Redefining Sense-of-Urgency and Timeliness in Higher Education efficiency: Study of Uganda

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ABSTRACT: The main purpose of this paper is redefining sense of urgency and timeliness in higher education efficiency particularly the business school employees with a focus on insights on change in public business educational institution in Uganda. A qualitative approach was used and in-depth interviews facilitated data collection from eight participants who were purposively sampled. The interview protocol was developed from sense of urgency and timeliness literature. New insights on public staff in the sphere of deadlines amplify the vitality of the time resource in line with the linkage of time to change and sense of urgency. Additionally, findings on self-time, team time, change affairs and timeliness approaches such as pushing the poor team members on timeliness adds on the body of knowledge on the phenomenon of higher education efficiency particularly from the lens of the resource-based view theory.

Keywords: higher education, sense of urgency, timeliness, Uganda

I. INTRODUCTION

In preceding studies, the concept of time management has been emphasized as a core value in business education. Business success has been largely linked to sense of urgency on business matters. Consequently, Business Schools worldwide have focused on time management in the first year subjects and progressively, the knowledge of time management is emphasized. Time management which refers to the individual's capacity to execute assignments in the required time has been associated with cultural underpinnings in most studies [1,2]. Apart from time management in higher education, further educational literature is noted on higher education inefficiency in Nigeria such as research by Adejare *et al.* [3]. In order to achieve higher education efficiency, [3] pointed out that it is crucial to ensure there is integrate effective training into employee career management and adopt employee performance evaluation process.

Other regions tend to be focused on timeliness where appointments are met in the required times or even earlier than expected, the situation in Africa is largely unique, characterized by poor time management. Poor time management in Africa is documented in the study by Mukwevho [4] which confirmed that in South Africa there is a serious lack of time management on the part of the students. This poor time management seems to be considered normal in business settings that individuals who have not honored and respected their appointments tend to give excuses which in turn make one wonder whether the time culprits take time in their sense-of-urgency. Thus two core variables of interest in this study include sense-of-urgency and timeliness. Sense-of-urgency is the first core concept in this study. Several definitions exist on the concept of sense-of-urgency. For instance, sense-of-urgency is defined as employee's determination to change [5]. Other scholars peg sense-of-urgency as a crucial element in successful change process [6]. On the other hand, some scholars define sense-of-urgency along the lines of panic and complacency [6]. In addition, sense-of-urgency is related to personal traits such as agreeableness and openness but not neuroticism [6]. This paper is concerned with the concept of sense-of-urgency by employees in a business school context of Uganda.

The second core concept is timeliness. Timeliness is referred to as one of the information quality dimensions in organizations [7]. The timeliness dimension is concerned with currency of data and latency of data delivery related to financial reporting [7]. Timeliness is also an important term related to disclosure in firms [8]. Furthermore, Khan and Rahim [9] relate the timeliness with firm's performance. From the literature [8, 7, 9], it is evident that the definition of timeliness varies with related concepts. In this study, the researchers are interested in attributes of the concept of timeliness by employees. Therefore, to add knowledge, the main purpose of this paper was redefining sense-of-urgency and timeliness of business school employees in the business setting.

The resource based view theory has been highlighted by many scholars but more popularized by Barney [10] and Peteraf [11]. In popularizing the resourced-based view theory, [10, 11] mentioned the need for firm competitiveness using inimitable resources and resource leveraging respectively. From these perspectives, time as a resource which is largely pronounced as a highly perishable resource in economics and social sciences literature fits as well in the inimitable characteristic. In the same vein, time has been noted as a core resource in management literature [8, 7, 9]. However, most literature on time is largely related to quality of financial data delivery [8, 7], and scarcely studies feature time in relation to team performance [9]. This limits our understanding on the role of time and sense-of-urgency in line with employees in relation to organizational change perspectives. This study aims to add to the body of organization change knowledge especially on attributes of sense-of-urgency and timeliness in higher education efficiency in the context of public employees of a business school in Uganda. Whereas private sector practitioners are arguably said to be more cautious on timeliness than the public sector operators, the staff in public business school entities are also expected to lead by example on matters of sense-of-urgency and timeliness.

