

TIME MANAGEMENT FOR SCHOOL DIRECTORS

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Abstract

The work of the school principal is quite difficult and complex. Time is a precious resource for all leaders and managers used to achieve the goal and objectives of an institution. It is a rather complex process that is spent, can not be stored and can not be back. All school leaders and managers use different methods and ways to spend their time better.

Time! How easy it is to lose, it is very difficult to win, but it is impossible to turn it back (an expression of time description). School leadership by the director is a very difficult, complex process, not easy to manage. Time management through various effective techniques is a good dexterity of a leader. From the research conducted and the suggestions of many authors, it is shown that effective time management affects the performance of the work. According to an author's description, effective time management also reduces work stress, which can be a major factor in performance (Jamal, 1984). An important source of job stress in the workplace is the perception for an individual that what he or she needs to accomplish outpaces the time available (Schuler, 1979). Time management is the ability to decide what is important in your life both at work, at home and even in our personal life (Adeyinka, 2012:13). From all these descriptions and definitions we can say that effective management of time is considered by every manager and school director as the key to success achieved through a set of rules,

Keywords:

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practices

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principles, principles, skills, habits, methods, techniques and practices for achieving a high score of the intended performance or achievement of the goal. In this paper are presented some principles, rules, principles, practices, charts along with some advantages as well as the relationship and influence of time management in the performance of the director. Also in this research are presented some strategies, benefits, activities and techniques for the best management of the time and how to organize the work of the school principal through tables, plans for organizing and assigning tasks as well as many applications and programs various recommendations for time management using the information and technology.

1. Introduction

The work of the school principal is quite difficult and complex. Through this paper are presented some effective models and recommendations for better school management by the school principal. The main purpose of this paper is to assess the impact of time management on the performance of the school principal. Time management is an essential factor that affects success at all levels of leadership. Time is an essential resource where all managers need to achieve the goals and objectives of an organization. All school leaders and managers are constantly looking for the most appropriate ways and methods to improve time management. In this paper are presented various definitions of time management, benefits and benefits from various authors who play an important role as well as the barriers faced by the director of the slides during the leadership process. Some of the benefits outlined by good time management are: good time management affects stress reduction, helps the leader have time for fun, more opportunities, helps predict time for unexpected things and interruptions during work, etc. Good time management is related and affects self motivation. The way of organizing and planning time influences greatly on the productivity, quality and performance of leadership success. Also during the leadership process there are many activities that the leader practices every day and in this paper are presented some techniques and applications that facilitate the work of the school principal.

Conclusion- In conclusion we can say that effective time management is a very important tool that contributes to improving performance. This study will be a helpful guide or guide for senior and middle school leaders and managers. Presented tables, time management assist applications, and the use of some calendars will be a good guide to organizing, planning and managing time from leaders. Introducing Tablet Activity through Google Calendar, mobile or computer applications and rating them by importance will be a priority and a good way of organizing and planning.

Study Methodology: It is based on an analytical and descriptive approach based on the collection of data on the way of time management by primary and secondary school leaders in Kosovo.

2. Literature review

Time management is really a misnomer – the challenge is not to manage time but, to manage ourselves. (Stephen R. Covey)

According to the authors Iqbal, Amin, Umar al al in the research conducted with director in 344 high schools conclude that the level of schooling of the director has a significant effect on the time management practices (Khan, Ahmad, & Naseer-ud-Din , 2015). Authors Kearns dhe Gardiner (2007: 235-247) have identified four main behaviours of highly effective people on the basis of their experiences and courses conducted in the time management field. These include, planning and prioritising tasks, clarity of purpose in work, avoiding interruptions and distractions and being organised.

"Time and money are the most important things in life. However, money can be earned all the time, while time can not be won "(Selim Mehmeti, 2012: 18). Time is a very important, limited, dynamic and valuable resource, where its good management results in the achievement of objectives. We can buy one watch but not the time. Time is not determined by no one we must manage, plan, enrich, organize, and fill in activities. Good time management means less stress on the job. Also, time can not stop, touch or see. According to the authors (Khan, & Naseer-ud-Din, 2015) as well (Weldy, 1974) time is money - a valid, limited resource - and can not be stored in the bank as money. It can not grow by working hard. People can not buy it, can not stop, can not

save, steal, loan or change it in any way. It is irreversible, indispensable, irreplaceable and unviably. In small schools with a small number of students and teachers it is easier to plan or manage time and activities, and when it comes to a large number of students and teachers, greater care is needed for the director precision, versatility and timeliness at work or in time management. Time management means the possibility of controlling the situation, efficiency of work, putting in place priorities and skills for proper planning.

