Effective time management at the University of Taif, Saudi Arabia From the standpoint of Leaders, academics "Exploratory field study on colleges and university branches -Tourbah- Khourmah- Ranyah"

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Abstract: The problem of the study is the effectiveness of time management from the perspective of academic leaders in Saudi universities, and whether there are statistically significant differences in the responses of the study sample due to the variables (gender, job title, university). The importance of research in that it helps in the training of leaders and academics in Saudi universities and provide them with the knowledge and skills needed to manage time and choose the best practices to manage, it also presents an assessment of the reality of the role of time management in Saudi universities and its suitability to address the problems related to wasting time. The research aims to know the effect of these variables (sex, Job Title, university) in the perceptions of academic leaders in Saudi universities in general and the University of Taif, and its subsidiaries, in particular the effectiveness of time management, and provide suggestions and recommendations to decision-makers and stakeholders locus of research and enrich the literature former relating to the field of time management. To achieve the goal, the researcher prepare a scoping study which is a questionnaire distributed questions on three axes were distributed to the research sample, consisting of all leaders, academics, colleges and branches of Taif University (Deans, Vice Deans, agents, heads of departments). Where the results showed that the degree of effectiveness of time management from the perspective of academic leaders in Saudi universities on areas of study tool and overall performance within the degree of effectiveness of the medium, how results showed a statistically significant difference on the areas of the causes leading to loss of time and the effective use of the methods of time management due to the variable sex, in favor of males, and the results indicated that there were statistically significant differences on every area of the tool due to the variable university based on these findings the study recommends the need to train academic leaders in Saudi universities and training with the knowledge and skills needed to manage time and choose the best practices to manage.

1. Introduction

Management concept differs from thinker to another, due to the obvious difference in management theories and schools of thought which belongs to any administrative thinker.Taylor has been known Abu scientific management as the administration (accurate knowledge of what you want people to have right, then make sure they are doing their job the best of the way and at the lowest cost). And knows Henry Fayol administration as(predict and plan and organize and issue commands, coordinates and monitors) Peter Dreker realizes administration as (element multi-purpose for the management of the facility and management directors and management of the work) and knows Dr. Syed Hawari it (a decision-making process governing the actions of individuals in their use of the elements of the physical and human resources, to

achieve specific objectives are best). We note from previous concepts that most thinkers focused on the completion of the work in a coordinated, orderly and efficient, and to achieve the goals at the best means less costs, there is no doubt that this requires good use and effective for all energies and resources available in the organization, and the time will come within the available resources, which is supposed to exploited effectively, because if not optimally exploited, significantly increase the cost, it is not doing the right thing properly and timely decision, and this is known to effectively manage time (Haynes, 1999). Since that time is a resource available to the administrator to achieve business goals so measured the effectiveness of this time the extent of the efficiency of charge to utilize to achieve these goals compared to cost incurred by the institution to buy this time in the form of salaries,

wages and benefits in cash and kind (David referred to in Khudhairi 1422).

1.1 Problem of the study

The study attempts to answer the following questions

1. How effective time management from the perspective of academic leaders at public universities in Saudi Arabia
2. Is there a statistically significant difference at the level of significance in the responses of the sample due to the variables (sex, Job Title, university).

1.2 Objectives of the study:

The study sought to achieve the following objectives

1. Knowledge of effective time management from the perspective of academic leaders at public universities in Saudi Arabia
2. Know the effect of variables (sex, managerial experience, university) in the perceptions of academic leaders in Saudi universities for effective time management
3. Enrich the literature on the former in the field of time management, and raise public awareness of the importance of the time during the follow-up, supervision and coordination and to identify wasting time and built a system to reduce them
4. Analysis of the problems of time management in colleges and branches of the University of Taif
5. Make recommendations to the decision-makers and stakeholders in the position of the study contribute to the development of treatments for scientific problems of time management in colleges and branches of the University of Taif.

1.3 Scientific hypotheses of the study

To achieve the objectives of the study and answer questions on the previous down to solve the problem raised in the study have been drafting a number of potential solutions in the form of its image nihilism hypotheses (Ho) was as follows:

1. there is a degree of effectiveness of time management point of view of academic leaders in Saudi universities.
2. There were statistically significant differences at the level of significance in the responses of the sample due to the variables (sex, Job Title, university or branch).

