TIME MANAGEMENT:
THE BASIC CONCERN IN THE ORGANIZATION

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The concept of time management defines a set of principles, practices, skills, tools and systems that together help a person in an organization to assess what is left at their disposal in order to improve their quality of life. The most important aspect that should be mentioned is that time management does not require a person to learn to do as many things as possible in a short period of time, but it rather ensures that the person does what needs to be done, dealing with the things that really need to be addressed. The ability to manage your time effectively is important. Good time management leads to improved efficiency and productivity, less stress, and more success in life.

Key words: efficiency, productivity, organizational management, organization, time management.

1. INTRODUCTION

A person who has good time management techniques manages to accomplish more tasks in less time, while being more relaxed and succeeds to balance his personal and professional lives (Eldeleklioglu, Yilmaz, & Gultekin, 2010). The ability to organize and manage time influence a person's professional success Time is a resource available to any employee, manager and a resource that should never be overlooked.

There are two ways of approaching time:
- effective, positively manifested by trying to better manage this resource;
- negatively manifested by ignoring or mismanaging the budget.

Every organization wants to hire people who are able to manage their time effectively and to work in a predetermined range, according to the requirements of the job. In the context in which the existence of a business is subject to productivity,

employers and managers must take care for the deadline to be met, and that each team member accomplishes tasks during working hours (Kassel, 2010). [3]

2. METHODOLOGY AND RESEARCH QUESTIONS

The aim of this research is to identify the impact of efficient time management strategies in an organization and to find the factors that influence the ability to manage time using the method of integrative reviewing. Research was conducted under the following guiding questions: What is time management? Which are the best time management strategies? How important is it to identify the best time management strategies in an organization? Which are the factors that influence an individual's ability to manage time?

Searches were carried out in DOAJ, EBSCO, WILEY, Elsevier and other databases. The sources reviewed include articles from different journals that were published between 2010 and 2014 and books concerning the above-mentioned topic. [8]

3. TIME MANAGEMENT STRATEGIES

Because not every person has the ability to manage their time effectively, it is the responsibility of the leaders to familiarize employees with new habits that they will be able to use in practical ways during the hours spent at work (Grissom, Loeb & Mitani, 2013). In the absence of the implementation of such techniques, situations always arise where, at the end of the day, or before the expiry of a deadline, there are employees who are still struggling to do what they were asked. When large volumes of work and tasks that are not evenly distributed accumulate, there are chances that some will work less and others will receive many tasks and will not be able to complete them (Hashemzadeh, Ranjbar, Moosavi & Eidi, 2011). Therefore, the most efficient strategy in terms of time management would be delegating a number of tasks to each team member, so that they are broken down, as much as possible, in an equal volume and depending on specialization and experience through the time management process (Figure 1). [2]
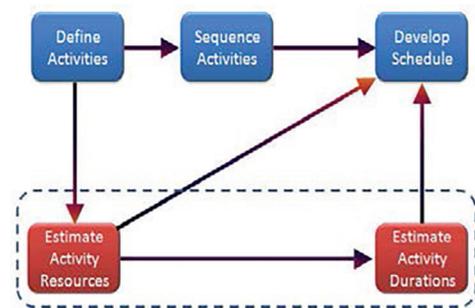
Fig. 1. The time management process
Source: Personal interpretation
of the data

Postponing usually continuous tasks derives from the fear of failure or that things might not be done the way they should (Walker, Wysocki & Kepner, 2012). Undecided or less organized employees tend to postpone the fulfilment of tasks and always have a low productivity, wasting a lot of precious time. What we need to say is that if employees today have many problems to solve and they procrastinate, tomorrow they will have even more problems to solve (Seaward, 2011). [5]

Employees must learn to categorize tasks according to the importance and urgency with which they are to be addressed (Figure 2) (Bresciani, Duncan & Cao, 2010). Many people invest a lot of time in tasks with low importance and of a minor emergency, but if the things they have to do were to be prioritized, results would be much better. If employees cannot prioritize tasks themselves, this has to be done by the manager of the team, so they can be given proper meaning. Beyond all these aspects, there are also a few other things that a good leader needs to bear in mind when it comes to efficient time management within the workplace. It would be good to know that the employees know very well how to manage the objectives of certain tasks and understand that as tasks become less pleasant, they still have made no efforts to recover. [7]

Fig. 2. The time management prioritization
Source: Personal interpretation of the data

4. THE IMPORTANCE OF TIME MANAGEMENT

Performance-conscious managers know that time is continuous, measurable and time management is a priority for the success of a business (Hashemzadeh, Ranjbar, Moosavi & Eidi, 2011). Effective decision makers do not start from their duties, from the time that is available to them. The source of the problems regarding time, however, is a complex one. The causes can be grouped into three distinct categories:

- external causes, which are caused by lack of organization: the time that is allocated to activities and scheduled outages is too short (including cell phones) from the members of the organization or from outside it, unforeseen emergencies (if applicable), not preparing the order of meetings or the meetings;

- causes that are related solely to the person's manager, his/her way of being and to behave or the particular situation he/she is facing (fatigue, depression, anxiety, personal issues, financial concerns or family);

- causes pertaining to employees and/or business partners: lack of punctuality thereof, or the fact that they "pull time, extending the talks" or they are involved in a complicated and momentarily intractable issue or, on the contrary, irrelevant or erroneous information, lack of jurisdiction and placing the responsibility on the manager for solving their task.

