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An Introduction to the Study of Time Management

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Time management develops strategies to maximize time to achieve personal and organizational goals. Organizational strategies benefit the individual leader as well the organization like planning, goal setting, delegation, decision authority, and work life balance. The purpose of this article is to provide an overview for those interested in the current state-of-the-art in time management research. The review demonstrates that time management behaviors relate positively to perceived control of time, job satisfaction and health, and negatively to stress. This review makes clear which effects may be expected of time management, which aspects may be most useful for which individuals, and which work characteristics would enhance or hinder positive effects. Its outcomes may help to develop more effective time management practices. The article examines the reasons for the increasing popularity of time management. It then reviews some of the major concepts contained in the literature: efficiency, effectiveness and life goals; how to find the time; keeping a time log; time planning systems; getting organized; and how to become an effective time manager.

Key Words: Time management, Time planning, Performance outcomes, Job satisfaction, Training, Control, Self-development

Introduction

"Time and Tide wait for none". People wasting time fail to beget an identity of their own. Time management is the process of planning and exercising control over the amount of time spent on distinct activities to increase effectiveness, efficiency or productivity and can be viewed as a way of monitoring and controlling time. The basis for time management rests on effectiveness of time spending and dominance on time is the only secret of human success. One's ability to choose between the important and the unimportant and to follow the correctly chosen sequence is the key determinant of effectiveness in time management. Protecting the projected time involves reconditioning the environment and particularly reconditioning the expectation of others. Therefore, time management can be defined as a period either short or long which involves how people use their time judiciously to produce result. Better time management can be achieved, if goals are set and then future work is prioritized based on how it moves individual towards meeting the goals. Value of time management lies in the fact that people have too many tasks they need to do but not sufficient time for the things they want to do. Time management helps identifying the needs and wants in terms of their importance and matches them with time and other resources. Thus, time management brings about orderliness and enables one to be more efficient and complete. A modest attempt has been made in this paper to evaluate, analyze and appraise the time management practices in every sphere.

Objective of the Study

The prime objectives of the study are: i) To assess whether and to what extent time management helps improve personal and organizational performance. ii) To offer suggestions for improvement of time management practices in all spheres of life.

Literature Review

Few scholars such as Macan (1994) established that time management training programs lead to three types of time management behaviors: setting goals and priorities; mechanics of time management; preference for organization resulting in perceived sense of having control over time. Lack of time is a common complaint in western society. Despite the epidemic of time management training programs (Quirk, 1989), there exists currently a lack of harmony about the definition of time management and a dearth of literature briefing time management across disciplines.