1.4 Variables of the study:

Independent variables:

Sex: It has two categories (Male – Female).

University: It has three levels (Tourbah, Khourmah, Ranyah).

Job title: It has three levels (Dean, Vice Dean, Assistant Dean or Head of Department)

The dependent variable:

Effective time management from the perspective of academic leaders at the University of Taif and expressed the response of the study sample paragraphs resolution.

1.5 Limits of the study

The study was confined to learn time management from the perspective of academic leaders (colleges and university branches Touraba khourmha Ranyha) University of Taif, Saudi Arabia. And that in the academic year 1433 - 1434 AH.

1.6 Terminology

Academic leaders: Deans and Vice-Deans and their assistants, agents and heads of departments working in colleges and branches of the University of Taif Effectiveness: do the right thing properly and timely decision.

Time management: the process to take advantage of the time available and personal talents available to the academic leaders to achieve the important objectives that seek to achieve in their work while maintaining a balance between the demands of work and private life and between the needs of the body and the soul and the mind.

1.7 methodology of the study

The researcher studied the scientific method of destruction through the collection of scientific facts and common-sense that relate to the objectives of the study hypotheses can. Showing these approaches are as follows:

1. Historical approach has been used in the presentation of previous studies related to the subject of study. Researcher where he was briefed on the studies and previous research in this area included a considerable number of periodicals and journals of foreign, Arab and some foreign references. The researcher concluded from this that most of these writings, especially the Arab came to the subject of the study in terms of the theory in the civil service in general, without regard to the application of the economic reality of the pension in the Arab countries, as there are some foreign studies and developed a general framework

for wasting time and wasting it and how independence optimized to minimize the cost, especially in the constructors business profit.

2. The researcher used the deductive approach in determining the perception of the rationale for the study hypotheses and to identify patterns of problems associated with the subject of study and the prospects of linking the problem and possible solutions to imagine how to address these problems.

3. Researcher adopted the inductive approach to test the validity and reliability of statistical questions to the questionnaire and also the health of the formulation of hypotheses of the study in line with the objectives of the study and the problem..

4. The researcher used the descriptive analytical procedures and data analysis of the field study, and a start was used in the analysis and description of the sample individuals according to the changes that have been developed in identifying personal information. As well as the design

table to test the reliability and honesty of statistical answers to the sample questions on the exploratory questionnaire. Classification study data that has been collected from the vocabulary of the research sample through the questionnaire and the personal interview to personal data and basic data.

1.7.1 Study population
The study population consisted of all academic leaders in colleges and branches of the University of Taif, Saudi Arabia.

1.7.2 The study sample
Researcher selected sample of the population of the study in order to represent the original community representative scientifically accurate reaching the sample each vocabulary study population, which is the academic leaders of the deans and their assistants, heads of departments working in colleges and university branches (Tourbah, Khourmah, Ranyah), and Table (1) shows the distribution of individuals the sample according to the study variables.

Table (1) Distribution of the study sample by variables

Variable	level	number
Gender	Male	129
	Female	110
Total		239
Job Title	Dean	19
	Agent	38
	Head of Department	182
Total		239
University	Colleges	167
	Tourbah	20
	Khourmah	34
	Ranyah	18
Total		239

Source: prepared by the researcher of the study Applied 0.2013

1.7.3 Study tool:
Researcher adopted the resolution as a key tool to gather information from a sample study to determine the effectiveness of time management standpoint academic leaders. And contained two main sections, the first section included questions about personal data of the study sample, while the second section contains a number (28) question, asked members of the study sample to determine their response for what it calls each statement on a

scale of Likert gradient, which consists of five levels (strongly agree, agree, neutral, Disagree, strongly Disagree).