In this figure is presented time as a unique process that can not be turned back.



Time Management “is a set of principles, practices, skills, tools and systems that help us use time to accomplish what we want. It refers to the techniques, and strategies that individuals use in utilizing and maximizing the work that they do (KENNETH, 2012:3).

Figure 1. *We can not turn the time*¹

Time Management is a set of tools which allows us to (Kenneth, 2012:3):

- o Eliminate waste
- o Be prepared for meetings
- o Reduce excessive workload
- o Monitor project progress
- o Allocate resource (time) appropriately to tasks.
- o Ensure that long term projects are not neglected
- o Plan each day effectively
- o Plan each week effectively and to do so with little self-discipline

The authors Rudina and Ilirjana (Lipi&Lipi) in their research show that bad time management is a modern-day illness that managers face today and job delegation positively influences good

¹<http://www.managers.org.uk/insights/news/2017/february/5-tools-to-get-your-time-management-on-track>

time management, avoiding the manager many tasks and responsibilities that can be delegated. Because of the limited time of the leader and the different energy to act, the leader must always find a balance between what he wants to do and what he can do. Depending on the leader's personality, the energy and the strength to work is different. For example: Some leaders see themselves with more energy to do the job in the morning, while others prefer to do the work in the afternoon or in the evening. Time can be said to be wealth that carries a value in which we aim for success and efficiency at work. A very important step in effective time management starts from the very first moment when we begin work where we need to have an idea of how we will spend time. Each person thinks, acts, and works differently from other people, and all leaders try to be unique in their leadership style. The key to managing time at work or wherever we go is planning and prioritizing or focussing points. So from this statement we can say that each leader, director, or manager uses his own method or style of time and work planning, aiming to give maximum positive results and success at work. But we must always bear in mind that apart from planning, we create flexibility and creativity through a general plan with tasks to be carried out. With time planning we will always have a solution and we will not have to ask ourselves what we should do in the future.

According to the author Irfan he has translated a definition from Arabic and asserts that time is (Irfan, 2013):

TIME DEFINITION

Slow ..when you wait!

Fast ..when you are afraid!

Long ..when you're sad!

Short ..when you rejoice!

It does not end ..when you have pain!

You do not feel it ..when you're happy!

Managing effective organization and planning of time

Organizing and planning time is the skill and creativity of the school principal. Inadequate management of time affects firstly negatively human health, and in this case the leader, and then other negative impact on the way of organizing the work or the staff. Many times it happens that

with the time we have available every day is not enough to complete all the work. Time is very precious, comes only once, So we should value it and spend it in the best possible way, because the performance of school and leadership success depends on time management. All leaders need to create their own personal skills, which they use in different situations to manage time successfully. All priorities and successes are based on effective time management, giving priority to primary and valuable things. Time is a very special resource in that you cannot store it or save it. Everybody gets the same amount of time each day, but if you don't use your time profitably and wisely, you may end up losing all the number of man hours for the day. Time is limited to 24 hours a day. So we must plan our life wisely (KENNETH, 2012:6). According to Ojo L.B &Olaniyan, D.A (2008: 127-133), time also has some of its attributes that determine its importance and value: Time is a unique resource.

- It is the scarcest resource in the universe.
- Time cannot be replaced by man.
- Time cannot be accumulated like money.
- Time cannot be turned on and off like machine.
- Time cannot be stocked like raw materials.
- Time passes at a pre-determined rate whatever happens.
- Everybody is equally endowed with the same amount of it irrespective of his position.
- Time like any other scarce resource must be managed and used judiciously.

According to the research of the author Niclas (Marie, 2017), he says that one of the benefits of time management is accountability to the daily tasks helps them to be finished in a timelier manner.

From the discussions and researches presented so far on time management, Adejo has presented these advantages over time management (Adeyinka, 2012: 18):

- It helps to take control of many areas of your life.
- It increases productivity.
- Time management makes you become more organized.
- It helps you to utilize time effectively.