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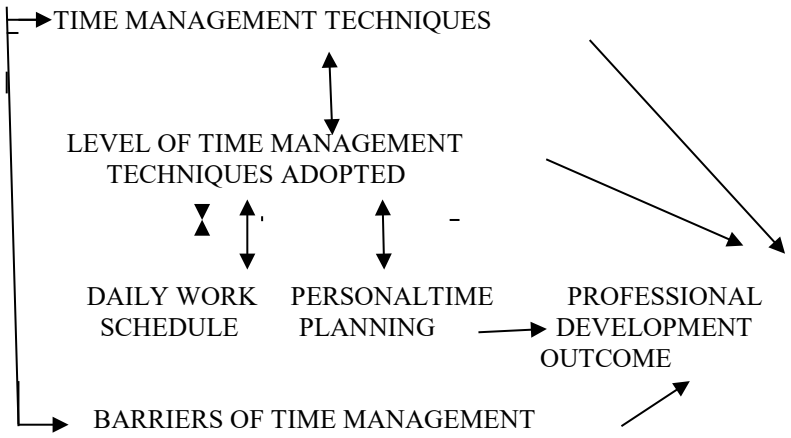
Moreover, Hellsten (2005) argued that there is a lack of theoretical model of time management. Although self-report instruments purporting to examine time management comprising in several disciplines, there has been no published psychometric review or comparison of these instruments for asserting comprehensive time management. Time involves manifold disciplines and is the most precious resource of mankind without which every existence is questionable. Muse (1994) ratifies that the productive capacity of individuals and organizations and the development process of creativity depend considerably on the ability to achieve efficiency in the investment of time available for work. Ramsey (1994) clarified that the ability to control time and to make the most of every moment on and off the job is the key to being successful and surviving in today's world of work. F. W. Taylor (1978), an American engineer undertook the pioneering time and motion studies and subjected each aspect of the work process to a stopwatch measurement. He observed the results to look for means to reduce the number of steps needed to accomplish a particular task. Ivy Lee (1930), a management consultant initiated a simple "6-Step" process that became the standard for measuring the productivity of managers. Managers needed only to list the six most important things to be done that day in order of preference. P. Ducker (1967) proposed a chronological record-keeping method for managers. A study on "a cross-cultural investigation of time management practices and job outcomes", explored the generalisability of prior findings of time management and their impact on key job outcomes in different cultures (Nonis S.A. & Teng., 2005). Both individuals and organizations use time management as a competitive tool in Western cultures. There time is viewed as a commodity to be controlled. In these cultures, common beliefs prevail that time management practices positively influence key job outcomes like job performance, job satisfaction, job stress and health (Luecke.R. 2005). In Asian, African, Middle Eastern and Latin American cultures, cognition of time is conservative in nature and hence, time is defined as temporal perception and may be quite different from Western cultures such as in the United States (Kaufman and Lane, 1991). In this context, the ability to generalize the claims of time management to non-western is yet to be fully examined. Besides, a widely discussed cultural dimension of temporal perception is whether time is viewed as either "monochromic time" or 'polychromic time" (Kaufman and Scarborough, 1999). Within the time management literature, time stressors are extremely injurious when felt on a daily basis and they are experienced distinctly in different national cultures (Teuchmann, 1999). The major themes emerging from the literature on time management include creating an environment conducive to effectiveness, setting of priorities, carrying out activity around those priorities, reduction of time spent on non-priorities, etc.

Identification of Research Problem

There is a dearth of adequate research attention to the contribution of time management concerning organizational or workplace factor. Ineffective time management is the basis for the study under exploration. Few variables such as work life balance, stress control, higher sales and higher grade point averages are examined in research studies relating to job outcomes; other variables like resource planning, work ethics, socializing, achieving the goals or professional skills are not considered. This study demonstrates that there is still lot of work to be done on the concept of time management. Most of the studies identify the implications of select individual variables affecting time management concept. Thus, the present study focuses on comprehensive approach, covering the core variables integrated with the demographic characteristics.

Structure of the Study



This structure exhibits that the implications of time management techniques, level of time management adopted, daily work schedule, personal time planning and barriers of time management affect professional development outcomes.

Research Method

In an attempt to study time management, the researcher has visited the web pages and collected information from there. The text in time management as stated on the website is analyzed to serve as the input data for study. The study being conceptual and descriptive expresses the author's own opinion and opinion of some reputed authors. The work is designed for a cross-section of those for making the issue easily understandable and organized into several phases. First, two phases deal with literature review and identification of research problem; phases three and four contain elements of time management and benefits of time management; phases five and six present time management techniques and time management process; phases seven, eight and nine discuss with time management theories, postulates of time management and time management principles; time management observation and time management performance outcomes have been discussed in the phases ten and eleven. Phases twelve, thirteen, fourteen and fifteen are concerned with research scope, suggestion, conclusion and acknowledgement.

Elements of Time Management

The basic elements of time management are: i) Effective planning; ii) Setting goals and objectives; iii) Setting deadlines; iii) Delegation of responsibilities; iv) Prioritizing activities as per importance; and v) Spending right time on right activity.

