Global Journal of Human Resource Management
Vol.8, No.4, pp.1-13, November 2020
Published by ECRTD-UK
Print ISSN: 2053-5686(Print), Online ISSN: 2053-5694(Online)

READY TO TAKE OFF WITH PERFECTIONIST AND HOPPER STYLES VIS-A-VIS SENIOR-MEMBER ADMINISTRATORS TIME MANAGEMENT PRACTICES IN GHANAIAN POLYTECHNICS

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ABSTRACT: *The main objective of the study was to determine whether administrators' perfectionist and hopper styles have a statistically significant influence on time management practices. Two hypotheses were formulated to guide the study. The descriptive survey design, with a quantitative approach, was adopted for the study. Purposive sampling technique was used in selecting eight polytechnics. A sample of 445 Administrators was used for the study. Data was collected through questionnaire administration. Exploratory factor analysis was performed and the overall Kaiser Myere Olkin coefficient of .826 was obtained for work management styles and .806 was recorded by time management practices. Kolmogorov Smirnov was employed to test for the normality of the data. Simple linear regression was used to test for the relative influence of perfectionist and hopper styles on time management practices. Multiple regression was applied to test for the joint contribution of the variables. The findings were discussed in line with the literature. The findings of the study were that statistically significant influences were* established *between perfectionist style, hopper style and time management practices. In terms of the magnitude of the contributions, perfectionist style was the potent contributor to time management practices. The variables jointly explained nearly 18.8% of the variance in time management practices. It was recommended among others that administrators should advocate for sustaining the use of the perfectionist style. It is again recommended that administrators need to involve secretaries in daily activities by assigning minor routine tasks to them so that they could have enough time for other equally important activities and control the hopper style of managing.*

KEYWORDS: hopper, perfectionist, time management practices, work management styles, senior-member

INTRODUCTION

Educational institutions of the twenty-first century need administrators who exercise independent initiative, innovative approaches to tasks and use different work management styles to deal with official time management. Time management is the development of processes and tools that increases school time-efficiency. It is the ability to manage and control time (Wood, 2006). As Nwaiwu (2000) explained, time is the period between the beginning and the end of an operation. Time is so precious that it cannot be saved. However, time can only be spent and once it is misused, it can never be reinstated. Indeed, as Ojo and Olaniyan (2008) have stated, "time lost cannot be replaced" (p.127-133).

The most common challenge administrator's face at work is time management and this invariably affects productivity and achievement. As Wood (2006) asserted, time management at work is critical for the success of any institution and this directly affects administrators' performance and institutions' output. The resource of time has to be managed properly for success to be achieved at the workplace.

Time management skills are essential for successful administrators. They are the practical techniques that have helped administrators in schools to reach the pinnacles of their careers. It shows how to identify and focus on activities that give administrators the greatest returns. Time management activities help to save time and enable administrators to work smartly. It has been revealed by Wood (2006) that the most productive and successful administrators are those who can excellently manage time.

Work management style is the manner people approach work. The paper focused on the Hopper and Perfectionist Styles, which are dimensions of work management styles. A Hopper Administrator is one who performs several tasks simultaneously, literally hopping from one task to another, often not completing tasks because of constant interruptions. The administrators by themselves often monitor distractions from the school environment, which leaves reports and other paper works uncompleted by the close of the day. These administrators work overtime regularly to complete tasks that could not be completed during the day. Regular tasks are not very closely associated with long-term goals and objectives (Schlenger & Roesch, 1989).

The Perfectionists typically plans the day with few interruptions to manage multiple tasks. They ensure that unexpected incidents are managed and do not affect schedules for the day There are fixed times for the routine activities throughout the day and the usual walk-in visitors. These administrators read their work thoroughly, to be sure that no details are omitted ((Hartley, 1990). Using this style helps administrators to bring together more information so that a challenging work situation does not turn into a bigger problem (Rensselaer, 2012).

The issue of administrators official time use compelled Professor Nyarko, a Rector of a Polytechnic, to express his worry on staff attitudes towards managing official time during a staff durbar held in October 2012 at Takoradi Polytechnic. The Rector disclosed that some administrators report to work late while others also leave the workplace before the official time for closing. Besides, deadlines for submission of reports and letters are most at times not followed. He further advised administrators to eschew lackadaisical attitudes towards time and to focus on the purpose for which they have been appointed to work in the polytechnic.

