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THE EFFECT OF TIME MANAGEMENT ON GREEN PERFORMANCE AND EFFECTIVE DECISION MAKING IN HIGHER EDUCATIONAL INSTITUTIONS IN NIGERIA: AN EXAMINATION OF SOME SELECTED HIGHER EDUCATIONAL INSTITUTIONS IN SOKOTO AND NIGER STATES, NIGERIA.

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ABSTRACT

One of the latent problems that raid our higher educational institutions in Nigeria and public schools in particular is lack of effective time management which hampers green performance in terms of quality education and overall decision making. This paper shows how the variables are related to one another. A questionnaire was designed to assess the views of respondents on time management, green performance and effective decision making. The data collected was subjected to a very solid statistical instrument. The views were however analyzed using regression analysis and the findings indicate that time management influences green performance and effective decision making in higher educational institutions in Nigeria.

KEYWORDS: Time Management, Green Performance, Effective Decision Making

1.1 INTRODUCTION

The concept of “green” is in fact too important to be confined to just environmental issues (Robinson, 2009). The concept today is fast becoming famous in many respects and fields of endeavour- green management, green competition, green technology, green decision, green performance and etc. Amidst these diverse orientations and motives, there is perhaps a similar aim, they (organizations) adopt principles, policies and practices that improve the quality of life for their customers, employees, communities and the environment - to solve environmental, economic and social problems.

Green performance and effective Decision making in the Nigeria’s higher educational system are determined mainly through an administrative function and invariably requires information in the form of records. Emphasis is placed upon processes and
methods for insuring insightful action. Principles are set out for securing rigorous action from groups of people mainly the actors who are the implementers of policies and regulations. Green performance and effective Decisions are made and measured at different levels in the institutions. However, it is fairly obvious that the lower the performances go the lower the level of decision that must be made and as well, the higher one goes the higher the level of decision; irrespective of the level, however, the degree at which the performances become green and decisions effective depends on how well time is effectively and efficiently managed.

1.2 Time Management Concept

The concept time management both from the individual and organizational points of view is significant for the success and accomplishment of goal (Wood, 2006). It has been emphasized that the biggest inaccuracy in pursuit of organizational objectives is, not realizing how much time is lost due to poor time management at work which directly affects performance and the target (Shadare & Hammed, 2009).

1.3 Time management Practices around the globe

It has been discussed in previous works that skilled time management behaviors result in increased job performance and however, very few of the existing time management systems were designed taking into account cultural difference, which is an essential concern in contemporary global issues. For instance, cultures are often categorized into monochronic and polychronic time orientation. (Hall, 1990) Fundamentally monochronic time orientation is an act of paying attention to and doing only one thing at a time, while polychronic time means focusing on many things at once. According to Morden (1999) German culture is attributed by strong monochromic behavior. Chinese culture, in comparison with German, is characterized by less monochronic. Furthermore, Japanese culture has the middle level of monochronic. In some studies it was unravelled that people from different cultures have different perceptions of work and leisure time. These cultural diversities necessitate a continuing debate in academia and perhaps in understanding and use of time, it introduces difficulties to time management in intercultural collaborations. One way to reduce the difficulties as Waterworth, (2003) proffered, is to design culturally sensitive time management systems.
1.4 Approaches to Time management

Covey (1989) suggested that since time management is a challenge for many organizations, there are a number of tips that can help organizations make better use of their time. He categorically mentioned information services and wellness of programs.

Information services

Organizations need to offer time management workshops that teach skills such as those that can have an effect on employees' productivity in the workplace. Additionally, seminars may be developed around particular models of time management.

Wellness programs

Another approach employers can use to assist employees in time management skills is through wellness programs. Wellness programs are opportunities offered or subsidized by the organization to promote physical and emotional health and well-being, thereby reducing stress. They are intended as preventative measures and aim to reduce health risks and/or emotional stress. One of the outcomes that may be associated with a wellness plan is the ability to better manage time if people are more physically well; many of the stress-related barriers to time management are reduced.

Wellness plans may involve free or reduced-cost health club memberships, on-site health clubs, relaxation courses, stress-reduction courses, smoking cessation courses, and even time management courses. Some organizations even take the step of reducing health insurance premiums for those employees who participate in a wellness plan.

1.5 Problem formulation

Time and motion in organizational studies provides the starting point for this study. Its central premise is that organizational performance and decisions are enhanced through time consciousness. Nevertheless, apart from focusing on pay and skills (which are very important), other human resource management issues of relevance (like time) to organizational performance tends to be relatively neglected in many public sector reforms which is perhaps detrimental to organizational success.