Benefits of Time Management

Time management is often contemplated indispensable because (1) available time is limited;(2) time cannot be stored; if unused it is lost forever,(3) one's goals are usually multiple, sometimes conflicting, and not all goals are of equal priority;(4) goals cannot be accomplished without the application of efforts in time.

- Time Management makes an individual punctual and disciplined. For judicious use of time, individuals should prepare a "TASK PLAN" at the beginning of the day to jot down activities as per their importance and urgency against the particular time slots assigned to each activity. A Task Plan supplies individuals a sense of direction at the workplace.
- One becomes more organized due to effective Time Management. Keeping things at right places minimize time to avoid needless searching of documents, important files, folders, stationery items, etc. Individuals keep their workstations, study zones, cubicles, meeting areas clean and organized for better time management. Individuals also learn managing things well.
- Effective Time Management boosts an individual's morale and makes trustful. Individuals accomplish tasks within the stipulated time, making them popular in the organization. Individuals finishing work on time attract attention everywhere.
- Individuals who stick to time plan are the ones who realize their goals and objectives within the shortest possible time span. Efficacious managing time helps employees meet targets well ahead of deadlines.
- Effective Time Management helps an employee reach the pinnacle of success quickly and stay firm at the top for long duration. An employee working just for the sake of working fails to create an impression and is never taken seriously. Effective time management increases an individual's productivity and output substantially.
- Better Time Management helps in better planning and eventually better forecasting. Individuals learn planning well and know where exactly they stand long times from now.
- Research says that individuals accomplishing tasks on time are less prone to stress and anxiety. There is no uprightness in wasting time. Finishing off pending work on time would have ample time for friends, relatives and family members.
- Time Management enables an individual to prioritize tasks and activities at workplace. It is unwise to stay overburdened. Time management helps an individual adopt a planned approach in life.

Time Management Techniques

Time management techniques help settles the priorities of both professional and personal accountabilities, thereby, leading to more productive and better balanced life style. Normally human has a tendency to spend time and effort on more trifling tasks that are perceived as important rather than those of true importance. Thus, identifying exact important, one can gain impetus towards achieving object.

The ABC technique: Lakein A., (1973) first described "priority system" to formulate a way of managing time. In the ABC technique, each individual consciously learns to control time and life

by focusing on what is truly important. By focusing on one's own priorities or making guess, a person makes a list of goals and writes down those that are deemed worthy of being accomplished. In formulating list of goals or priorities, goals are grouped together under assigned letters e.g. A, B, or C. All "A" grouped tasks reflect activities of high importance, "B" grouped tasks signify activities deemed less important and "C" grouped tasks are activities of low or no importance. Thus by identifying and assigning value, a person plans desiring short, intermediate and long-term goals.

Time management matrix technique: Time Management Matrix Technique (TMM) of Covey (1989) highlights the control of personal activities rather than solely schedule time. This technique places all time-consuming actions into four theoretical quadrants of activity enabling a person to characterize an action as being urgent relative to the desired goal. The four quadrants are: I - important and urgent; II - important and not urgent; III - not important and urgent and IV - not important and not urgent. The quadrants matrix provides a means of identifying different activities and how these activities are moving towards achieving goals.

Natural laws technique: This technique based on Benjamin Franklin (1985) principle asserts that maximal productivity can be arrived by using time records to help evaluate and plan life. This encourages the use of daily planner system to record, reassess and reaffirm one's goals. This popular system helps people achieve goals by using basic concepts of time management.