Ghana began nationwide educational reforms programme in 1986 and one of the objectives was to make education relevant to the needs of the country by producing graduates who would satisfy workforce requirements of the country (Ministry of Education, 1993). The Ghanaian government considered this objective and laid emphasis on middle-level workforce needs as one of the priority objectives for the country at the Accra International Conference Centre in May 2014. The objective was re-emphasized during the President's sectional address to Parliament in June 2014. To achieve the objective, the government proposed the upgrading of Polytechnics to Technical Universities.

The goal was to enable polytechnics to be able to provide technical education at the tertiary level. This objective task polytechnic administrators to work assiduously and make judicious use of the limited time available to produce a better middle level workforce for the country.

For administrators to work more effectively to realise the goals of the polytechnics, they must be aware of variables that influence their use of official time because school programmes and vital decisions are dependent on time (Koomson, Acheampong & Fobih, 1999). Against this background, the study sought to investigate the influence of the perfectionist and hopper styles on time management practices by administrators in polytechnics.

Justification of the Study

Gaps in time management studies indicated that there is limited research on perfectionist and hopper styles (Osei-Amankwah, 2015; & Robertson, 1999). Claessens, Van Eerde, Rutte, and Roe.'s (2007) study on the assessment of time management literature did not indicate empirical research on hopper and perfectionist styles as influencing variables in time management studies. This paper sought to fill this gap. Osei-Amankwah (2015)'s study used multiple regression and Robertson (1999)'s study employed hierarchical regression analysis to find the effect of work management styles on time management practices. This paper applied a simple regression analysis to identify the relative influence of the hopper and perfectionist styles on time management practices.

Statement of the problem

It is generally perceived that official time for polytechnics is underutilized and indicative of ineffective use of time resulting in unnecessary loss of work hours which is irreversible. The researchers' observation hints that senior-member administrators of some polytechnics move from task to task and fail to complete some assigned tasks within a stipulated time. They seem also to spend a lot of time on one task at the detriment of other issues. Literature indicated that limited research is available on effective utilization of time management (Briddell, 1986). Time management and work management styles are related (Robertson, 1999). The question that is bothering the researchers' minds is what variables influence senior-member administrators' time use. It is based on these issues that the study sought to assess the influence of the perfectionist and hopper styles on time management practices, with the view of advancing suggestions on how to improve official time use in the polytechnics.

Objectives of the study

Due to the gaps in time management studies outlined earlier, the objectives of the study were to:

1. determine the relative influence of administrators' hopper and perfectionist styles on their time management practices in the polytechnics of Ghana,
2. assess the composite influence of administrators' hopper and perfectionist styles on their time management practices in the polytechnics of Ghana.

Hypotheses Testing

The following hypotheses were formulated to guide the study:

Hypothesis 1

H_{01}: There is no statistically significant influence of the perfectionist style on Administrators' time management practices in the polytechnics of Ghana.

H_1: There is a statistically significant influence of the perfectionist style on Administrators' time management practices in the polytechnics of Ghana.

Hypothesis 2

H_{02}: There is no statistically significant influence of the hopper style on Administrators' time management practices in the polytechnics of Ghana.

H_2: There is a statistically significant influence of the hopper style on Administrators' time management practices in the polytechnics of Ghana.

Hypothesis 3

H_{03}**:** There will be no statistically significant composite influence of Administrators' work management styles on time management practice

H_3: There will be a statistically significant composite influence of Administrators' work management styles on time management practice.

METHODOLOGY

The descriptive survey design was adopted for the study because the researchers wanted to find out whether the perfectionist and the hopper styles could predict administrators' time management practices. The design is well suitable for studying the breadth of phenomena and has the potential to provide a lot of information from quite a large sample of individuals (Robinson, 2008).
For the population of the study, the study targeted all administrators in the 10 polytechnics in Ghana. The accessible population was identified as all senior-member administrators of eight selected polytechnics in Ghana.

To achieve an even representation of the polytechnics and locations in the overall sample, a stratified random sampling technique was employed to select eight polytechnics from Ghana. There was no need for random sampling senior-member administrators in the eight selected polytechnics as a result, the entire population was purposively chosen. Kane (1995) submitted that purposive sampling does not involve randomly selected samples and that respondents are deliberately chosen because of some qualities that interest the researchers. In all, 445 senior-member administrators in the eight selected polytechnics were used for the study.