The research results can be useful for potential managers, Business Schools and Business Operators in redefining sense-of-urgency and timeliness for business activities. The outcome can also be used as knowledge base for future researchers in issues related to sense-of-urgency and timeliness in business settings under the public sector.

II. LITERATURE REVIEW

This study is hinged on resource-based view theory fronted by [10]. Barney argued that sustained competitive advantage derives from resources and capabilities that a firm controls that are valuable, rare, imperfectly, imitable, and not substitutable [12]. Furthermore, Barney, *et al.* [12] highlighted that resource based view theory has been applied in five fields of study which are in human resource management, economic and finance, entrepreneurship, marketing and international business. In view of this, the current study extends the application of resource-based view theory in the phenomenon of higher education efficiency by emphasizing that sense-of-urgency and timeliness are also resources that are important to public educational institutions. Hence this study's interest in business school employees in relation to insights on change in a public educational institution by redefining the sense-of-urgency and timeliness.

Time is considered as a fundamental aspect in the organizational success. Time has been investigated from the perspective of announcements by firms with interest on the dimension of vagueness which is concerned with lack of clarity and completeness regarding timeliness [13]. The study by Nadkarni & Chen [13] indicated that temporally vague and distally framed timeliness in action announcements delayed rivals' response speed.

Other recent studies also used resource-based view theory for research purposes (Schneider & Lieb, [14]; Sheehan, 15]; Lynch & Baines, [16]; Jeroen, Spender, & Aard, [17]; Chen, *et al.*, 18]; Williams, [19]; Ho & Peng, [20]; Matama, [21]; Mkwizu, *et al.*, [22]; Sanders & Wong, [23]). The study by Matama, [21] applied resource-based view theory to analyze education levels and small business financial worth. Matama, [21] concluded that attractions of more firm resources that linked to the secondary education level extend the perspective of the resource based view theory in relation to knowledge resources in Uganda. Mkwizu, *et al.*, [22] adopted resource-based view theory and focused on factors influencing consumer's convenience shopping which are considered as competitive resources. Mkwizu, *et al.*, [22] revealed that location as a resource for Small and Medium Enterprises (SMEs) is one of the factors influencing consumer's convenience shopping in the context of the study region which was Dar es Salaam in Tanzania.

However, most studies have largely overlooked the essence of time and sense-of-urgency by business school employees in public educational institutions. In Africa, the study by Mukwevho [4] focused on time management from the perspective of students only and not business school employees. Equally, the study by Adejare, *et al.* [3] investigated non-academic staffs in relation to higher education efficiency. Therefore, this study adds knowledge in understanding higher education efficiency from the perspective of redefining sense-of-urgency and timeliness among public business school employees.

Similarly, the study by Barney [12] mentioned that Alvarez and Busenitz [24] applied the resource-based view theory by arguing that resource based view can theoretically inform and extend current research on entrepreneurship. They have suggested that inputs such as entrepreneurial process of cognition and coordinated knowledge become heterogeneous outputs, and that entrepreneurial opportunities emerge when individuals have insights into the value of resources that others do not.

Although resource-based view theory is concerned with firms' competitiveness using available resources, this study adopts the resource-based view theory in understanding business school employees and how sense-of-urgency and timeliness as resources provide insights on change in a public business educational institution. Public business institutions like firms need to operate competitively and therefore, understanding which resources are vital to achieve competitiveness among business school employees is important.

Efficiency in higher education has attracted the attention of previous scholars in various countries. Examples of such studies are Charnes, Cooper, and Rhodes [25], Kenny [26], Klumpp [27], De Witte and Lopez-Torres [28], Johnes, Portela and Thanassoulis [29], Wolszczak-Derlacz [30], Jelic and Kedzo [31], Figurek, *et al.* [32], and Brzezicki, Pietrzak and Cieciora [33]. For instance, in Bosnia and Herzegovina, a study by [32] used data development analysis method to investigate efficiency in higher education. Figurek *et al.*, [32] found that there was a downward trend in the

total number of publications which suggested deterioration in the scientific efficiency. The findings lead to the conclusion that higher education systems in Bosnia and Herzegovina are inefficient [32]. A study by Wolszczak-Derlacz [30] has also cited inefficiency in higher education in Europe and the US. In Poland, the study by [33] found that budgets of local government units or their associations had a small share in the total income from teaching activities hence little impact on efficiency of the university. Preuss, *et al*. [34] found that there different opinions on competence among faculty, staff and administrators in Hispanic-Serving Institutions (HIS). Therefore more research is needed in other countries to expand knowledge in understanding higher education efficiency.