To become the master of time, the following techniques can be applied:

- Carry schedule and record all thoughts, conversations and activities for a week that help comprehend how much one can get done during the course of a day and where precious moments are going. One can know about time actually consumed producing result and time wasted on unproductive thoughts, conversations and actions from this.
- Assign time to any activity or conversation requiring success. Schedule appointments and create time blocks for high-priority thoughts, conversations and actions. Schedule when they will begin and end. Have the discipline to keep these appointments.
- Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations producing maximum results.
- Schedule time for interruptions. Plan time to be pulled away from the ongoing work.
- Take the first 20 minutes of every day to plan. It is not worth to start day until time plan is completed.
- Take five minutes before every call and task to decide result one wants to attain. This may help know success before starting and slow time down. Take few minutes after every call and activity to enable one to know the achievement. If not, what is missing? Put up a "DO NOT DISTURB" sign when one absolutely have to get work done.
- Practice not answering the phone just because it is ringing and e-mails just because they show up. Disconnect instant messaging. Give up people attention instantly other than absolutely crucial in business offering an immediate response. Instead, schedule a time to answer email and return phone calls.
- Block out other distractions like Face book and other form of social media unless one uses these tools to generate business.
- Get everything done impossible. Odds are good that 10 % of thoughts, conversations and activities bring 90 % of results.

Time Management Process

Time management can be habituated in four steps. First step in this process requires preparing schedule to chart out all activities required to perform daily. This helps a person allot time slots for each activity. Once employees get accustomed to making and using of time schedules, they can move on to the next step in the process of using notes and circulars. Using notes and circulars ensures that a particular task is done in the right way and at the right time. While undertaking a particular task, one should write down the important points so that each task gets done in the best reasonable manner and in the minimum reasonable time. The next step encompasses prioritizing the tasks. Most professionals have inclination to finish their urgent tasks first, without comprehending a task which appears urgent may be needless. Time management attributes to both needful and urgent tasks. Prioritization saves sufficient time. The last step is not to manage time, but to manage self for leading the disciplined life and following the right habit. One should be aware of it and follow in their daily lives especially at work, personal and family atmosphere.

Time Management Theories

The popular theories helping one comprehend the importance of time management in every walk of life is:-

Pareto Principle: 80-20 Rule: Vilfredo Pareto, an Italian economist and philosopher introduced the 80-20 Rule in 1906 and attributed him this principle by Joseph Juran in 1940 This principle also known as principle of sparsity (Bunkley,2008 and Box et al 1986) states that roughly 80% of the effects come from 20% of the causes (Bunkley,2008). His research work became the thumb rule of many business houses where 80% of productivity came

from 20% of working employees i.e. 'vital few, trivial many'. This 20% comprise the most efficient people performing their work within a specific time, thereby contributing to high rate of productivity. The 80-20 Rule can be applied everywhere where time plays vital role to unfold productivity and organizational success. The key substance of this theory is 20% that matters the most.

Pickle Jar Theory: Pickle Jar Theory is actually a time management model assisting in prioritizing work and reaching the milestone of life. Pickle jar is the replica of life. Major responsibilities of life or goal are represented by rocks occupying most of the space. This infers that one should dedicate more time to such goals. Chipped stones or pebbles symbolize the hobbies requiring less time than the important goals. Lastly, the daily chores of life are sand particles getting placed perfectly between the goals and hobbies. Distractive force in life taking away the attention from the path of success is water. Apart from teaching the right way to manage time, this theory also makes us aware of the fact that distractions leading to mismanagement should be avoided completely to follow the right track.

Maslow's Theory or The Theory of Hierarchy of Needs: Abraham Harold Maslow, an American professor of psychology impressively linked time management with needs in 1943 and fully explained it in 1954. He shaped a hypothetical pyramid where biological and physiological level necessities were placed at the base of the pyramid while self-actualization was put on the top. In between these two utmost levels, safety, human bonding and self-esteems took place. Once the necessities are felt, it can be differentiated to set time period during which one can satisfy them. This theory helps one plan the goals both in personal and professional life incorporating effective time management strategy.

Postulates of Time Management

Time is viewed as non-renewable resource. Working under deadline, every minute is considered as non-renewable resource which can be feasibly utilized widely to meet particular goal. Mackenzie **(**1972) consented that time is valuable resource demanding effective management. According to Shuler (1986) real importance of time management rests on the fact that many people have too many tasks they need to do but not enough time for the things they want to do. Time is unique resource controlling and limiting all other resources. Kohn (1982) have pointed out that time management plans must be designed to suit into individual requirements and differences since each individual has personal opinion about time. Time is the scarce resource and unless it is managed nothing else can be managed. Time management is about effectiveness and efficiency of what is being done and how it is done**.** As to its importance, basically, time management is a need, secondly it is a good goal and third it must be taught. Good time management has always been an important dexterity, but it is arguably now more indispensable than ever.