- Time management also helps you gain time for yourself to relax and do the things you enjoy doing.

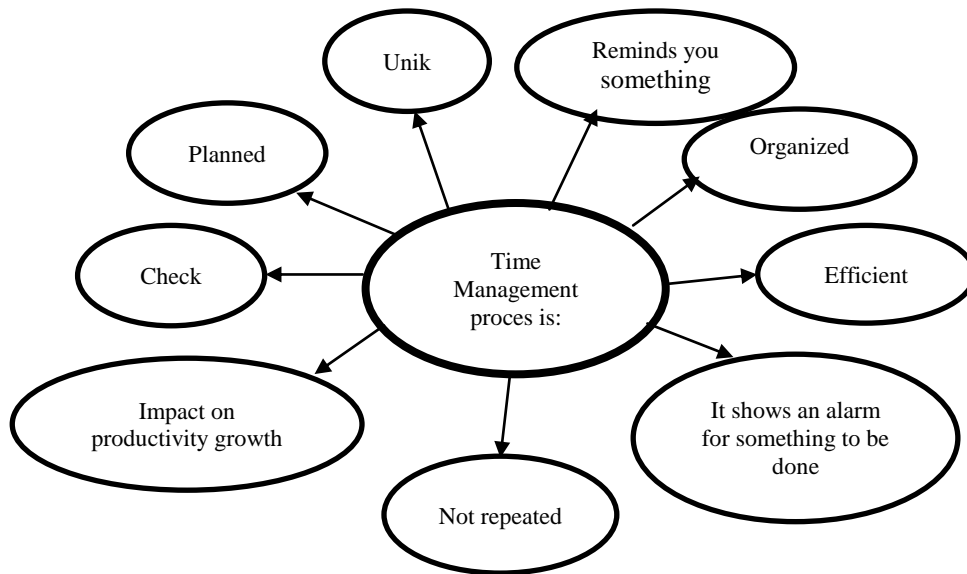


Figure 2. *Time management*

Figure 2, presents a brief summary of the activities and processes that are part of time management such as: Time Management is a process: unique, organized, planned, controlled, efficient, alerting you to something That needs to be done, reminds us of something and is a process that is not repeated.



In figure 3, through hands are presented some opportunities and activities that need to be done for the most effective time management, such as: Setting goals, planning things to do, setting priorities, creating a plan, project and achievements.

Figure 3. *Time management*²

Since the time for the school principal is very precious, an important feature to use and manage the time is the strategy he uses. With regard to the use of effective strategies that are productive in time management, authors Sue and Michael define 10 strategies for better management of time (Chapman & Rupured, 2008), know how you spend your time:

1. Set priorities
2. Use a planning tool
3. Get organized
4. Schedule your time Appropriately
5. Delegate: Get help from others
6. Stop procrastinating
7. Manage external time easters
8. Avoid multi-tasking
9. Stay healthy.

Benefits and Time Management Barriers

Not all school directors spend 100% of their time at the school office. Depending on the character of the director, the number of students and teachers in the school, some of the directors spend office time from 20%, 40%, 50% to 100%, depending on their daily activities.

Different authors describe different definitions of benefits and priorities for managing time such as:

- Impact on productivity growth
- Affects balancing - planning life and work
- Helps achieve the goal
- Create more opportunities for solutions
- Reduces the level of stress
- Affects the benefit of good results
- Affects the creation of skills at work
- Creates increased opportunities to be successful in life, work and career.

² <https://www.datamaticsync.com/5-effective-time-management-tips-for-small-business-owners/>

- Enables the utilization and maximization of resources at work
- Impact on growth and performance development at work
- Creates satisfaction in the workplace
- Enables the use of techniques, planning and organizing activities in the best possible way.
- It creates the possibility of self-control by eliminating unnecessary nervousness.