There are several studies related to time as a resource and management (Lewis & Dahl, [35]; Macan, *et al*., [36]; Britton & Tesser, [37]; Kearns & Gardiner, [38]; Wang, *et al*., [39]; Burrus, *et al*., [40]; Cyril, [41]; Adams & Blair, [42]; Xu, Wang, & Yang, [43]). Other scholars have linked time resource optimization to be affected by formal institutional voids as well as sense of urgency (Waller, *et al*., [44]; [8]; [6]; [5]; Atz, [45]; [7]; Webb, Pryor & Kellermanns, [46]; [9]). Waller *et al.,* [44] examined the assumptions on individual's thinking about deadlines in team settings in terms of time urgency. Waller *et al.,* [44] used existing literature review approach and found that the two key factors which influence team performance are time urgency and time perspective. On the other hand, [8] was interested to study timeliness in relation to trade opportunities and litigation consequences. Billings, [8] used quantitative approach method with regression model which showed that managers who are characterized as less timely in their disclosures are most likely to take part in abnormal trade.

Ahmad& Jalil [6] explored sense-of-urgency in relation to personal traits by deploying a quantitative method approach using multivariate analysis and findings indicated that employees with traits (conscientiousness, openness, agreeableness and extraversion) have strong positive correlation with sense-of-urgency. A similar study in the same year explored the use of Kotter's model which has a process of sense-of-urgency in building a culture of assessment in institutions of higher education [5].

Another study examined timeliness and data catalogue by utilizing a quantitative approach through case studies to develop a new metric for updating datasets [45]. Additionally, [7] pointed out the need of timely data for decision making purposes in financial markets. The research by Webb [46] was interested in institutions and family embeddedness particularly Formal Institutional Voids (FIV). The study by Webb [46] which is guided by the institutional theory concluded that household enterprises provide subsistence for families in the absence of formal employment. Khan & Rahim [9] focused on timeliness and firm performance through multiple regression analysis. The results of the study by Khan & Rahim [9] revealed that there is a significant relationship between timeliness of financial reporting and firm's performance.

In Nigeria, a study by Ohaka and Akani [47] was primarily concerned with timeliness and relevance of financial reporting for firms quoted in the Nigerian Stock Exchange (NSE). Multiple analysis techniques such as multicollinearity, heteroskedasticity, autocorrelation and multiple regressions were deployed to test the hypotheses, and results indicated that there is a significant relationship between firm size and timeliness of financial reporting [47]. The study also established that there is no significant relationship between board independence and timeliness of financial reporting of firms quoted in NSE, and thereby suggesting for better enforcement of standards related to timeliness in order for financial reports to have higher value to key stakeholders [47].

In leadership studies, Kotter [48] mentioned that one of the steps in the process of leading change in organizations is to create a sense-of-urgency and among the determinants of sense-of-urgency is false urgency and true urgency. Kotter [48] further explained that false urgency is when people are busy working but their actions do not result in achieving business goals whereas true urgency is when people are focused and make daily progress. Similarly, Saputra, *et al*. [49] did a study in Indonesia and examined how sense-of-urgency depends on people's perspective on the problem. In assessing the response of public authorities and land users to land subsidence, [49] used sense-of-urgency as an indicator. The findings showed that public authorities' response to land subsidence vary depending on their willingness and capacity to acknowledge problems and to respond [49]. Sense-of-urgency has also been evidenced in the COVID-19 pandemic where many universities were forced to go online. For example, in the university education in Hong Kong, the study by Qiuhan, *et al*. [50] found that although COVID-19 had negative effects on educational delivery but the transition to online mode of teaching during lockdowns was a positive effect for the image of technology. On the other hand, Arshad, *et al*. [51] studied faculty members in a Saudi Arabia university and found that the faculty members used mainly blackboard to promote courses followed by course notes as resources in learning management system. However, sense-of-urgency combined with timeliness was not covered in these studies hence creating a knowledge gap in the phenomenon of higher education efficiency.