1.7.4 Believe tool:
To verify the truthfulness virtual tool of the study, the researcher viewing to fifteen arbitrator of specialists and experts in university administration and the measurement and evaluation, at the University of King Abdul Aziz in Jeddah and Taif University, for arbitration in terms of the appropriate

paragraphs for the purposes of the study, and that the language of writing paragraphs correct. It was taking all the views of the arbitrators to delete or add or modify, in the light of proposals arbitrators specialists became study tool consisting of (28) items have been pre-arbitration (36) items were deleted ten paragraphs of the lack of suitability of the subject and add paragraphs spread over five areas.

1.7.5 The stability of the tool:

To make sure of the stability of the tool, the researcher applied on a sample exploratory consisting of (25) administrative academic manner of application and re-application interval of two weeks between the first application and return it was sure of the stability of the internal consistency of the instrument using the coefficient of Cronbach was reliability coefficient of the tool as a whole (0.89) represents a high value and appropriate for the purposes of the study.

1.7.6 Application tool of the study:

Researcher resort after confirmation of reliability and validity to the questionnaire distributed to a sample study assessed 239 individuals, was recovered Answers (239) individuals. Has been emptied of data and information in the tables prepared by the researcher for this purpose, where were converted variables nominal (strongly agree, agree, neutral, Disagree, Strongly Disagree) to variables amount, respectively (1,2,3,4,5).

1.7.7 Statistical methods used:

Frequency distribution, percentages, Pearson correlation coefficient, Spearman equation - Brown to calculate the reliability coefficient, the mediator, Chi-square test for significance of differences. Test Kolmogrov-Simirnov. Statistical methods is laboratory Wilcoxon Test For Medium, SPSS statistical software, which indicates a shortcut to the Statistical Package for the Social Sciences Statistical Package for Social Sciences.

2. Theoretical Framework:
2.1 Previous studies:

Study (Ghaith 1990) entitled productivity in the public sector, where the study was conducted on a sample of workers in the public sector within the Kingdom of Saudi Arabia, study results showed that 75% of the research expressed that the time available is not sufficient to meet the needs of the work, as the study showed list included ten items represent the most important for managers wasting time government employees in Saudi Arabia.

Study (Hanna 1998) This study aimed to know the management at the time the heads of academic departments at universities in Palestine, and to clarify the relationship between the variables of sex, age, academic rank, years of experience in administrative work, university and between the administration of the time they have. The study found that the academic departments at universities in the West Bank who distribute time formal employment have on the work and activities of multiple, and of a different nature, such as teaching students and lecturing, then read the notes and work reports, and take action about them, and then set up educational research desirable to develop a section, then interview persons wishing to interview for official purposes, as well as the study proved the existence of a relationship between time management and study variables.

Study (Rama, et.al, 1991) This study aims to identify the reality of management practices, the time from the perspective of managers Counties expanded in Pennsylvania, and the analysis of the relationship between management practices, time and functionality, and it was the most important findings of the study is to recognize managers counties expanded the importance of time in the performance of administrative tasks related to their daily work, but they do not realize how to plan and set priorities and deadlines for completion of the work, and exercise habits and behaviors will help save time in the administrative enhance their performance.

Study (Otaibi 1992) This study aimed to identify the relationship between the governance of time between functionality effective security services in the city of Riyadh, was the most important finding is that the efficient exploitation of the time is reflected in the good performance and effective organization, and then provide the service the highest efficiency and lowest cost.

Study (Abu Shaikha and Qaryouti 1993), entitled Time management in government agencies in the Hashemite Kingdom of Jordan, aimed at identifying the philosophy of government employee Jordan and his vision and to the time and thus learn how to spend time formal employment and the extent of its effectiveness, the study relied on the method of descriptive analysis and to achieve the objectives of the study, the the researchers distributed questionnaires to a sample of 149 government employees who work in ten ministries and revealed the results of the study on the presence of behavioral patterns unwanted exercised during the official working hours would affect the effectiveness of time management, and the presence of defect apparent in the distribution of working time official

activities and tasks, including not support the process of development of administrative desired.

Study (gouging and yonzin, 2000) aimed to identify differences in the efficiency of time management with the Director because of the sex variable was conducted on a sample of (170) Director of them (126) were male and 44 were female, and the study concluded that females are less efficient in time management of male and weekly working hours for males than females, and there were no statistically significant differences between males and females for the factors that lead to lost work time as the official that both sexes share these factors.