The main instrument used for gathering data was a questionnaire. The basic structure of the instrument was based on a five-point Likert scale and it was used for the rating of the responses. The questionnaire was used because the participants had the free will to give accurate responses. Exploratory factor analysis was conducted to reduce the bulk of the questionnaire items to manageable forms. The overall Kaiser Meyer Olkin (KMO) coefficient of .826 was obtained for work management styles, and time management practices recorded KMO value of .806. KMO values ranging between 0.8 and 0.9 were described as meritorious by Kaiser (1974).

DATA ANALYSIS AND DISCUSSION

Participants' responses were categorized and coded using Statistical Product and Service Solution (SPSS) version 20.0. This was done by defining variables and keying in data. Hypotheses 1 and 2 were analyzed using simple regression analysis to assess the influence of perfectionist and hopper styles on time management practices. This was to find out the relative potential of each independent variable to predict time management practices. Hypothesis 3 was analyzed using multiple regression to determine the joint contribution of the perfectionist and the hopper styles to the prediction of time management practices.

To determine the relative influence of the hopper and the perfectionist styles on time management practices, hypotheses test were conducted for significance to estimate ratings for each independent variable and determine how each variable is likely to influence the dependent variable for a degree of potency. Before the test, preliminary assumption of normality was conducted using Kolmogorov-Sminov to determine whether the data were normally distributed and also whether the statistical tools employed for the study were appropriate to provide the right answers to the hypotheses generated. The results showed that the significant value of .200 statistic for the dependent variable and .200 statistic for the independent variables were more than .05. This indicated that the results were not significant, confirming that the data for the study were normally distributed. This was confirmed by Field's (2015) assertion that test statistic which is more than .05 indicates a normal distribution of scores. It could be concluded that parametric techniques such as simple regression and multiple regression were appropriate for the study.

Hypothesis 1

H_{01}: Perfectionist style has no statistically significant influence on time management practices

H_1: Perfectionist style has a statistically significant influence on time management practices

The hypothesis was to investigate whether the perfectionist style has a statistical influence on administrators' time management practices. Results of the test are presented in Table 1 overleaf.

Table 1: Influence of perfectionist style on time management practices (n=445)

Variable	R	R^2	B	Beta	t –value	P-value
Perfectionist style Time management	.382	.146	.305	.382	8.698	.002
(Constant)		2.312		18.793		

Source: Computed from Field Data 2014. *****P $\leq$.05
Standard Error= .035, Adjustered R square =.144
a. Dependent variable: Overall time management practices,

b. Predictor: (Constant), Perfectionist style

Taking the slope and intercept in the resulting regression equation, the researchers reported the regression equation given as Y=C+BX =E, where Y=2.312+ .382 x = E

SPSS output in Table 1 indicated that P-value (0.02) was less than the alpha (.05). The t-value (8.698) obtained from the data was significant at .000. The R had a coefficient of .382 which indicated a moderate, positive and significant relationship between the two variables. The R^2 value of .146 indicated that perfectionist style explained 14.6% of the variance in time management practices. The beta score of .382 was significant at .05. That is, the coefficient of the perfectionist style influences the regression equation. Therefore, the null hypothesis is rejected and the alternate hypothesis upholds that there is a statistically significant influence of perfectionist style of managing work on administrators time management practices at a = 0.02 (t=>p≤.05). The result implies that the perfectionist style of managing work can be used to predict time management practices. It could be concluded that the perfectionist style can be used to predict overall time management practices**.**

Model Fit Statistic on the influence of perfectionist style on time management practices was further analyzed. Details are provided in Table 2.

Table 2: Model Fit Results (n=445)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	17.346	1	17.346	75.657	.002[b]
Residual	101.566	443	.229		
Total	118.911	444			

a. Dependent Variable: Overall Time Management *****P < .05

b. Predictor: (Constant), Perfectionist style

The output from Model Fit test presented in Table 2 on the influence of perfectionist style on time management practices of administrators showed that the value of F statistics was 75.657, was significant at p ≤ .05 because the significance value (.002) was well below .05. The degree of freedom had 444 groups. This means that there is less than 0.1% chance that an F- ratio as large as this would happen if the null hypothesis was true. Therefore, it can be concluded that the regression model resulted in a significantly better prediction of time management practices than using mean value. That is, the regression model overall predicted time management practices significantly well at (F (1, 443) = 75.657, P ≤ .05).