Time Management Principles

Time Management is actually self-management technique to decide on what to do and when to do. Time management depends on self-consciousness. Its principles become ineffective unless an individual is aware of the attitude towards work. The major time management principles are:-

I. Time Use analysis: The first principle in managing time is time use analysis. Time log procedure requires the maintenance of diary of actual time used for several days indicating that employees should develop a habit of recording and analyzing their time spent to meet the work deadlines. Merill & Danna (1993) explains the importance of time log to meet deadlines, eliminate recurring crises, create lists, schedule the most important things, eliminate time wasters, avoid interruptions, prioritize the work and conquer procrastination. Rational time usage includes better preparation, increasing efficiency through coordination, clear image of work tasks, saving time and money, increasing motivation, self-improvement and self-discipline, distinguishing important from less important duties, making important business decisions, etc. Anyone willing to be efficient and productive must utilize their time on the most prudent way.

ii. Identification of Time Robbers: Time robber involves considerable time spent on activity without an equivalent value or benefit. Time robbers may be external and internal. External time robbers are generated from outside sources like phone calls, drop-in visitors and other interruptions; whereas internal time robbers like lack of self-discipline, failure to delegate, disorganization and procrastination are self-generated. They can be restrained with techniques such as deferring time robbers, shortening time spent on them or eliminating portions. Mackenzie (1972) suggested few efforts to control time robbers: 1) set up routine that contrasts with time robbers; 2) never let an exception occur until the new habit is firmly rooted; and 3) seize the first possible chance to act on the resolution.

iii. Setting and Prioritizing Goals: Goal-setting processes prioritize and selects sound outcomes specific to an individual's needs. Koalner (1980) stated that goals provide focus to determine beforehand the areas where resources including time should be spent. 'Without goals, time management is like a hammer without a nail'. Goal-setting ideally establishes specific, measurable, attainable, realistic

and time bounded (SMART) objectives and suggests clear awareness of what one must do to achieve or help achieve an objective. On personal level, goal-setting process permits people to specify and then work towards their own objectives.

iv. Formulation of Action Plan: After setting goals, action plan should be formulated to guide individuals in achieving established goals and to identify the factors helping or hindering them. Problem solving, identifying useful resources and skill building activities draw continuous monitoring. Effective planning actually saves time. Mackenzie (1970) added that "Managers resist planning because they don't have time or failing to look ahead to the significant savings in time as well as the improved performance that usually results". Planning brings the future into the present to do something about it. An hour of planning saves several hours of doing the wrong tasks, fighting crises and avoiding unimportant. The real secret of rendering more is to make To Do List daily, keep it visible and use it as guide to action throughout the day.