Study (poilloc, 2001) entitled fifteen way to manage your time better and is a guide for employees to manage their time and how to be productive and the most important of these methods (setting goals and writing prioritization set a goal of one day and work to achieve a plan of action daily).

Study (yager, 2002) entitled on time and aims to encourage managers to manage their time wisely even respond to the demands of customers, study showed that the best way through which the manager can time successful to make a decision effective is to give priority to the work, and the need to develop specific dates for the completion of any task, and the necessity of taking into account the fact that time is equal to money.

Study (Naaos 2003), titled after a time management on the pressures of work in public administration, in order to know the importance of the time factor and its impact on production efficiency, and the possibility of analyzing the problem of wasted work time, and try to find the appropriate solutions that help address the phenomenon of loss of time, the most important findings is to shorten some of the staff to perform their jobs for lack of time and lack of interest in their sense of its importance in terms of cost, in addition to the waste of time without the employee parking on the reasons that led to the failure to work.

Study (Suhaimat 2005) titled Time Management and obstacles to use from the standpoint of working in the administrative organs services in Karak, Iraq, aimed to know the uses of time from the point of view of employees and how they spend their time, the study sample of 119 participants were randomly selected from administrative levels responsible delegation of nine directorates results showed that the arithmetic average of the effectiveness of management time was (3.54) moderately, and the results showed a lack of statistically significant differences for demographic variables based on the values calculated Fa, which came less than a spreadsheet.

2.2 The concept of time management:

Time management is intended as behavioral skills that are interested the ability of the individual to modify his behavior and change negative habits practiced in his life, to manage his time and exploit optimal exploitation, and to overcome the difficulties that hinder the achievement of the goals and mission of the individual (Nabil: 8). There are several definitions for the management of time, most comprehensive definition (Jeraisy) in its definition of the concept of time management, they do not start to change and not to modify it, but how to invest effectively and try to reduce the time lost without interest or production, thereby raising the productivity of workers during their work time specified (Abdullah 0.15) (Jeraisy 0.23). Summed Drucker drucker definition of time management, saying that "time management means self-management, and that the effective manager is one of the starts given his time, before embarking on his duties and his work, and that the time is one of the most important resources if not managed will not manage anything else.". Cited by Dr. Khudhairi that time management "science and art of rational use of time, is the science of investing time effectively, a process based on the planning, organization and follow-up and coordination and motivation and communication, which is the management of the rarest element is available for the project, if not well managed, we do not improve the management of any something else. "(Mohsen 0.27). In the definition of Gaoud (1422) as the process to take advantage of the time available and personal talents available to achieve the desired objectives, while maintaining a balance between the requirements of science and private life, and between the needs of the body and the soul and the mind. In another definition of time management as "the science and art of rational use of time, is the science of investing time effectively, a process based on the planning, organization and follow-up and coordination, motivation and communication, a management Lander element is available for the project if we do not improve time management, we are not going to improve the management of anything (Keywords, 1983). So it is possible to summarize the definition of time management in other words, it is a good use of time and the specified allowable to an end what.

2.3 The importance of time management:

No one disagrees on the importance of time management in our scientific and practical, Time is capable of exploitation and investment without limits or restrictions is a precious asset (Khudhairi 1422) was the reason for the progress of others, and

the acquisition of skills in how to manage this time and not wasting it. The lack of time management ignorance or deliberately is one of the reasons for the delay of Arabs and Muslims in the case of development posed by many of the scientists and thinkers of the Arabs (Khudhairi) that the issue of development is in fact the issue of investment of time, we need a theory of Arab integrated time management to increase the effectiveness of managers in the exploitation of time and deepen their sense of wealth, which in their hands (Diab 1999). In short we can say that the effective manager is the one who knows how to use his time, and distribute it effectively to plan future activities (as creative) and identify the activities necessary for the performance of those plans (as a preparatory) and the time required to do a job (as productive) and the time to do correspondence and daily routine (time routine). Following the presentation of the importance of time management, it appears that the administration is only to achieve the goal, and the goal will take time, planning is needed to time as well as the organization and guidance, control and decision-making, and so we see that the time is one of the important elements and basic associated with each element of the administration, all administrative work takes time and proper timing, and all the time needed to manage and planning, this simple equation must be known and recognized, especially those in charge of the affairs of the administration.