III. MATERIALS AND METHODS

This study adopted a case study design given the need to collect data from different sources [52]. The case study design supports the deeper understanding of something which is unique to the given individuals. Additionally, Creswell [53] explained that case study design enables researchers to find out what individuals consider to give meaning in their life experiences. In this study, the business school is where employees are picked as informants. The study area for this research was Kampala in Uganda. The business schools are expected to have good grounding on timeliness and sense-of-urgency attributes. So the oldest business school in Uganda served as the case study. As the

study used qualitative methodology, the guiding principle was to understand the experiences of employees with regard to the sense-of-urgency and timeliness of business school academic staff.

The population for this study consisted of employees of a business school. Eight participants were purposively selected. All the eight employees participated in the face-to face interviews that were conducted. This approach was expected to provide richer data and enable comparison of data collected in the variables (timeliness and sense-of-urgency). Purposive sampling was employed for this study since sampled participants possessed the relevant experience, knowledge and attributes to serve the purpose of the study. In addition, it was expected that the respective responses would yield the required information on timeliness and sense-of-urgency. As Creswell [53] emphasized, the selection of respondents was hinged on their understanding of the subject matter under investigation.

Guidelines provided by Lincoln and Guba [54] were followed in order to ensure trustworthiness of data. Thus credibility, preferability, dependability and comfortability of data were adhered to. In ensuring anonymity, the researchers did gather respondents' names and only what they said is what was recorded.

Primary details were collected using the interview guide for face to face for the in-depth interviews. Face-to-face interview are preferred since they enable researchers understand the experiences and the attached elaboration of meanings of such experiences [55], in this case the timeliness and sense-of-urgency insights. The open ended question regarding the difficulties of individuals to attain timeliness and sense-of-urgency were also added. This was deployed to obtain unusual responses from the respondents. The open-ended approach also enables researchers to determine the participants' levels of knowledge and understanding of the phenomenon under investigation [56].

Eight respondents were purposively selected for in-depth interviews in order to explain the reasoning of timeliness and sense-of-urgency from the point of view of the public sector employees of a business school. The data collection instrument was the interview guide which was designed after reviewing the sense-of-urgency and timeliness literature. The interview protocol that was designed was used in the in-depth face-to-face interviews on the eight employees. Socio-demographic characteristics were also captured in order to avoid what is often termed 'garden show analysis' i.e. having study attributes data without socio-demographic particulars. Thus, the informants' age, gender, highest education level, and employment experience in years were captured. Data collected from the in-depth interviews was analyzed by NVIVO 10. Hilal and Alabri [57] advocated that Nvivo is the best qualitative data analysis software for purposes of managing coding procedures.

The field notes and audio taped interviews were transcribed verbatim. Audio tapes were listened twice. NVIVO 10 was used in the qualitative data analysis. This software enabled thematic analysis of the items received regarding timeliness and sense-of-urgency.

IV. RESULTS AND DISCUSSION

Results of this qualitative study are presented according to the sub themes that exhibited out of the analysis, namely, Agreeableness, Thoroughness, Fearfulness, and Difficulties under the theme – sense-of-urgency. In the helm of timeliness, the subthemes included: self, team, approaches and timeliness barriers. Respondents in this study provided unique insights in timeliness and sense-of-urgency, as well as the difficulties to attain timeliness in the context of public owned business school.

From the field, the themes and sub-themes that manifested in relation to sense-of-urgency (insights gathered by seeking experiences on the informants' experiences and knowledge on organizational change) and timeliness attributes (insights obtained from relevance of time on self, team, unique approaches applied). On both study variables, difficulties that hinder execution of sense-of-urgency and timeliness were obtained. The structure of the themes is presented in Table 1 and Table 2.

Table 1: Themes and Sub-Themes for Change/Sense-of-Urgency.