v. Application of Time Management Principles: The next main issue in time management is its application principles. A cautious thoughtfully plan with definite goals and priorities is a giant step towards securing control over time. Such plan like tool is valuable only, if it is used. The best plan remains reverie until they are brought to life through action. The key to its successful application depends on: **(a) Avoidance of Procrastination:** Procrastination is defined as a self-regulation style involving delay in the start and/or completion of task and is described as the thief of time. Procrastination is the root of mischief encompassing time management. Emmett (2000) contended that every person is guilty of procrastinating for one reason or another. Planning and doing may have closeness to draw immediate action on high-priority items. However, he observed that the transition from planning to action may be uneven, when procrastination occurs. Procrastination is doing task of low-priority and postponing high-priority task. Time management consultants suggest to get started immediately to avoid procrastination. **(b) Concentration on High-Priorities:** Effective time management requires concentration on high priorities. Effectiveness becomes weak because time is spent doing low-priority tasks. Low-priority tasks are done before high-priority tasks as they are easy to do and require less time. But, this tendency harms the execution of high-priority tasks, when postponed. Time management consultants observed the significance of focusing on high-priorities in Pareto's 80/20 Rule. Pareto's Rule demands that in any given group the number of significant items will normally be small. Inversely, the number of less significant items constitutes the vast majority; 20% of one's activities yield 80% of the results. **(c) Control of Perfectionism:** Perfectionism is often set as goal for low-priority activities. "Perfectionism is worth approaching when 80% of the value comes from the last 20% of the effort". Striving for perfectionism makes easy to lose control over time. **(d) Setting Proper Deadlines:** Setting deadlines suggest helping control perfectionism and procrastination. But these deadlines must be realistic to appraise performance. Imposing due date is mandatory for time management just as goals and objectives. Deadlines work best when they are self-imposed and viewed as reasonable and equitable. Rewards with deadlines enhance enthusiasm and motivation. Rewards can be proposed at various points throughout a big project. **(e) Energy Level Consideration:** Energy level should also be considered in managing time. Doing difficult task becomes easier, when a person is fresh than when he or she is tired. During high energy period, a person can often solve a problem in minutes instead of hours he or she might labor over the same problem when energy level is low. **(f) Control of Interruptions:** Controlling interruptions, crises and routine activities are essential for effective time management. Goal is not to eliminate all interruptions, but to control them by adjusting time spent with the value of interruption. Controlling interruptions and crises can begin in the planning state of schedule and when making schedule, the unexpected should be paid due attention. **(g) Monitoring of Progress:** Frequent monitoring helps prevent tendency to slip back. A log of interruptions is to be kept involving what causes the interruption, when it occurs, how long it takes, its purpose and what is accomplished. Once interruptions are identified, they can be analyzed and prioritized according to their importance. Weekly time inventory can be used to determine eliminating and controlling routine interruptions and forecasting new interruptions.

VI. Time Traps and Effective Techniques to Manage Time: Time traps may be either "time traps sourced from individual" or "time traps sourced from management". Time management fights for rationally spending time in attaining both organizational and personal aims. Tracy (2004) stated that people are surrounded by circumstances wasting time and weakening effectiveness all day along. Practicing rigorous self-discipline is a way to steer clear from time thieves. She provided a list of seven major time wasters from hundreds of time management studies and opinion surveys on telephone interruptions viz. unexpected visitors, meetings, fire fighting and emergencies, procrastination, socializing and idle conversations, indecision and delay. The best approach in dealing with time wasters is simple and straightforward: get focused and stay focused. Ramsey (1994) stated "The ability to take control of time and to make the most of every moment on and off with job is the key

to being successful and surviving in today's world of work." For most people, the four greatest time-wasters on job are: (1) paperwork (2) interruptions (3) meetings and (4) worry-time.

The problem remaining is that very few actually do what they know they should be doing. Therefore, creating discretionary time without strong foundation is difficult because the important tasks may still remain at the end of the day. Hager (2004) provided a list of items designed specifically for creating discretionary time: (1) Anticipate interruptions; (2) Schedule office hours specifically for drop-ins; (3) Schedule break times; (4) Schedule response/reading time; (5) Meet in other areas rather than the office; (6) Conduct stand-up meetings; (7) Set time frames for conferences, meetings, phone calls, etc; (8) Master the art of delegation and (9) Get in the habit of one thing at a time.

Time Management Observation

Drucker (1966) emphasized deliberate concentration on the prioritized actions until they are completed and development of plan for work using the prioritization scheme as an organizing structure. Time management focuses on organization and goal setting; contemporary approaches require the individual assessing the relative importance of their activities through the development of prioritization plan.