2.4 Keys to time management:
There are many of the basics that need to be taken as keys to time management, to achieve success in it very effectively, namely, (Rasheed 0.2005, Fritz 2002, Haynes, 1999):

Analysis of Time: The work of the log of daily activities for one week at least contain increases of 15 minutes is an essential foundation for effective analysis of the time, and this record should be repeated every three months at least to avoid a return to the practices of bad time management.

Prediction: The procedure expectant generally more effective than remedial action "prevention is better than cure", so expect the unexpected things, plans have assumed that any error probabilistic actually happen.

Planning: every hour you spend in planning the effective availability of three to four hours in the implementation and achieve better results, and daily planning and long-term planning as early as the same day, and consistent with the goals and events of short-range, are essential to make effective use of personal time.

Flexibility: an aura of flexibility in scheduling personal time may be necessary to accommodate the events out of control, and should not be over-or underpricing time scheduling.

Goals and priorities: The most effective results are achieved in general through relentless pursuit behind the planned objectives and not by chance, and should be allocated to the time available for the priorities in descending order, and there are managers tend sometimes to spend time in amounts linked inversely important functions.

Deadlines: The imposition of deadlines and exercise self-discipline to adhere to them helps managers to overcome the confusion and hesitation and procrastination.

Alternatives: The lack of alternative solutions, in any given situation reduces the likelihood of selecting the most effective procedure.

The merge: similar functions should be classified and distributed to the sections on work to reduce the provinces (Castkabbal phone calls, for example) in order to rationalize the use of resources and the rationalization of the effort profile.

Focus / (Pareto Principle): Some efforts few important (about 20%) result in the bulk of the results (about 80%), this principle, which is also called the law (20/80), to make managers effective focusing their efforts on the few events task which increases the likelihood of the occurrence of these events, and then to achieve maximum results.

Effectiveness: efficiency can be defined as doing anything properly, and effectiveness as doing the right thing properly, voltage, whatever its efficiency is usually ineffective if his tasks in inappropriate times in inappropriate or results of unplanned.

Level of delegation decision: should be delegated decision-making authority to the lowest possible level, consistent with sound judgment and the facts available.

Authorization to level up: usually encourages managers - without realizing the mandate to the top (inverted mandate) by encouraging their subordinates to dependency on them for solutions, resulting in doing the work of their subordinates.

Reduce red tape and avoid Details: routine tasks (a few important for the objectives of the public) should be reduced or merged or delegated or eliminated as much as possible and should be on the managers get away from unnecessary details and attention to important information only and this is what is called "the need for lack of knowledge."

Limited response and neglect Optional: should be responding to the demands and problems which need time limited to the needs of the position of the truth. Some of the problems, if left unchecked,

they go through your choice to ignore these problems resolve themselves usually you can save a lot of your time and effort, useful endeavors (the principle of calculated neglect).

Management exception: should not be informed of the chief executive officer only to cases of actual performance deviation from planned performance, are dangerous and so as to save time and effort.

Vision: If you keep the things you intend to do in the field of vision increases the likelihood of achieving your goals, you can not do something you can not remember so relied on the file system or on checklists.

Clarity and understanding.

The tyranny of urgent matters: managers live in constant tension between what is urgent and important, urgent issue requiring immediate action and withhold from the important issues of our consciousness, and so the managers overshadowed them urgent matters and respond - without realizing - to pressure the pressing endless. In doing so they neglect the long-term consequences of the acts of importance they leave without completing.

Crisis Management: Often some managers manage their business through the crisis, in the sense that they treat every problem as if there was a crisis. The cause of this excessive response syndrome in the sense of anxiety and erroneous judgments and decisions hastily and waste time and effort.

Adjust intersections: the process should be designed to arrange activities and controls in order to reduce the number of intersections and the impact and duration.

Efficient use of time has two consequences main points:
- More than accomplish our tasks.
- We feel good about the progress we're making.