Sub-Themes-Change/Sense-of-Urgency			Themes
Agreeableness			
Thoroughness			Sense-of-Urgency
Fearfulness			
Difficulties			

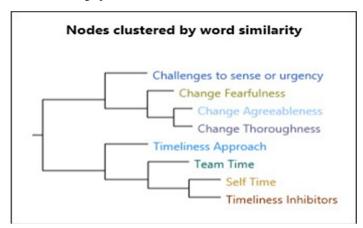**Table 2: Themes and Sub-Themes for Timeliness.**

Sub-Themes- Timeliness			Themes
Self			
Team			Timeliness
Approaches			
Barriers			

The socio-demographic characteristics i.e. age, gender, education level, and university work experience of the informants were collected as shown in Table 3. The cluster analysis of the respondents' data indicated that two major clusters manifested. One cluster had one female and three male respondents, while the other had two female respondents and two male respondents. In both clusters, there was no age and work experience homogeneousness of the respondents.

Table 3: Socio-demographic characteristics.

N	Age	Gender	Experience	Education
1	38	Male	12	PhD
2	30	Female	6	Masters
3	33	Male	8	Masters
4	36	Male	12	Masters
5	26	Female	4	Bachelors
6	35	Male	10	Masters
7	59	Male	16	Masters
8	31	Female	8	Masters

Cluster analysis of nodes indicated that insights obtained regarding the timeliness and sense-of-urgency show that the coded data was distinct and there was no evident similarity in the two variables. These are shown in Fig. 1. The word similarity query was run to find out the distinctness of entries under the study themes (i.e timeliness approaches and self-time as well as change agreeableness and change thoroughness). As shown in the dendodram, we find that change facets are distinctly separate from the timeliness facets. In this regard, it is therefore not feasible to bundle issues regarding change especially agreeableness and meticulousness to individual approaches to timeliness as well as his or her attitudes towards time (self-timeliness) especially staff in a public business school. Interestingly, this shows why some staff may not perform on time even when they have positively taken on the change and they also appeared to have thoroughly understood the change. This contradicts some change literature that mentions agility as part of the successful change process [6].
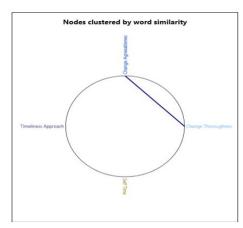

Fig. 1. Data Nodes.

Fig. 2. Change Word Cloud.

From the data collected, a word frequency was executed. Fig. 2 shows the word cloud. From the word frequency query, it was revealed that change, time, and team were frequently mentioned by the respondents. The change variable is featuring the biggest word in the word cloud followed by time and team respectively. This implies that these variables are crucial in the sense-of-urgency and timeliness helms of staff in public business schools. Unlike the prior studies that largely tackle timeliness distinctively in matters of quality data delivery such as [7], thus this study reveals that time, team and change, go hand in hand under the public oriented staff sphere.

Change is said to bring on board benefits. Fig. 3 shows the findings in this regard. Most respondents indicated a general agreeableness to change. Some respondents distinctly highlighted the change comes with benefits. The interesting part is that, most respondents mentioned the issue of the change benefits, the individuals benefits were at the forefront, and how these individuals reap from these benefits. This is more interesting from the context of the public business school settings and more importantly at the public organization settings. The findings of this study differ from [48] in that this study reveals individual benefits are seen as most important in public business school settings rather than toward true urgency.
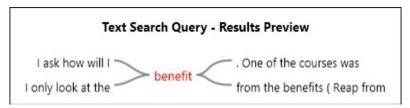

Fig. 3. Change Benefit Word Tree.

It was revealed that generally the respondents had a positive attitude to change and thus a sense-of-urgency. It is seen that some said there is a way to enjoy change. However, what comes out repeatedly is that as long as the change is positive, they are positive towards changes. It was revealed that generally the respondents had a positive attitude to change and thus a sense-of-urgency. It is seen that some said there is a way to enjoy change. However, what comes out repeatedly is that as long as the change is positive, they are positive towards changes. They in fact mentioned that they look at organizational changes and scan it first (e.g. "I always look at the positive", "organizational change if it is positive", "If the change is very positive"). However, it also spells out that even if the change is positive, there is resistance. This is inconsistent with marketing literature like [8] that highlights those individuals who are laggards or less timely. In addition, it was revealed that change is taken positively, anxiously, and people take their time to analyze first.