All of these are the result of the intervention of the so-called "thieves" of time: phones ringing, visit of "uninvited" people, the sparing to work, sitting too long and poorly organized, priorities that were not clearly established or are non-existent for the manager, the lack of delegation of authority and accountability, the postponing of unpleasant or heavy tasks, surfing the web or watching some television shows, the lack of structure, organization, technical problem, the manager's inability to oversee people etc. (Thomack, 2012). [1]

The personality of the manager puts his mark on the company and upon all those who come into contact with it. Time management starts with the management of their own people. The main cause of the

failure, both in business and in life, is the lack of a self-imposed discipline. Knowledge helps us understand the behaviour and attitudes towards certain values and, above all, it lets us create this behaviour in the direction that minimizes faults and wrong attitudes, on the one hand, and enhances efficiency of labour, on the other hand. One of the important dimensions in any decision or action is the time. For this reason, we must see if the manager has a predisposition to use time efficiently or defectively. Whichever attributes or qualities of a successful manager or subordinate staff qualities, a crucial criterion which underlies success lies in the approach towards time. There are important differences between attributes and behavioural styles that leave their personal imprints in this regard:
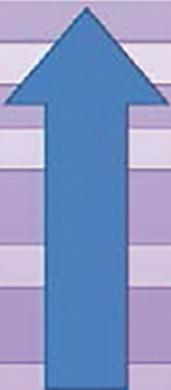
- some people work better at the start of the day, while others in the afternoon;
- some individuals prefer to distribute the effort over a long period of time, while others prefer to focus efforts on short, intensive tasks;
- some individuals may only face a single task at a time, while others may be able to juggle several activities at the same time;
- some people are oriented towards other tasks;
- some prefer to delegate as

much as possible, while others prefer to keep tasks and to undertake alone;
- some individuals are very neat and methodical, others are chaotic and unorganized;
- some people have more skills or are more experienced than others.

One way to track the effectiveness of the use of time is to be aware of the tendencies to use personal time ineffectively. In many instances, these trends represent the answers sought to streamline the use of time. In the case of not taking them into account, they may have negative influences in terms of stress due to time. If, for example, activities carried out before the unscheduled, are scheduled, the major could remain unsolved. Many managers demonstrate trends to solve problems before emergencies, thus amplifying the feeling of overload. If problems are solved before the difficult ones, time management is used inefficiently because the managers solve problems which should be delegated, while significant issues remain unresolved. The existing techniques for the optimization of the manager's time cannot be applied all at once (Figure 3). The manager must decide only to a maximum of three techniques to streamline what he considers best suited to his style of organization The correct application of the techniques leads to getting an average of 30 minutes per day, which can be used to solve other problems. Accumulated over a period of 40 years, those minutes would lead to another year of activity. [9]

Good Time Management Skills Lead To:	Positive	Negative	Poor Time Management Skills Lead To:
Productivity			Productivity
Energy Levels			Energy Levels
Stress Levels			Stress Levels
Organisation			Disorganisation
Accomplished Tasks			Unaccomplished Task
Shorter Task Time			Longer Task Time
Positive Relationship			Negative Relationship
Health			Illness

Fig. 3. Time management. Good skills vs bad skills
Source: Personal interpretation of the data

5. DETERMINING PRIORITIES

For the determination of priorities, employees have at their disposal a number of useful tools such as:

- Comparative Analysis: used in situations in which the criteria are subjective or will give inconsistency. This analysis consists of an objective comparison between tasks, to determine what is truly important.

- Grid analysis: this type of analysis is used in situations where you have several factors to take into account.

- Matrix priority actions: this is a chart comparing the benefits of writing through, to which a task is approached with energy. It helps to identify the really important activities, which bring great benefits in short time.

- Emergency: this matrix helps to draw a demarcation line between urgent and important tasks, because urgent activities may be important or unimportant, some may have a longer duration of implementation, in order to be fulfilled.

- Boston matrix: used in business to set priorities according to the attractiveness of the market and possible profits obtained from fulfilling this task.

- Ansoff matrix: similar to the previous, Ansoff matrix allows you to evaluate the priority of tasks depending on the risk assumed by them.

- Pareto analysis: its assumption is that 80% of the problems they cause constitute 20% of the causes of all problems (Belal Said, 2014). Employees need to make a list of the issues they encounter and their causes, give notice to each trouble and group them according to common causes. The group with the highest score should have priority in problem-solving.

- Nominal group technique: it is used for team projects and takes into account the opinion of each member. Every issue needs to receive a note from each member. Such priorities shall be established through mutual agreement.