Thereby becoming our view of the world around us is less complicated to go to work, and soon noticed that colleagues and superiors.

2.5 Tools assist in time management:

Management scholars They divided means that help manage time two sections:

2.5.1 technical means:

Such as computers, phone with voice recorder, mobile phone, photocopiers, fax machines and scanners, Internet and e-mail, electronic notepad. Each of such devices that the best use of it is useful and does the process of time management, provides a photocopying machine repeat copyright and effort in writing during the distribution of

important decisions, as well as Internet and e-mail it helps to bring the distances and thus reduce the time. Last but not least Computer, Computer is the possibility to do several works quickly and accurately than doing a regular employee (bell 0.1421 e).

Means of communication these double-edged sword, it may save a lot of time and may be a barrier for time management, such as telecommunications numerous unnecessary. This speech does not mean a lack of interest, and this means of communication. In a study carried out by (Waqayan 2003) shows in which non-use of the selected sample of the technical tools compared to other countries. Where it turns out great interest for Kuwaitis to monitor the passage of time in physical activities during the implementation by using special clocks owned by the majority, or three-quarters of the sample to monitor the time it is through the wall clocks. And also shows that the Kuwaitis organize their time in the organization is highly dependent on the memory and mental planning instead of planning formal written. And lacks precision observed in the organization in hours, scheduling the start of the activity and its end as practitioner in diaries regulation time common among the citizens of the industrialized nations, so this study demonstrates the importance of an element of planning and the importance of the use of these methods in the management of time but it is not excessive and do not overcook.

2.5.2 non-technical means (personal):

Such as relying on the secretary in the implementation of some of the tasks, and the preparation of notebook office daily or weekly, personal memory of the director and the devolution of powers. (Aliob and Summer Said, 1999). "And delegation is the process undertaken by the administrative head of some of his powers, which derive from the law to one of his subordinates, The benefits assigned by the president of the administrative ones (Diab 1999) increase efficiency in the work and give the manager and time to focus on major tasks and achieve the speed, flexibility and time-saving.

However, it should be emphasized that delegation of the administrative may not succeed if it is not set it up properly, but on the contrary may cause chaos and confusion at work, and therefore we see that delegation such technical means double-edged sword with time management, and therefore must use the proper (Alexander 1999) that Barry Glick Chairman companies almost heaven, Virginia, said that the most effective tools in managing his

time is the devolution of powers and block telephone calls unnecessary.

3. Results of the study:
3.1 Results for the first question:
How effective time management point of view of academic leaders at the University of Taif, colleges and branches?

To answer this question were calculated averages and standard deviations of the responses of members of the study sample of academic leaders on the paragraphs of the areas of the tool and the table (2) shows that.

Table (2) Averages and standard deviations and the degree of effectiveness on the areas of the tool and the tool as a whole

No. field	The rank of field	The content field	SMA	Standard deviation	The degree of effectiveness
1	3	Impediments to the use of time	3.43	1.09	Medium
2	1	Causes loss of time	3.63	0.93	High
3	2	Effective use of time management techniques	3.48	1.05	Medium
The tool as a whole			3.49	1.01	Medium

The table shows the previous averages and standard deviations and the degree of effectiveness on the areas of study tool and the tool as a whole, where it came from the degree of effectiveness of time management from the perspective of academic leaders at the University of Taif within the degree of effectiveness of the medium and a mean (3.49) and deviations of standard (1.01) and occupied the field of obstacles to the use of time, place My first average (3.63), followed by the second field of the effective use of time management techniques with a mean (3.48), the field of obstacles to the use of time, came in third place with an average (3.43).

3.1.1 The first area: the use of time constraints:
Was calculated averages and standard deviations for answers sample study of academic leaders on the obstacles to the use of the paragraphs of the field time, Table (3) illustrates this.

Table (3) Averages and standard deviations and the degree of effectiveness of the answers academic leaders on the field of the use of time constraints.