On matters regarding fearfulness to change which may in turn encumber the sense-of-urgency, the text research revealed a multiplicity of perspectives as shown in the word tree in Fig. 4. Most respondents indicated that change is associated with fear. Distinctly, some respondents indicated that in developing economies, these uncomfortable positions in public service and the uncertainty of unforeseeable future contribute towards the fear of change. Not only that, the right hand of the word tree also confirms that change brings up risks.
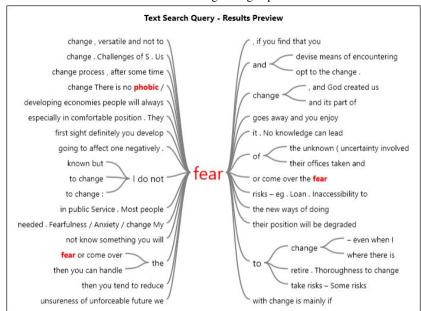

Fig. 4. Fearfulness Tree.

The tree fear mostly revealed that with time people tend to overcome the change of fearfulness. Therefore, it is evident from this fear word tree that the sense-of-urgency seems to be largely affected by the uncertainties related to new ways of doing things. The findings of this study differ from [6] which only showed traits such as openness and agreeableness in relation to sense-of-urgency. Many issues tend to affect change. In this study, a collection of inhibitors to change which are likely to affect the sense-of-urgency are displayed in Fig. 5. It is revealed from the word cloud of all the coded factors affecting organizational change in a public business school, that the biggest challenge is change itself, fear, others, risks and family. Change being the leading problem to change is not new in change literature studies such as [27] and [48]. The fact that, it is evident in public sector business schools staff grounded in the change knowledge, spells significant negative effects for successful adherence to sense-of-urgency in business schools, particularly change success and the general society stakeholders especially business scholars.

Fig. 5. Change Inhibitors Cloud.

Culture having been mentioned among change inhibitors, we executed a query on culture and it was revealed that indeed culture is pivotal in change. Findings on culture and change are shown in Fig. 6. One of the hurting revelations that manifests from the respondents, is the attitude held by some staff as seen on the left side of the word tree (please see: 'culture entrenched that nothing changes here'). Well, we use hurting, an emotion word. This belief held by the respondents who fell in the age bracket 30 to 40 years, mostly holders of business masters degrees sends bad signals on sense-of-urgency. This finding spells out the fact that even if one may push the change; some individuals pre-switched off to the dormancy mode in regard to change. This is even more fatal on matters of sense-of-urgency and timeliness that prevail in change literature as vital in the successful organizational change process [6, 7, 8, 9]. Perhaps the issues of formal institutional voids as highlighted by Webb *et al.,* [46] are at play in the public service in the business school settings. The fatality of such attitudes irrespective of the vagaries of the developing economies is that, the business scholars who are expected to be spot on the decision making and agile could be negatively affected, thus inhibit the business advancements in the private sector that demands high order versatility and agility due to the cutthroat competition and ever depleting resources of the post industrial society. Additionally, the demands of going online for education delivery arising from the COVID-19 pandemic for universities as indicated in the studies by [50, 51].

Fig. 6. Culture Change Tree.