Planning Behaviors: Time management must be planned, monitored and regularly reviewed. Several studies have been devoted to the effects of planning behavior. Macan (1994) found that planning behavior has significant relationship with 'perceived control of time,' which in turn is positively related to job satisfaction and negatively to job-induced and somatic tensions. Thus, direct relationship of planning behavior with performance and work strain may exist via perceived control of time.

Prioritization: Time management is a process of constantly asking what is more important and arranging priorities to reflect each choice. This technique helps establish to priorities of both professional and personal responsibilities leading to more productive and better balanced life style. Good management behaviors like setting goals and priorities as well as monitoring time use (Barkas,J.L. 1984) facilitate productivity and minimize **stress** (Kotter.J.P. 1982) resulting work effectiveness and performance. Harry Carter (1993) suggests to prepare "lists of things to identify priorities and set priorities" based on the relative urgency and importance of the task for using time effectively. Covey (1989) discusses the importance of setting priorities for effective time management by advocating "put first things first". Time management can be summed up "organize and execute around priorities". Several writers (Miller, 2001 and Orpen, 1994) suggest a system of prioritizing important tasks according to predetermined goals for successful professionals. To keep priorities completely, daily priorities can be analyzed at the beginning and ending of the day and select more important tasks than others on the "To-Do" list and schedule high-priority tasks. Setting job priorities, performing them in order and listing the principal tasks for the day are time management practices.

Personal Time Management: Benjamin Franklin (1985), the father of modern time management introduces the idea of managing personal time as a successful way to accomplish important challenges in life. Personal time analysis shows the various activities where employees spend their time apart from the general schedule of activities to meet the organizational activities. Akomolage (2005) and Ajayi (2007) reiterated that the personal analysis chart helps individuals study the use of their time and prepare more useful personal time tables for activities during the day and each week and it allows the workers to identify time wasters.

Work Life Balance: Clark (2001) opined that the balance between work and life brings satisfaction and good performance in life with the least conflict on roles. Kofodimge (1978) viewed that the balance having satisfaction, health and productivity in life includes work, leisure and love. Hence, work and life balance is a degree of equality and coordination and people's satisfaction with each work and life roles. Work-life conflict happens if work demands are inconsistent with life aspirations. In Adams and Jakk's (2006) study, time management is integrated in work-life conflict model. The results showed that time management behaviors have direct and indirect relationship with work interference with family and vice-versa. Green and Skinner (2005) in their study expressed employees' need to enhance their abilities to manage time efficiently for achieving an effective work-life balance. Proper time management influences people positively to balance their work and life. Optimum use of time enhances organizational productivity.

Stress Identification: Nobody can escape job stress in present time. Employees have more stress at work environment with completely different from home environment. A lot of studies have been done relating to time management and job stress. Anittila (2012) surveyed the developing process concept of stress and tension in industrial and organizational psychology. Time management has one of the control mechanisms to reduce stress. Richard Lazarus and Susan Folkman (1980) suggested in 1984 that stress results from an 'imbalance between demands and resources" and occurs when "pressure exceeds one's perceived ability to cope". Good time management skills can curb stress. In particular, learning to prioritize tasks and avoid over-

commitment are measures to be sure that work is not overscheduled. Grzywacz, Carlson and Shulkin (2008) found that employees engaged in formal flexible work schedules particularly those engaged in an arrangement allowing them to modify their schedules around a set number of hours experiences lower levels of job stress and burnout.

Time Management Performance Outcomes

Organizations are interested in performance outcomes. Existing literature provides support for the relationship between time use dimensions and performance outcomes. Lim and Seers (1993) found that future time perspective, autonomy of time use and allocation of time together predicts the performance of managers. Further, Gersack (1989) found that groups with more successful midpoint transitions perform better than those who less successfully pace their work time. A positive relationship is expected between time management behaviors and performance. While the theoretical framework describing how time management should relate to outcomes is limited, Classens (2010) stated that time management is unique form of self-regulation where people cycle through a process of goal establishment, planning, striving and revision. Hence, time management should be positively related to task performance. Claessens (2004) found that the planning behaviors dimension of time management is related to higher job performance. Barling (1996) found interactions of short-range planning with achievement striving to predict job performance of car salespeople. Thus given the weight of the evidence, significant relationship exists between time management and performance outcomes.