Paragraph No	Paragraph text	Rank	SMA	Standard deviation	Effectiveness degree
3	Lack of knowledge of computer programs to accomplish work tasks	1	3.76	1.08	High
6	Not use Notepad to scheduling appointments	2	3.65	1.19	High
5	Not to prepare a list of the daily work needs to be done and the time of completion	3	5.52	1.15	High
4	Non-completion plan daily / weekly / monthly / objectives to be achieved	4	52.48	1.16	Medium
1	Do not use the telephone meetings	5	3.33	1.13	Medium
2	Reliance on the secretary mainly in the completion of transactions	6	3.21	1.18	Medium
7	Non-use of electronic alternatives to direct meetings	7	3.12	1.13	Medium
The overall average for the field			3.43	1.09	Medium

Table 3 shows the overall average for the paragraphs of this area (3.43) and standard deviation (1.09) within the degree of effectiveness of the medium, and shows that the paragraph (3), which provides for the (lack of knowledge of computer programs to accomplish the tasks within the work) ranked first with a mean (3.76) and standard deviation (1.8) within the degree of high potency while paragraph (6) which states (not to use alternatives to electronic to-face meetings) got the lowest averages reaching (3.12) standard deviation(1.13)within the degree of effectiveness of the medium.

3.1.2 The second area: the causes of loss of time

Was calculated averages and standard deviations for the answers of the study sample of academic leaders on the field vertebrae causes loss of time, and Table (4) illustrates this.

Table (4) Averages and standard deviations and the degree of effectiveness of the Answers academic leaders on the field of the reasons leading to the loss of time

Paragraph No	Paragraph text	Rank	SMA	Standard deviation	Effectiveness degree
21	Delegating certain tasks to subordinates least important	1	3.70	1.01	High
19	Providing an environment that ensures work independently without interrupting	2	3.59	0.99	High
23	Developing the skills of workers through training	3	3.57	1.04	High
24	Identify the tasks to be achieved by the degree of importance	4	3.50	0.94	High
25	Use Notepad and agenda to record important dates	5	3.50	0.92	High
27	Exclusion the steps and procedures is necessary to carry out the work	6	3.46	0.95	Medium
28	Using a variety of techniques to motivate workers to speed the completion of their tasks	7	3.40	0.99	Medium
29	Using modern equipment and devices	8	3.38	1.09	Medium
20	Prepare brochures for employees on how to use the time	9	3.33	0.88	Medium
22	Use a method of managing crises when there are serious problems	10	3.29	1.03	Medium
	SMA-General of the field		3.48	1.05	Medium

Table (5) shows that the overall average for the paragraphs of this area (3.48) and standard deviation (1.05) within the degree of effectiveness of the medium, and paragraph (21) which states (delegate some business at least the importance of subordinates) came first with a mean (3.70) and a standard deviation (1.03) within the degree of high potency, while paragraph (18) which states (use management style crises when there are serious problems) got the lowest averages reaching (3.29) and standard deviation (1.03) within the degree of effectiveness of the medium.

3.2 Results for the second question

Is there a statistically significant difference at the level of significance in the responses of the sample due to the variables (sex, Job Title, university)?

To find out whether there are statistically significant differences, use multi-way analysis of variance trio (Three-Way Anova), and Table (6) shows that.

Table (6) The results of analysis of variance for multiple responses of the study sample according to key areas of the variables (sex, Job Title, university)

Variables	Fields	Sum of squares	freedom Degrees	Average squares	P value	significance level
Gender Wilks = 0.749 H = 0.000	Impediments to the of time	0.0189	1	0.0189	0.002	0.963
	Causes loss of time	99.8	1	99.8	*6.507	0.011
	Effective use of time management techniques	1.776	1	1.776	*5.569	0.019
Title Job Wilks = 0.883 H = 0.054	Impediments to the of time	0.192	2	0.096	0.281	0.755
	Causes loss of time	0.034	2	0.017	0.053	0.949
	Effective use of time management techniques	0.846	2	0.423	1.117	0.329
University Wilks = 0.890 H = 0.03	Impediments to the of time	137.03	2	45.67	*5.10	0.002
	Causes loss of time	126.57	2	42.19	*4.43	0.005
	Effective use of time management techniques	264.64	2	88.21	*8.38	0.001
Error	Impediments to the of time	65.264	162	0.402		
	Causes loss of time	60.917	162	0.376		
	Effective use of time management techniques	72.350	162	0.446		
Total	Impediments to the of time	68.702	167			
	Causes loss of time	64.780	167			
	Effective use of time management techniques	76.091	167			

Previous table shows the following:

There were statistically significant differences in the significance level (<α0.05) on the areas of the causes leading to loss of time and the effective use of time management techniques related to gender in favor of males.