It is common to hear the adage "time is money". After finding out that money and time featured prominently in the respondents' insights, a text search of money under the data collected was executed. Fig. 7 shows the findings. This study reveals more insights in relation to time and money. Respondents commented that when time is well handled then benefits 'money' is attained. One female respondent in fact, highly questioned why people value money and yet they do not value time. These results of this study are different from previous studies like [7, 9, 47] which emphasized on money with timely financial reports. Thus this study unveils new insight on money and time in relation to public business school employees as opposed to limiting the aspect of money and time in financial reports. Further findings on time is money showed that time is reflected in the form of promotions, as well as elaborating that time is expensive, and without time you cannot achieve goals. The sense-of-urgency literature highlight change as core in organizational change, while individual or self-time is crucial not only for organizational change but also for individual change. Fig. 8 shows the findings in self-time. It was revealed that some individuals inhibit the self-timeliness by suggesting individual timeliness is only attained by dreamers in the public settings.
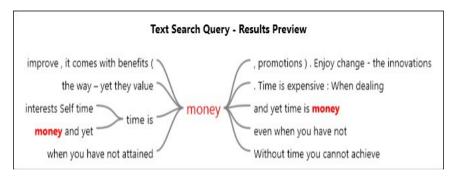
Text Search Query - Results Preview

improve , it comes with benefits (, promotions) . Enjoy change - the innovations

the way – yet they value   . Time is expensive : When dealing

interests Self time   money   and yet time is **money**

money and yet   time is   even when you have not

when you have not attained   Without time you cannot achieve

Fig. 7. Time Money Tree

This is seen to be affecting the self-timeliness since it is brought negatively. Similarly, some people have divergent goals and others block the timeliness. On the same side of the self-time tree, you see that unfinished assignments affect self-timeliness. On the other side, it is observed that self-timeliness is taken in order to please the supervisor and that time is money. Hence dreamers in the public setting, block the timeliness and pleasing the supervisors are inefficiencies. These findings support previous like [3, 30, 32] that indeed there are inefficiencies in higher education.
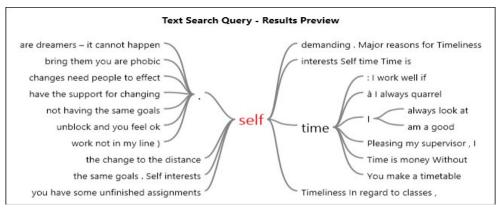
Text Search Query - Results Preview

are dreamers – it cannot happen   demanding . Major reasons for Timeliness

bring them you are phobic   interests Self time Time is

changes need people to effect   : I work well if

have the support for changing   .   à I always quarrel

not having the same goals   **self**   time   I   always look at

unblock and you feel ok   am a good

work not in my line)   Pleasing my supervisor , I

the change to the distance   Time is money Without

the same goals . Self interests   You make a timetable

you have some unfinished assignments   Timeliness In regard to classes ,

Fig. 8. Self Time Tree.

Time is often seen as an individual affair yet the teams often claim that the timeliness of team members is the reason for failure to submit assignments on time. This study explored insights of team time. The findings are shown in Fig. 9. For the tasks that are expected to be executed in the team, the issue of time is fundamental. From this study, it is revealed that poor time at team affects the decision makers. This finding support [8] on individuals being less timely. In fact, some respondents avoid team members who are time inefficient by stating that "So, I avoid you straight'. Some respondents noted that some individuals need "a lot of pushing", "poor team time leads to backlogs". One particular revelation manifests that it is expensive when dealing with "team" and right information and proper coordination with team is essential. On the other hand, team members are highlighted to have branches of reasons for timeliness and crucial for timeliness but should be cooperative and not time wasters.

The team time tree reveals vital assortments of team time success:
1. Selection of team is important.
2. Team member encouragement.
3. Team time is hard.
4. That team members need pushing.

These are also highlighted but in addition, the context features statements such as 'you know Ugandans usually… are not good at time'. Although, it is shown that some team members may have to blame others, the team time tree ends with a good highlight for " team manager" meaning that, there is no need for managing team in regards to time even if it is already highlighted as hard, expensive, and filled with putting blames.