Research Scope

The reviewed research displays several limitations. Time management is defined and operationalised in a variety of ways. Some instruments are not reliable which can account for unstable findings. Further, many of the studies are based on cross-sectional surveys and used self-reports only. Little attention is given to job and organizational factors. There is a need for more rigorous research into the mechanisms of time management and the factors contributing to its effectiveness. The ways in which stable time management behaviors can be established also deserves further investigation.

Suggestion

Based on the above analysis and discussions, the following suggestions are made:

- Procrastination can be overcome by identifying why one is procrastinating, breaking the mental blocks and visualizing the successful completion of task while in a relaxed mood.
- One must identify the time when one is most energetic and alert to schedule high-priority, high-payoff tasks or activities.
- One should examine whether the efforts to get the job done perfectly are actually improving things or preventing them from getting the job done.
- One should learn to avoid distractions they are to get work done and work in less disturbed areas.
- Quality relationship with everybody can substantially save time as it open doors with all kinds of opportunities. Failure to develop good network base help waste time creating what they might have had through network.
- Avoiding negative people help one minimize wasted hours and get some of their productive time back.
- Constant rushing, frequent delays, poor productivity, energy, object, frustration, impatience, acute oscillation between alternatives, difficulty setting, achieving goals, etc. indicate poor time management. One should do well to look for and reflect on whether they are subject to any of these indicators for the purpose of taking corrective actions.
- One has to keep oneself organized; nobody can do it for others.
- Time management is not about routine; it is about self-discipline. Lack of discipline prevents one from being great instead of simply good.
- Time management is not a mechanical formula for imposing punishment. The best thing to start doing early is to build on those habits including one's likes, dislikes and energy at different times of day.
- Effective time management is about self-knowledge and involves spending time reflecting on own preferences and priorities.
- One should categorize activities to manage time effectively. Effective time management requires reducing the impact of time stealers and increasing the effectiveness in getting things that need to be done. These also help evaluate activities in terms of importance and urgency.
- Emphasis should be on search for visions rather than task. A sound goal offers reasonably high probability of success within the time frame.
- Managers should always strive to eliminate contradictory ideas. Few areas of life like family and home, physical and health, mental and educational, financial and career, spiritual and ethical and lastly social and

cultural ensure more balanced life and time management and, thus, help in eliminating the non-integrated thinking.

- Managers' time can best be directed by using goals; without goals, they become side-tracked and waste time. Managers must realize that they cannot simply do task they take up. Given the time constraint and resources, they have to be selective and consciously choose to spend time on what is most important to them.

Conclusion

Flexibility is crucial for effective time management. The key is to never be panicked and without ideas. Limitations save time and frustration, giving more time to work to one's strength. Despite the widespread use of the term time management, time management has received no universally accepted definition and agreement regarding the skills and behaviors constituting it. This paper provides comprehensive, cross-disciplinary review, psychometric critique of existing programs and instruments purporting to assess time management behaviors. The results of the review recognize the effective use of time as a crucial factor for success in different fields; but, unfortunately only a modest amount of empirical research has been conducted. Using time management behaviors leading to more effective performance and perceived control over time is very important. Self-reports of time management is shown to be related to academic achievement, age, and gender (Lahmers & Zulauf, 2000; Simons & Galotti, 1992). Sound time managers appear to prefer planning and organization (Williams et al., 1995). Individuals having time management training also appear to engage more frequently in time management behaviors (Macan, 1994; Simons & Galotti, 1992; Williams et al., 1995. Notwithstanding time management programs and instruments have developed theoretically, additional research requires further development of theoretical model of time management. Future research should also start examining the literature of self-regulation and how this literature may apply to time management.

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