Time management skill as postulated by Brislin and Kim (2003) is one of the predictors of green performance and better academic excellence. As extensively conversed by Xiping and Ge (2005) even stress that is a major barrier to green
performance and effective decision making is adequately checked and reduced to the lowest ebb through time management. Ideally one might want to argue that to improve organizational performance; staff must be employed and dismissed, promoted and transferred on basis of organizational regulations and principles. But these principles if not time bound will not work towards fulfilling organizational objectives. In addition, the organization’s management must help to structure and restructure work in a suitable manner and to encourage cooperation, communication and time discipline for the employees. However, organizational performance as expressed by Yakura, (2001) also depends on the context in which the organization operates – its ‘enabling environment’ and the norms prevailing in that environment. This research further argues that there has to be an effective time management for resources to be effectively apportioned and services to be meaningful.

It has been exposed in various researches that most productive and successful organizations are those who can excellently manage their time (Shadare & Hammed, 2009). No wonder, it has been buttressed that, an organization’s ability to attain maximum output, increased performance and effectively checkmating distraction depends on its ability to concentrate on vital priorities and become time conscious (Verkoeijen et al., 2005; Williams et al., 1995; Wood 2006; Zhijie, 2005 & Zur, 2007) it is therefore imperative to note that the resource of time has to be properly managed for success in the workplace to be achieved.

1.6 Problem Statement
The effect of time management on green performance and effective decision making in higher educational institutions in Nigeria: An examination of some selected higher educational institutions in Sokoto and Niger states, Nigeria.

1.7 Research objectives
i. To examine the correlation between Time management and green performance in Higher educational institutions in Nigeria

ii. To examine the relationship between time management and effective decision making in higher educational institutions in Nigeria
1.8 Research Hypotheses
i. Time management influences green performance in higher educational institutions in Nigeria
ii. Time management influences effective decision making in higher educational institutions in Nigeria

1.9 Population and Sample of the study
This study used two higher educational institutions in Sokoto and Niger states (i.e. School of Nursing and Midwifery in Sokoto state and Federal University of Technology Minna in Niger state). Both staff and students participated. Out of the 300 instruments distributed, the researchers were able to retrieve 188 that were correctly filled.

1.10 The internal consistencies of the scales

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>NO OF ITEMS</th>
<th>CRONBACH ALPHA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time Management</td>
<td>4</td>
<td>0.90</td>
</tr>
<tr>
<td>Green performance</td>
<td>4</td>
<td>0.84</td>
</tr>
<tr>
<td>Effective decision making</td>
<td>4</td>
<td>0.79</td>
</tr>
<tr>
<td><strong>Total items</strong></td>
<td><strong>12</strong></td>
<td><strong>0.79</strong></td>
</tr>
</tbody>
</table>

The three variables in table above illustrates the Cronbach alpha values all reading above the generally acceptable value of 0.75 as emphasized by Hair et al., (2006) and Nunally, (1970).
1.11 Results of the Analysis Table 1

<table>
<thead>
<tr>
<th>(Constant) Time Management</th>
<th>Non standardized coefficients</th>
<th>Coefficients matrix Standardized coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std error</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-----------------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td>2.395</td>
<td>0.325</td>
</tr>
<tr>
<td>Management</td>
<td>0.269</td>
<td>0.089</td>
</tr>
<tr>
<td></td>
<td>-0.036</td>
<td>-0.004</td>
</tr>
<tr>
<td></td>
<td>0.112</td>
<td>0.069</td>
</tr>
</tbody>
</table>

Note: Dependent Variable - Green Performance

Table 2

<table>
<thead>
<tr>
<th>(Constant) Time Management</th>
<th>Non standardized coefficients</th>
<th>Coefficients matrix Standardized coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std error</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-----------------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td>1.208</td>
<td>0.294</td>
</tr>
<tr>
<td>Management</td>
<td>0.104</td>
<td>0.108</td>
</tr>
<tr>
<td></td>
<td>0.309</td>
<td>0.108</td>
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<tr>
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<tr>
<td></td>
<td></td>
<td>0.086</td>
</tr>
</tbody>
</table>

Note: Dependent Variable – effective decision making
The outcome of the regression analysis in table 1 & 2 above shows that Time management has a very significant influence on green performance ($\beta= 3.5 \ \rho=0.001$ see table 2) and when $\beta= 3.5 \ \rho=0.003$ see table 3). This however illustrates that when organizations embraces time consciousness they are indirectly accentuating their upper limbs and preparing against half-baked decisions and holding their heads high amidst counterparts globally.

1.12 CONCLUSION

In this research the central aim was to examine how time management influences both performance and effective decision making in higher educational institutions in Nigeria. The aim is however not defeated. This was confirmed as shown in the quantitative results in 1.9 above. It also implies that the respect for time should be seen as a collective responsibility of the staff of the institutions (both the academics and non academics), the students and most importantly the government.

The study is faced with some limitations such as using just two higher educational institutions to represent the whole of public sector in Nigeria and it’s in ability to involve some government officials who are principal actors in the education sector and, therefore future studies should ponder on these limitations and incorporate them in their researches.

REFERENCES