During our data collection, one of the core perspectives that featured prominently was the concept of deadlines, in regard to timeliness and sense-of-urgency. Interesting to note is that, some respondents highlighted that they prefer deadlines to freedom on timeliness. The deadline search query is shown in Figure 10. Three different perspectives regarding deadlines manifested in this study. First, some respondents indicated that they need a deadline to drive their timeliness. Second, some respondents indicated that the deadline guides their assignment submission so they prefer to submit on the deadline. Indeed, this category of deadline submitters further alluded that submitting before a deadline

is 'tricky'. The third deadline perspective is that deadlines give pointers in order to set reminders on the competing tasks. The third perspective is practical and appears to guide most of us in our tasks.
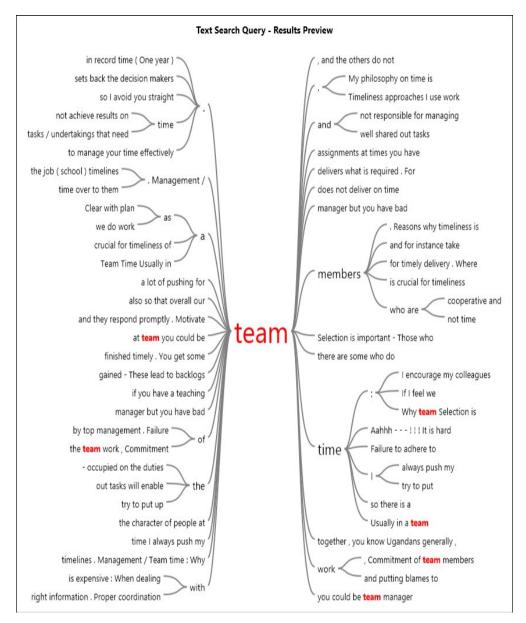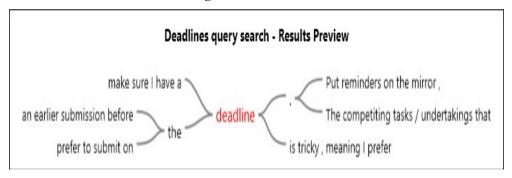

Fig. 9. Team Time Tree.

Fig. 10. Deadline Tree.

These results suggest that in deadlines vs freedom on timeliness, majority of respondents who are public business employees stated that deadlines act as drivers to timeliness, guides submissions and pointers on reminders. The results of this study differ from a similar research on timeliness in universities by [4] conducted in South Africa. The differences are on the unit of analysis selected for the study whereby this study which was carried out in Uganda has revealed information on timeliness in terms of deadlines Vs freedom on timeliness from the perspective of public business school employees while [4] concentrated on students. Findings by [4] revealed that students lack time management.

V. CONCLUSION

From the eight respondents, different perspectives on timeliness and sense-of-urgency manifested. The study showed that in the helm of sense-of-urgency, the subthemes of "agreeableness" and "thoroughness" to change featured as core factors in staffs in business school settings. The positivity to change which is part of the agreeableness to change manifests prominently. However, uniquely, this study found that staff first analyze whether the upcoming change benefits themselves, as individuals first.

Three core areas of timeliness were explored, self-time, team time and time approaches. The contextual manifestations especially on organizational culture were revealed. Additionally, some staff revealed that they inactively participate in the organizational change process manifested.

In the helm of self-time, it was revealed that most of the staff take time as money, and even more valued than money. Consequently, it was also revealed that at the team time level, time becomes more expensive. In addition, at team time spheres, it was revealed that, it is hard to attain timeliness due to ignorance, and the cultural contexts. Thus, it was found as a necessity to push some team members in order to avoid assignment blockages and attain timeliness.

In all, this paper yields new insights on public staff in the sphere of deadlines particularly the re-awakening necessity of deadlines, the strict submission on deadlines, and deadlines as assignment pointers. These new paradigms amplify the vitality of the time resource, the linkage of time to change and sense-of-urgency. Moreover, the self-time and team time as core dimensions of time, as well as the new timeliness approaches such as pushing the poor team members, and self-time on timeliness and change affairs respectively extends the body of knowledge in line with the resource-based view from the perspective of public educational institutions. In extending the application of resource-based view to public educational institutions, this study shows that the prominent subthemes for sense-of-urgency are agreeableness and thoroughness while timeliness is linked to self time, team time and time approaches by public business school employees in the context of Uganda.

VI. RECOMMENDATIONS

The public educational institutions should redefine sense-of-urgency and timeliness based on the sub-themes that have emerged from this study. Consideration in redefining sense-of-urgency should focus on agreeableness and thoroughness while for timeliness there should be emphasis on self time, team time and time approaches by public business school employees in the context of Uganda.

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