Hypothesis 2

H_{02}: Hopper style has no significant influence on time management practices

H_2: Hopper style has a significant influence on time management practices

An attempt was made to test hypothesis two by investigating whether the hopper style has a statistically significant influence on time management practices. To test the above hypothesis, simple regression using the enter method was conducted. Findings are presented in Table 3.

Table 3: Results of simple regression of hopper style and time-management practices (n=445)

Variable	R	R^2	B	Beta	t –value	P-value
Hopper style	.162	.026	.111	.162	3.459	.001
Time management						
(Constant)			3.070		34.680	

Source: Computed from Field Data 2014. *****P ≤.05
SE = .028, Adjustered R^2 = .024.
a. Dependent variable: Overall time management practices
b. Predictor: (Constant), Hopper style

The regression equation model is given as Y= C+BX = E, where Y= 3.070 + .162x = E.
From Table 3, the P-value of .001 was below .05 alpha level. The 't' value obtained from the data (3.459) was significant at .05 level. The coefficient of R (.162) showed a low, positive and significant relationship between the hopper style and time management. In the model, the R^2 of .026 indicated that the hopper style explained 2.6% of the variance in time management practices. For this data, the hopper style recorded a beta value of .162. (Beta = .162, p≤.05), and therefore, the null hypothesis is rejected in favour of the alternate hypothesis. The result means that the hopper style could be used to predict overall time management practices**.**
Model Fit test on influence of hopper style on time management practices was further analyzed. Details are provided in Table 4.

Table 4: Model Fit Results (n=445)

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	3.126	1	3.126	11.962	.001[b]
1	Residual	115.785	443	.261		
	Total	118.911	444			

Source: Computed from Field Data, 2014. ***** P≤.05
a. Dependent variable: Overall time management practices
b. Predictor: (Constant), hopper style

The Model Fit test in Table 4 on the influence of the hopper style on administrators time management practices indicated that F-ratio of 11.962 was significant at P≤.05 since the significance value (.001) was less than .05. This means that there is less than 0.5% chance that an F-ratio as this large would happen if the null hypothesis is true. Therefore, it can be concluded that the regression model resulted in a significantly better prediction of time management practices

than using mean value. That is, the regression model overall predicted time management practices significantly well at F (1, 443) = 11.962, p≤.05.

Hypothesis 3

H_{03}: There will be no statistically significant joint influence of the perfectionist and the hopper style on time management practices.

H_3: There will be a statistically significant joint influence of the perfectionist and the hopper style on time management practices.

The study further investigated the joint influence of perfectionist and hopper styles to the prediction of time management practices. The stepwise method was performed using SPSS to assess the joint contribution of the styles to the prediction of administrators' time management practices. Tables 5 and 6 provide the results.

Before estimation, an assumption test was conducted to determine the possible presence of multicollinearity. Multicollinearity exists when there is high inter-correlation among the independent variables (Garson, 2009). Bowerman and O'Connel, (1990) advised that if the largest Variance Inflation Factor (VIF) is greater than 10 then there is a cause for concern and Tolerance value less than 0.1 indicates a serious problem. The authors advocated that the Tolerance value below 0.2 indicates a potential problem of multicollinearity. However, the independent variable with the largest VIF value (perfectionist style) recorded 1.240, which was below 10. This was supported by minimum Tolerance value, .810, which was above the cut-off of 0.1 when multicollinearity statistic was run to assess VIF and Tolerance levels. It could safely be concluded that multicollinearity was not a problem in this model. Therefore, the assumption of multicollinearity in the relationship between the variables was not violated.

Table 5: Joint contribution of perfectionist and hopper styles to the prediction of time management practices (n=445)

Variable	B	Beta	R^2	t –value	Sig	Collinearity Statistics	
						Tolerance Value	VIF
(Constant)	2.907		.188	.874	.000		
Hopper	-.132	-.201		-4.209	.001	.809	1.236
Perfectionist	.368.	. 482		10 .110	.002	.810	1.240

Source: Computed from Field Data, 2014. *****P ≤ .05

a. Dependent variable: Overall time management practices

b. Predictors: (Constant), hopper style, perfectionist style

The regression equation is given as:

$Y=C+B_1X_1+B_2X_2=E$, where Y=Time management practices, C=constant, X=Independent variables, X_1= Hopper style, X_2= Perfectionist style, E= Error margin

The row score linear equation model from the SPSS output is given as $Y= 2.907 +-.132x_1+.368x_2$. The significant value of .005 was obtained by hopper style and perfectionist style had a significant value of .005. This equation means that the hopper style and perfectionist style could be used to predict overall work management styles. Hopper and perfectionist styles were retained in the model.

