative tasks that take them a long time, or because some managers do not find in themselves the ability to guide trainers in profession always and he did not have enough time to do the many tasks assigned to them and the fact that professional tasks are supervised by educational supervisors.

**Table 4:** The average time that prefer to spend the school principal on the tasks entrusted to him during working hours

Percentage of Average Time	Average time in minutes a day(6 hours)	Domains
38,00	137,00	The first field: administrative tasks
52,7	198,88	The second area: professional tasks
5.6	20,24	The third area: personal tasks
96,3	356,12	Total

Seen from the table (4) that the school managers prefer that the disbanding (38%) on educational tasks-duty time on administrative tasks, and (52.7%) on professional tasks, and (5.6%) on personal tasks. Notes that the average percentage of time that favors Director to spend on administrative tasks is still high, may be due to that most managers are not doing delegation of authority for some teachers to do some administrative and routine tasks, and that such managers do not want that one in power or compete with them because they do not trust in the ability of coaches to carry out these tasks as they are out, or because some of these managers believe that their administrative functions is to give them the power and authority, or because some of them lacked sufficient for the tasks professional so find them compensate administrative tasks may refrain some managers for authorization the power of teachers in some of the administrative aspects because they do not want to reveal their palaces in these aspects or to outweigh the fear of some of them teachers in these areas, and these results agreed with al-Obeidi study (1982).

Statistical analysis of the test results of the differences in how to manage time for the three areas, according to the variable sex.

government secondary school principals in the province of Kurdistan depending on the variable sex, and with that there

are differences in the average time spent on professional tasks and in favor of the directors, but this difference is not statistically significant. This is consistent with the normal situation where the managers and directors are subject to the same developmental courses and carry scientific, educational certificates, so find them exercising administrative functions of professional at the same level almost, as well as the concept of time management occupies the importance of identical almost to the managers and directors and because the required managers tasks are the same tasks required of directors, in accordance with the instructions and regulations for this, it is natural that

differences do not show statistically between what the managers and directors and because the secondary school principals and principals taking the administrative pattern similar to a large extent in terms of the nature of the tasks and activities.

The statistical analysis of the results of the differences in how to manage time for the three areas and depending on the experience variable displays in the table (6) the results of mono variation to identify the significance of differences in time management for the three areas, according to the experience of managers in the administrative work analysis.

**Table 6:** Results the mono contrast of the effect of variable administrative expertise on how to manage time and the government secondary school principals analysis

Domains	contrast source	The sum of squares	freedom Degree	F Calculated	The level of significance
First: administrative tasks	Between groups	988,94	2	0,680	0,511
	Within groups	36380,94	38		
	Total	37369,88	40		
II: technical tasks	Between groups	2611,62	2	2,037	0,141
	Within groups	32045,17	38		
	Total	34656,79	40		
III: personal tasks	Between groups	457,01	2	1,101	0,341
	Within groups	10380,87	38		
	Total	10837,88	40		

It can be seen from the table (6) that there were no statistically significant differences at the level of (0.05) on the field of administrative tasks, as the value of (P) calculated (0680), a value that is not statistically significant at the level (0.05). This shows the lack of differences among the sample in how their management time on the field of administrative tasks depending on the variable management experience, and is due the fact that expertise variable is not measured in years only, but the extent to enable individuals to gain experience as contained in the skills, knowledge and information that may be a factor in achieve effective management performance.

As well as the value of (P) calculated on the field of technical tasks (2037), which is a function value statistically significant at the level of (0.05) either on the field of personal tasks has amounted to (P) calculated (1101), a non-value of a function at a statistical level (0.05) has agreed the study results with the results of Rasbi study (1999) and the study of Yousef (2003), which indicated their findings to the lack of statistically significant differences in the responses of the sample on the areas of time management attributed to years of experience, and varied results of the study with the results of a study Adayleh (2004), which indicated results to the presence of statistically significant differences due to the variable management experience (6-10) years.

### 3. Conclusions and Recommendations

#### Conclusions

Search through data analysis shows the following:

- 1) Through statistical analysis of the questionnaire for showing that there is a statistically significant differences

at the abstract level (0.05) in how to manage time, depending on the change management experience.

- 2) Show that there is loss in the provision for the management of school time by 3% of the total school time and this is a waste of time.
- 3) It was noted through research that the tasks concerning the lifting of the efficiency of teachers have not been professionally only very shortly from the time the director spends a day.
- 4) Showing also no statistically significant differences in how time management at government secondary school principals in the Kurdistan Region variable depending on the sex differences.

#### Recommendations

- 1) Work on the allocation of a specific time to meet with subordinates during working hours in the day to discuss the specific business problems and select a specific time for this discussion.
- 2) Increase the interest of principals and spreading awareness of the importance of working time and reduce the waste of time and usage optimization.
- 3) The need to reduce personal visits to offices
- 4) The need for preparing proper advance planning for meetings and well ahead of held to some of the items are not postponed to a later meeting.
- 5) Work to identify the questionnaire in the objectives and tasks
- 6) Provide an opportunity for managers to participate in the training sessions held in the field of time in order to develop their skills and abilities.
- 7) The need to introduce the concept of time management in the curriculum
- 8) Need to use ready forms in correspondence

- 9) Strengthen relations between secondary schools to benefit in the experience regarding the activities within the school and assess the creative ones

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