Niclas (2017) writes in his research that time management brings many advantages and benefits that positively influence the leader and also a good time management means:

- **Less stress** - good time management creates opportunities for managing and controlling stress. We live in a world of information society and technology that is constantly developing and to be part of the pursuit of this circle the leader must constantly be in the process of making the right moves because the time is valid and we can not turn it back. Stress at work is present and inevitable almost to every individual, especially to people with leadership positions, but stress is directly related to the amount of control we have at work as a leader, people who support us for work management and people that we have about with whom we share work and responsibilities together. Recent studies confirm that under stress, people act more defensively, make poorer decisions, and literally lose the “executive” function of their minds. This is especially costly for leaders because they set the tone for their organizations (Paul & Stroh, 2006).

Stress as influential factors in individuals and can be presented in different forms or ways. Stress in each individual is manifested in different ways and forms, depending on their emotional state and emotional state. At stress leaders at work we can say that it has positive and negative impacts.

- **Have enough time for fun** - Through time management we can arrange time for work and relaxation as well. All leaders are different in their way of leadership, working staff, and time management. To be successful at work and in life as a leader or school principal, we must always find a balance between work and leisure time.

- **More Opportunities** - Since school principal's time is always limited, time management helps us make conscious choice for the time we have available to spend on things that are valuable and important.

- **Time forecast for unexpected things and work outages** - normally outages by different people during work hours are a factor and barriers that can take us a lot of time for not important

things, but sometimes these barriers are a factor for leadership or organization success. Since outages are situations that we can not avoid, the key to this barrier lies in the ability to control and recognize the problem of what it is about, or whether it really deserves our attention to continue with discussion or not. Then after evaluating and analyzing the conversation or problem we can decide whether the discussed issue should be placed on the task chart or not. Sometimes interruptions may be situations that may be important, worth and urgent. Since as a school director the work and the work outages are not over, it is acceptable to say "no" if we are busy and pass the assignment to someone else, in this case the deputy director.

In addition to the advantages associated with time management, there are also some obstacles that consist in losing time and efficiency at work. According to Kenneth Kenneth's description (2012: 9) in his research, he shows that obstacles to effective time management are:

- Televisions
- Telephones
- Internet
- Invited guests
- The inability to say no
- Prolonged work

Management and self-motivation - is a success factor that influences the management of time. Often times we get tired of work and stress at work, but it's very important that we never lose hope and motivate ourselves for success when we are in difficult moments. Despite the difficulties, we as a school leader should set ourselves a goal for achieving the goal of success, where the way to reach it is usually not easy. After each planned goal and every priority we accomplish, we must celebrate the success achieved with the people who have helped us achieve the goal so that it is a motivation to continue with other successes. Each person has his own personal way of celebration of success as he feels better. For example: going out for a coffee, a dessert or a good lunch at a favorite restaurant, or making a "free day" after work or weekends. Some people with the position of leaders prefer to celebrate the success achieved by doing shopping, some are success collectors and for every achievement they buy a decor - souvenir for the office where they work or home and create a collection of decades of collections where many times viewing of the collected collections, is a motivation for a better future.

Thinking about the difficulties and challenges we have gone through, we have to motivate ourselves that this success has been achieved by showing the good result to others and striving for the success of other successes.

Management of activities through various techniques

The best way to organize your work and managing your activities is to create a sketch, schedule of activities such as:

- Scheduling time by date and calendar - It can be practiced to write job order dates on each day of the week using a computer or any personal planning journal.
 - Record high priority jobs and jobs that are urgent
 - Deadline for submission of projects
 - List of activities
 - List of specific problems
 - Organization of work
 - Managing documents
 - Creating a working Schedule
-
- Document management - documents are usually presented in two forms: in the form written and in digital form. To better preserve these types of documents, a good system of organization, classification and archiving should be created in order to get easier or faster access to the documents we are seeking to simplify the affairs.
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- Written documents - we need to arrange them with a structure and classify them according to the alphabet, importance, subject being handled, date, colors, etc.
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- Digital documents - today the development of information technology is facilitated by the way of storing data, files and documentation through the computer. Managing files and documents is a skill that requires mastery in the technique of storing, classifying, and categorizing documents. All documents are recommended to be stored on a computer in different folders and named based on the importance of their operation by month, year, and so on. Good document management is a priority that saves us much time during the search. We should do our job of

wiping out or not receiving unnecessary documents from email to the computer. Documents that have similarities or correlates with each other should be placed in a folder and it is also best to have a folder sorted for the tasks that are completed or those that need to be completed.