Lack of statistically significant differences in the significance level (<α0.05) due to the variable Job Title.

The presence of statistically significant differences in the significance level (<α0.05) on every area of the tool due to the variable university.

To identify the sources of differences variable university researcher used the Scheffe test for comparisons dimensional and where the researcher found the following:

There are differences between the two branches Tourbah and Ranyah style constraints on the field of use of the time in favor of the branch Ranyah.

There are differences university branches Khourmah and Ranyah, the field causes loss of time for the benefit of branch Ranyah.

There are differences university branches Khourmah and Ranyah, on the field of the effective use of time management techniques for the benefit of branch Khourmah.

4. Discussion of the results:
4.1 Discuss the results for the first question:

How effective time management point of view of academic leaders at the University of Taif, colleges and branches.

The results showed that the degree of effectiveness of time management from the perspective of academic leaders in Taif University faculties and branches, on the areas of study tool and the tool as a whole, within the degree of effectiveness of the medium, arithmetic average (3.49) and standard deviation (1.01), and this shows that the academic leaders in a lot of cases, do not care about the time and have no sense of time, in many aspects, and perhaps largely due to the many concerns of academic leaders, and the many requirements of the administrative work and teaching at the same time, which makes them often do not feel the time and its importance, the important thing they have is to accomplish what they were asked.

Ranked first field of obstacles to use the time with a mean (3.63), and are obstacles no knowledge of computer programs to accomplish the tasks within the work, and do not use Notepad to scheduling appointments, and not to prepare a list of

the daily work needs to be done and the timing of the completion of which, in addition to the non-use of electronic alternatives for meetings directly.

This was followed in the second field of the effective use of the methods of time management with a mean (3.48), and are these methods mandate and the development of skills of workers by subordinates, and to provide an environment that ensures work independently without interruption, and the development of skills of workers through training, and the use of management style crises when the existence of serious problems.

The field of obstacles to the use of time came in the third grade average (3.43), and these constraints is the lack of good organization to work, and not to set deadlines for the completion of the goals, and not to set goals and priorities for completion.

4.2 Discuss the results for the second question:

Is there a statistically significant difference at the level of significance in the responses of the sample due to the variables (sex, Job Title, university).

The results showed the presence of statistically significant differences in the significance level ($<\alpha0.05$), on the areas of the causes leading to loss of time, and the effective use of the methods of time management to gender in favor of males, and attributed this result perhaps to the different nature of time management when males and females for not they care so much time and management. The results also showed a lack of statistically significant differences in the significance level ($<\alpha0.05$) for variable job title, and attributed the result to the fact that the Deans and their deputies and heads of departments of their responsibilities and tasks of the many and that makes them assert that job title does not affect the effectiveness of the management of their time. The results indicated the presence of statistically significant differences in the significance level ($<\alpha0.05$), on every area of the tool attributed to the university, where the results showed no differences between the branch Tourbah, and a branch of Ranyah on the field style obstacles to the use of time, for the benefit of a branch of Ranyah, and the existence of differences between the branch Khourmah and the branch of Ranyah on the field of the reasons leading to the loss of time, for the benefit of a branch of Ranyah. And the existence of differences between Khourmah branch, and the branch of Ranyah on the field of the effective use of the methods of time management, for the benefit of branch Khourmah.

5. Recommendations and suggestions:

Based on the results, reached by the researcher, it is recommended that:

Training leaders and academics in Saudi universities in general and the University of Taif, in particular, and to provide them with the knowledge and skills needed to manage time, and choose the best practices to manage.

Other studies do about time management in public and private universities to take into account variables specialization, constraints of time management, job satisfaction and experience.

The need to focus leaders and academics in public universities on time management.

Study the reasons for the weakness of time management in Saudi universities, and work on building standards Arabic for time management.

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