As shown in Table 5, hopper and perfectionist styles collectively explained 18.8% of the variance in time management practices. Perfectionist (beta =.482) and hopper (beta= -.201) best predicted time management practices. It appears perfectionist style explained the bulk of the variance in time management practices (beta=.482, t=10.110, P≤.005) and was described as the overall best predictor of time management practices.

Table 6: Model Fit results of the joint contribution of perfectionist and hopper styles to the prediction of time management practices

Model		Sum Squares	ofdf	Mean Square	F	Sig.
1	Regression	978.049	2	489.024	51.130	.001[b]
	Residual	4227.441	442	9.564		
	Total	5205.490	444			

Source: Computed from Field Data, 2014 *P ≤0.05

a. Dependent variable: Overall time management practices

b. Predictors: (Constant) perfectionist, hopper

Results from Model Fit test in Table 6 indicated that the model as a whole which included two variables (perfectionist style and hopper style) was significant at .01, ($F (2, 442) = 51.130$, $p≤ .01$. F-ratio was even higher (51.130) which was also highly significant at $p≤ .000$. This means that there is less than a 0.1% chance that the F-ratio would have occurred by chance alone. This means that the regression model overall better predicted time management practices significantly well. The Model Fit results confirmed that perfectionist style and hopper style together significantly improved their abilities to predict time management practices. The conclusion is that work management styles have an influence on time management practices of senior-member administrators in the polytechnics in Ghana. Therefore, we fail to accept the null hypothesis that there will be no statistically significant contribution of work management styles to the prediction of time management practice. This supports the researchers' prior expectation that administrators work management styles will significantly predict time management practices.

DISCUSSION OF FINDINGS

On hypothesis 1, the study revealed that perfectionist style of managing work has significant influence on time management practices. The P-value was small; therefore, the null hypothesis was rejected because there was sufficient evidence in the claim to accept the alternate hypothesis

that the perfectionist style has a significant influence on administrators' time management practices. The finding means that the perfectionist style made a statistically significant contribution to the prediction of time management practices and it is, therefore, considered as a good predictor of administrators time management practices in the polytechnics. Thus, an increase in the proper use of the perfectionist style brings about a corresponding increase in administrators time management practices, all things being equal. The reason for a significant influence was probably because the perfectionist style leads administrators to develop a positive attitude towards time use. Besides, it promotes and maintains effective time management practices that result in good organizational practices and efficiency in administration.

From the analysis, it can be concluded that senior-member administrators' perfectionist style influence how they manage time in the polytechnics to achieve quality service demand placed on their shoulders. Hence, the study has established that lack of proper conduct of activities affect administrative tasks and this impedes effectiveness in administration. A unit change in the perfectionist style will improve senior-member administrators' use of official time in the polytechnics. This finding is not in agreement with Robertson's (1999) conclusion that the perfectionist style was not a predictor of principals' time management. The finding gives credence to Schlenger and Rosech (1998) time management theory adopted by this study that categories of variables that influence time management practices include perfectionist style. These authors further asserted that perfectionist heads schedule their day and have few interruptions.

Hypothesis 2 found statistically significant influence of administrators' hopper style on their time management practices. The P-value was smaller; therefore, the null hypothesis was rejected because there was enough evidence in the data to support the claim of the alternate hypothesis that the hopper style has a statistically significant influence on administrators' time management practices. The finding means that the hopper style can be used to predict time management practices. The inferences that can be drawn from the analysis are that the hopper style influences time management practices when it is applied. The hopper style is fair enough to explain changes in administrators' time management practices. That is, the hopper style of managing work made a significant contribution to explaining the occurrences of time management practices. A unit change in the hopper style will improve senior-member administrators' use of official time in the polytechnics.

Hypothesis 3 investigated the composite influence of the perfectionist and hopper styles (independent variables) on time management. Considering the five independent variables included in the multiple regression, only the significant regression weight of perfectionist style and hopper style best predicted time management practices. This means that two variables contributed significantly to the regression equation. The largest Beta coefficient obtained by perfectionist style means that the variable made a uniquely significant contribution in explaining the occurrence of administrators' time management practices. Whereas perfectionist administrators were more significantly likely to manage time well (Beta = .482) the reverse is noted for hopper (Beta = -.201). The negative beta coefficient for the hopper style implies that the more administrators use hopper style in managing work, the less chance to manage time effectively and vice versa.