- **Email Management** - is part of the process of managing digital documents. Today in the world of modern technology, the ability to communicate and exchange information around the world through email has greatly facilitated the work of leaders. As a school principal, we receive daily various emails and emails, some of which may be urgent, involving projects, trainings, conferences, etc., which require a lot of time to read, manage and return A response to a certain time frame. The more activities and work we have within a day the time passes faster and sometimes we seem to have not done anything important. The essence of using the best time in managing and sending emails lies in the ability to find the easiest and most efficient way to manage it. Two expert authors from Germany with very high experience in time management (Seiëert & Woeltje, 2011: xiii) in their research conducted in many companies and institutions, they indicate that the use of Microsoft Outlook's Outlook management program Emails, is one of the best ways to help leaders focus on priorities and make mailing lists of their importance.

Managing deadlines - Setting a deadline for the completion of the works. For each job or project that we plan and think to accomplish, to be effective, we must set a deadline for the end of the project to be completed. Because if we extend our jobs more than the time limit is planned, there will come a lot of other jobs in the queue and we will remain unresolved. Completion of jobs or projects after a certain deadline will negatively affect the leader or manager personality, the employee and the institution will lose confidence. Often times it happens that there is a lot of work and planning that does not have time for their completion but to be more organized and successful at work it is good that we always set ourselves a deadline for completing a task. Setting a self-limiting time to complete the day-to-day tasks affects the best concentration on a job and achieving a productivity to fulfill the task we have given ourselves that all tasks should be accomplished within a day or time Set and that time is approaching, is ending. The best way to plan success is by creating a table, starting from the table of the day plan, as in the table below:

Monday			
Daily tasks	Time	Duration	Description
Prepare for work	7.00 - 7.30	30 minutes	Wearing clothes, preparing for work
Departure for work	7.30 - 7.45	15 minutes	Traveling
Checking staff achievement	7.45 - 8.15	30 minutes	Verification of achievement of students and teachers
Check the web site and send email	8.15 – 8.45	30 minutes	Time of online procedures
See the schedule and jobs for Monday	8.45 – 9.00	15 minutes	Prepare for work to be done
Breakfast	9.00 – 9.30	30 minutes	Time for food

Table 1. *Daily palnning table*

In table 1, a brief description of the daily plan organized in the form of a table, which describes the tasks that need to be done within the day, their duration and description of activities. Such a table should be created every day, adjusted and changed as needed.

Planning and organizing activities

Planning and organizing jobs at a certain time is a good feature of the school principal. However, in order to be as precise as possible, various methods and techniques for planning and organizing the work should be used. The best way to organize daily, weekly, or monthly activities is by creating a table in which we need to keep notes daily as a personal diary, or to create a formal table with all the points and activities that we will perform presenting all the details such as the

date, month, start and end time, responsible person, activity-task or vacation time. In addition to the written form of creating a table as a tool for organizing tasks, with the development of information technology we can also use various online software or applications on the phone and computer for time management and activities that facilitate planning work. For example some of the programs or applications that are mostly used by leaders and managers are:

- **Applications that can be installed on a computer:** Focus booster, Online Timer, etc.
- **Applications that can be installed on a computer and phone³:** Rescue Time, Remember The Milk, Any.Do, Todoist, To-Do Calendar planners, Google Calendar, Harvest, Dropbox, Google drive, etj.
- **Applications that can be installed on a phone⁴:** Toggl, Time Doctor, Timr, Timeneye, Basecamp, 1-3-5 List, ProofHub, myMemorizer, Wrike, etj.

Planning of activities and tasks should be broken down into parts for each month from the school's development plan, then plan should be drawn up and monthly, weekly and daily plans drawn up. It is best to use different colors in the description of activities in the chart, sorting them by importance, time or with different categories, through fonts. Organizing and planning activities through the table is a good working habit and a good time management tool in which besides activities we can also describe organizing meetings, sending messages, sending emails, holding meetings, completing reports, filling out the documentation, free time for a little break in the working hours (breakfast, lunch, coffee, tea) in order to relax and create a balance in itself. The activities presented in the table must be checked continuously if they are completed in time, new items of professional or social activities are placed. Planning by category can be: long, short term, monthly, weekly and daily plans.