Management means efficient and effective leadership of a task. From this perspective, the manager cannot make a profitable business for the company foe which he is responsible of if he does not know how to effectively manage resources. And time is a precious economic resource, demanding and irreversible: time is the most rare resource being irreplaceable but at the same time "unlimited"; it is expensive but may not be purchased, stored, replicated and its loss cannot be ensured not even by the largest insurance company in the world, so it cannot be "compensated"; it is very perishable and inelastic. However, time is not anyone's property, it is impersonal, and is not constrained by physical frontiers. [4]

Performance-conscious managers know that time is continuous and measurable and that time management is a priority for the success of a business. Effective decision makers do not start from their duties, from the time they have available. And many authors believe their orders as "available" in the greatest period of continuity, as a three-step process: recording time, time and time-based consolidation efficiency factor.

Time management is founded on the principles of programming, coordinating and controlling time. The notion of effectiveness requires that, for each individual, the time should be used wisely and productively, in accordance with the pace and with the resources available to each individual, in order to ensure the achievement of precise activities within a given time limit (Figure 4). The management of time depends upon each person to designate periods of time, thoroughly determined, for every action to be performed (programming), to take action in order to follow the plans (coordination) and to regularly evaluate the acquired outcomes (control). [6]

6. FACTORS THAT INFLUENCE TIME MANAGEMENT ABILITIES

The elaboration of the temporal patterns of conduct and their implementation depends on many individual factors: cultural, organizational, technological or social:

- Cultural factors: the comparison performed on a period of over 30 years between the African, European, North American, Latin American and Eastern populations, outlined changes that culture has exercised over the concept of time. Westerners wonder why Africans and Latin Americans do not understand the need to be punctual or to meet the timelines for the completion of projects. Time has a relative and a cultural explanation. For example, many Africans are hostile to any attempt of the rigid structuring of time; they justify this by the desire to use the time not only for work, as westerners do, but also to live beyond the constraints of the professional life. The oriental gives more importance to the person, the informal context and are more interested in time. Their vision is more spirited and more symbolic than that of westerns concerning time, rather, as a quantitative resource which must be improved, rationalized and controlled. The cultural factor appears to be the most important in explaining the essential shades that appear in the perception of different people with respect to time (Hashemzadeh, Ranjbar, Moosavi & Eidi, 2011). However, no matter how much we attach material or physical sides to time, there will always be

people, due to their traditions, their work and life habits, who will live and consequently will manage their time differently.

- Individual factors: each individual uses time according to his personal beliefs, experience and depending on the context in which he lives, the way in which thinking about those around him. For example, many employees that come from various continents to settle in western countries have great difficulty adapting to the pace imposed here, both at work and in their private lives: the change of some habits, ingrained reflexes, raising concern in order to avoid the wastage of time. However, it is vital not only for the organization but for the man who, by doing so, he becomes more efficient, learns more, is appreciated for his professional competence and human value.

- Organizational factors that affect organizational boundaries exist directly or indirectly to time management. Of these, we remember the definition of the exact time, ignoring what needs to be done. In this situation, the conduct of the duties, the intermediate deadlines; the emergence of tensions or conflicts generated by the way of allocating time cannot be precisely determined. Sometimes, in order to avoid these shortcomings, we can establish certain rules: first come, first served; the granting of specific time periods of working together; the use, in certain situations of an "emergency code"; burden-sharing according to priority projects.

- Social factors: we are currently witnessing an increase in the influence of social factors on the time management. In lots of prosperous states there is an increased concern on the matter of the spare time of each person, which is why institutions frequently organize animated extraprofessional activities.

- Technology has influenced the conduct of the time required for various activities. Today we have diaries, robots, electronic measurement systems of the time allocated to each client, couriers, computer simulations, etc. (Dodd & Sundheim, 2011). Trying to move an idea from the temporal barrier may bring into question the issue of employees' performance with lightness (background issue of this theme is the efficiency in the workplace).

Performance at work is the result of an employee's effort, influenced by its abilities and perceiving (understanding) the tasks incumbent upon them. Therefore, the performance can be seen as being in close relation to effort, skills, the employee's perception on the place and role in the organization. The effort, which results from motivation, refers to the amount of energy (physical and/or mental) used by an employee for performing a task (Thomack, 2012).

The abilities of the employee's personal characteristics are used for carrying out the tasks. They do not fluctuate too much over a short period of time. Perceiving (understanding) the role of the organization "refers to the direction in which the employee believes should channel his efforts and work". In order to achieve an acceptable level of performance, all the three components described above must not exceed an acceptable level. The personality of their manager puts its mark on the company and upon all those who come into contact with it. Time management starts with the management of their own people. The main cause of the failure, both in business and in life, is the lack of a self-imposed discipline. [10]

7. CONCLUSIONS

The time management, a controversy and a solution as well, helps us to not put obstacles in achieving our own goals. We as humans have always depended on the perception of time and the complexity of daily activities, the pace of implementation thereof, the requirements of survival in a fierce competitive environment. Time management brings down essentially to managing specific activities and personal life, in general. When we talk about time management we mean, in fact, planning, carrying out and controlling activities in a time-delimited sphere, so that every moment can be used rationally, efficiently and productively in a company.

Fig. 4. The Eisenhower time management plan
Source: Personal interpretation of the data

In conclusion, time management is a very important skill to be learned and to be mastered in order to have a better lifestyle.

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