It could thus, be said that perfectionist style was the overall best predictor of time management practices adopted by senior-member administrators of polytechnics in Ghana. It is being described as the overall best predictor due to its unique influence on time management practices. It could be inferred from the finding that perfectionist and hopper styles have an influence on administrators time management practices but perfectionist style influence administrators time management practices more than hopper style. The finding is not in conformity with Osei'-Amankwahs (2015) finding that number of years of experience was the overall best predictor of headmasters' time management. The finding is not in line with Robertson's (1999) study which found out that hours of training was the overall best predictor of time management. The finding also gives credence to Schlenger and Rosech's (1998) time management theory that variables that influence time management practices included work management styles.

Concerning the amount of variance in overall time management practices explained by the scores of the independent variables, the two variables (perfectionist and hopper styles) explained nearly 18.8% of the variance in the overall time management practices. Therefore, there might be many factors that could explain the variation in this model. While the percentage of variance explained appeared to be relatively small, Trived and Cameroon (2012) and Tabacknick and Fidell (2010) averred that cross-sectional studies are likely to result in R^2 between 5% and 20% with longitudinal studies doing greater. The remaining percentage (81. 2%) could be accounted for by variables outside the model. In other words, the variation in polytechnic administrators' time management practices cannot be explained by these independent variables alone. This suggests that the independent variables in the model are fair enough to explain changes in administrators' time management practices. That is, a unit change in the independent variables will improve senior-member administrators' use of official time in the polytechnics. It could be concluded that the regression model resulted in a significantly better prediction of time management than using the mean values.

CONCLUSIONS

There was evidence to suggest that time management practices were positively influenced by perfectionist and hopper styles. Specifically, the significant influence of perfectionist and hopper styles on time management practices shows that the variables are applied interchangeably. It could be concluded that administrators time management practices depend on these variables for efficient use of official time. The significant influence of the independent variables also shows that effective time management in the polytechnics cannot be ignored since it results in high administrative performance in the polytechnics. The perfectionist and hopper styles, especially once improved have the potentials to become useful tools in improving the time management of senior-member administrators in the polytechnics.

As to whether the independent variables jointly contribute to the prediction of time management practices. Findings from the study showed that the hopper style and perfectionist style were potent predictors of time management practices. Perfectionist style made the strongest unique contribution to the prediction of time management practices.

Implications for Practice

The findings have several implications as far as time management practices and work-management perfectionist and hopper styles are concerned. The significant influence of perfectionist and hopper styles on time management implies that these variables may be important in explaining efficient time use by senior-member administrators. Administrators who wish to improve official time may focus on addressing these variables that influence time management. Applying these variables may reduce waste which could lead to greater efficiency which is also likely to induce demand for middle-level manpower needs for Ghana.

1. The best predictors of time management (hopper and perfectionist styles) imply that the variables have more influence on administrators' time management practices. Adequate and effective use of the variables in administrative tasks could help to explain changes in administrators time use which could improve administrators official time use and ensures efficiency in administration.

Recommendations

1 It was revealed from the study that the perfectionist style significantly influenced time management practices. Based on the finding, it is recommended that administrators should advocate for sustaining the use of the perfectionist style. This is crucial since administrators are always managing time to bring out the best in the polytechnics.

2 The study found that the hopper style significantly influenced administrators time management practices. It is recommended that administrators need to use secretaries in daily activities by assigning minor routine tasks to them so that they could have enough time for other equally important activities and control the hoper style of managing work.

3 Administrators should focus on tasks at a particular moment until it is accomplished to avoid leaving tasks unfinished. They need to give themselves enough time by closing the office door for at least two hours a day to carry out administrative work.

Contributions of the Paper

The paper focused on two dimensions of work management styles (hopper and perfectionist0 which enabled a thorough investigation of their influential roles. The paper systematically presented results which were assessed from individual administrators view. Limitations of the paper were noted. The paper did not include other dimensions of work management styles. In terms of the implications, it was important to note that administrators should not view time management as individual tasks rather as an issue that should be managed at all levels of education. It is crucial to know which variables affect time management and its detrimental effects so that Ghanaian tertiary institutions strive to reduce time waste. The paper indicated that apart from hopper and perfectionist styles other variables influence time management. This raises awareness of the importance of work management styles in tertiary institutions.

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