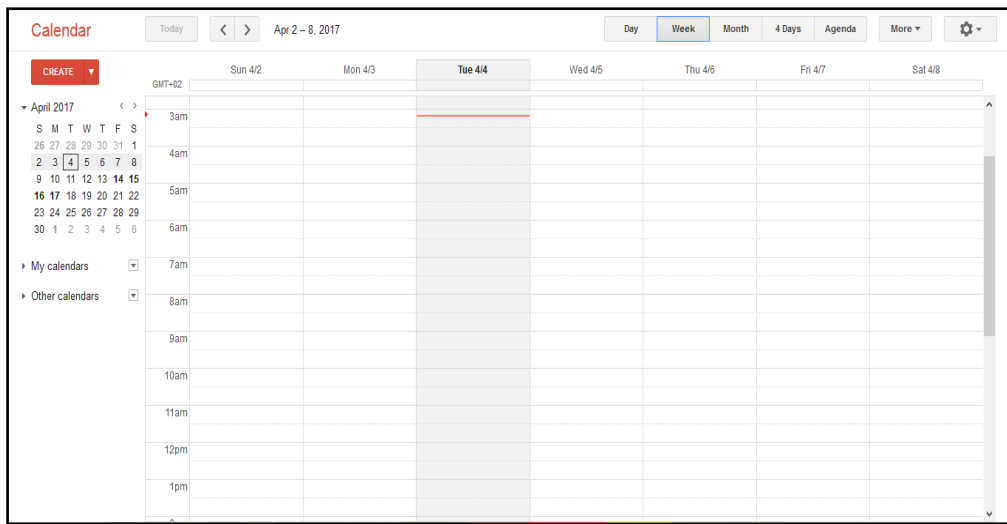
Nr	Category	Month	Time	Activity - Tasks	The person in charge
1	A		9.00– 10.00		
2	B		12.00–13.00		

³<http://www.ghostekproducts.com/blog/top-time-management-apps/>

⁴<http://kikolani.com/19-productivity-time-management-apps-2016.html>

Table 2. *Schedule for planning monthly activities*

This table presents a way of organizing and planning the tasks in which is defined the category, the month in which the activities, time, activity and person responsible for that task will be realized. With the development of information technology, many different programs have been created that help the school principal and manager to organize their jobs easier by creating a Google calendar. For example:

Table 3. *Google calendar*

This table shows a good way of organizing and scheduling tasks through Google Calendar, which is an online application in Google tabular form, through which we can arrange jobs by day, week, month, year or create a Agenda.

For the management, organization and planning of time there is a technique called S.M.A.R.T in English or a wise technique that greatly facilitates the work of the leader and the manager. Like most techniques, this technique has its advantages and disadvantages, depending on the type or category of tasks and obligations that will be presented. Each letter of this technique sets a criterion and duty, which means that the word S.M.A.R.T is the abbreviation of:

- Specific
- Measureable

- Attainable
- Relevant
- Time bound

This technique is designed to help leaders organize and plan work to success through several steps or rules and select the tasks of importance that are specific or specific and impact on the achievement of the intended objectives through which success is achieved. planned. According to the SMART technique, tasks or planned work must be achievable, relevant and focused on achieving a positive result or have a time limit when a work or project is to be completed.

These abbreviations of the S.M.A.R.T technique can also be represented by the figure:

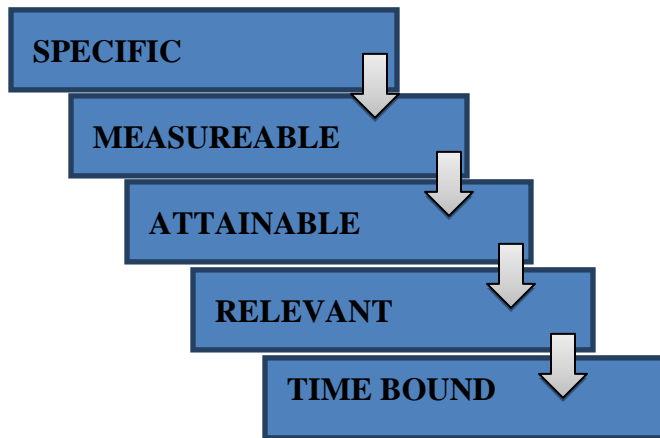


Figure 4. *S.M.A.R.T technique*⁵

In figure 4, the presentation of the S.M.A.R.T technique through the words, their step-by-step sorting, and their relation to each other is made.

Setting tasks and priorities for managing time

According to the description of the authors, Selim M. and Osman B. in the description made by Dwight D. Eisenhower present an established graph which is still very useful for school leaders

⁵<http://www.free-management-ebooks.com/faqps/goal-04.htm>

or directors in setting priorities (Selim Mehmeti, 2012: 19), according to these authors tasks are often assigned to categories A, B, C, and D:

• Duties of Category A are important and urgent - are tasks that must be at least 20% of the time of the director. Urgent and important category A tasks are a testament to success and an inseparable part of the work that needs to be done immediately by the leader himself, they are your main tasks. Example of Category A Tasks:

- Leadership and decision-making
- Disciplinary staffing measures
- Reporting to MEDs - SMIA for student statistics in the academic year 2016/2017.
- Prepare the demand for student uniforms and selection of the best offer.
- Important duty category B task, but not really urgent? => Are the tasks through which we accomplish the goals and achieve a certain or planned purpose beforehand. Care should be taken when planning and setting these tasks in the table of things to do because these tasks can be important to your success. When planning for these tasks, we need to make sure that we have enough time to do it, because good planning helps us eliminate stress. Example of Category B tasks:

- Maintaining the School Web Site.
- Statistics on the number of students enrolled during the new school year 2016/2017.
- Creating a school magazine
- Collaboration with enterprises, businesses, schools and other institutions
- Duty C tasks urgent, but not really important? => Are tasks that are important and must be completed, but care should be taken that they can also be an obstacle to achieving certain goals that we have set, so these tasks should be delegated to a person next to finish. Urgent but not important tasks are good to be delegated or reduced because they take a long time to accomplish and do not help them to be successful. Example of Category C tasks:

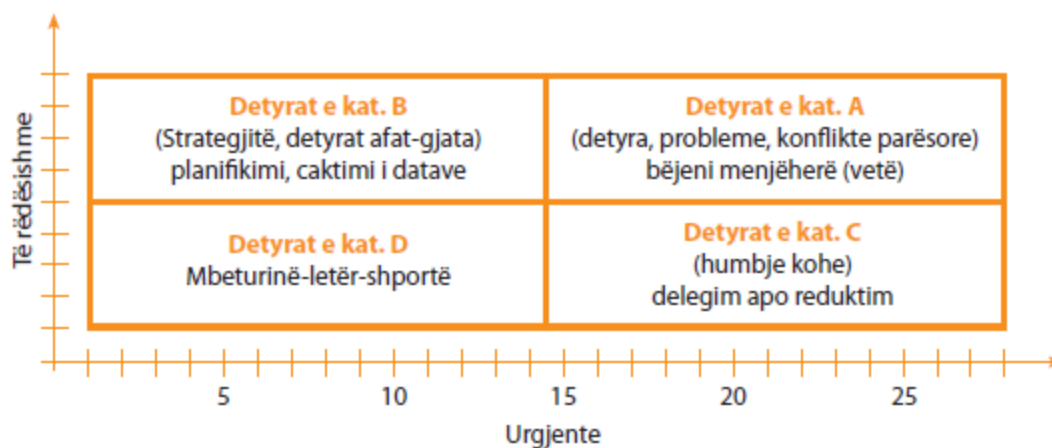
- Realization of holidays
- D grade tasks - insignificant and not urgent - during the planning of the tasks we should be careful to maximize the time in performing important tasks because for a leader the time is very precious. There are some tasks that are probably good to do but are not very important or urgent to perform, so these kinds of tasks are good to delegate because for a leader they are

considered a waste of time. No assignment is good to be neglected, but the essence is to engage other persons in performing their duties.

A. Important and Urgent Tasks (Deadlines for Application, Meetings) DO IMMEDIATELY!	C. Important, but not really, urgent tasks (planning, study, analysis) SET IN TABLE!
B. Urgent task, but not really important (phone calls, emails, consultations) DO IT LONGER!	D. Unimportant and not urgent tasks (social networks) INJURY- SEPARATE ARE LOSS OF TIME!

Table 4. *Description of tasks by categories*

Table 4, lists the tasks by category A, B, C, D and are as important, primary or secondary.



Graph 1. *Graph of prioritization (Selim Mehmeti, 2012:19)*

In Graph 1, the authors have presented the duties of the school principal ranked by categories A through D on setting priorities through the chart, as well as the importance of organizing or planning them.

The categorization of tasks according to the importance of the performance may be presented through this form:

Dutys	Chategory			
	A	B	C	D
URGENT	✓	✓	X	X
IMPORTANT	✓	✓	X	X

Table 4. *Presentation of tasks in the table by category*

Many leaders face the problem of focusing on interesting things, leaving behind those tasks that are important and must be completed. Thus, by presenting the tasks in a tabular manner, as indicated above, leaders are easier to categorize their tasks according to their importance, timeline, etc. While urgent tasks are those tasks that mostly cause us stress and trouble until they are completed. Urgent tasks are not always very important, but have a fixed timeframe and are considered as primary by way of job scheduling. Tasks that we have presented as an urgent need to accomplish them immediately, because their ignoring can cause us many problems.

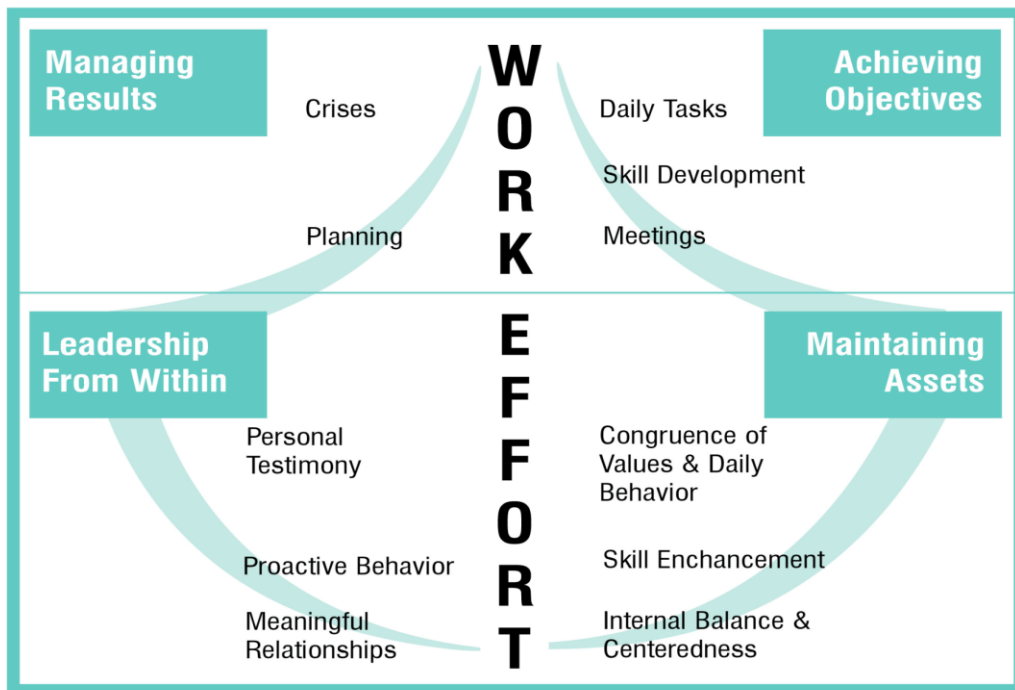


Figure 5. *Internal effort brings more effective work*

In this figure, the relationship between the emotional state and the internal effort to bring an effective outcome to work through the four key factors: Results Management, Achievement of Objectives, Leadership and Asset Utilization is presented. Where each of them has criteria and categories.

Conclusions

According to research and descriptions of different authors, good time management affects the efficiency of work, productivity, and effectiveness. School directors try to better manage time, in order to reduce stress, to solve problems as easily as possible by organizing their tasks in tabular terms describing the start time and the ending time.

The authors Iqbal, Amin, Umar and other authors in the research conducted with the director of high schools conclude that the level of schooling of the director, the trainings carried out together with the work experience have a significant effect and positively impact on the practices Of time

management. Setting up tasks and priorities for time management or classifying them through tables are some successful and effective practices that help a lot of school principal.

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