

# Basic Managerial Skills, Time Management, as a Key to Achieve Work and Personal Goals

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**Abstract**—The goal of this paper is to help managers and students to understand what causes wasting of time in their teams and to support them to make productive changes. The theoretical part of the paper focuses on selected managerial methods and techniques, especially on time management. The research tool for data acquisition was the method of questionnaire survey. The aim of the survey was to analyze selected questions using the Fisher's statistical method of combinatorial testing, which serves to determine the dependence or independence of individual responses. The research methods were chosen: the analysis method, the questionnaire method, and the statistical method called the Fisher's combined probability test.

**Keywords**—*manager, time management, managerial methods, goal*

## I. INTRODUCTION

Authors [1]-[3] and many other authors define time management as effective management of time. Time management is very important and can influence achievements and overall performances of individuals. It is crucial to define correct priorities, set goals, work efficiently and purposefully, and deal with the so-called devourers of time. The key factor of time management is effective management of ourselves.

The studies by Van Eerde [4], Ragland [5] discuss time management models. Umerenkova and Flores [6] analyzed the relation between time management and academic performance of university students. Students with a high level of time management skills tend to have better learning results. Students in higher academic years can manage their time better, primarily being more aware of their time. The authors recommend first-year students to undergo training in time management strategies. The conclusions of Shih [7] prove that the expectations of parents and criticism were key predictors of adaptive perfectionism of students. The students' perception of the structure in the class also positively predicted their adaptive perfectionism. The results of hierarchical regressions also suggest that the perceived class structure, expectations of parents, and criticism, as well as adaptive perfectionism are predictors of time management. When it comes to homework and studying for exams, the expectations of parents and adaptive perfectionism were negative predictors, whereas parents' criticism and maladaptive perfectionism were positive predictors. Time management also negatively predicted academic procrastination. In his

study, Chan Hilton [8] focused on working at a faculty where it is necessary to fulfill a broad spectrum of responsibilities and manage long lists of tasks. Some of these tasks require several immediate deadlines and need attention often; other responsibilities are long-term projects. For example preparing for teaching can absorb a large portion of time for a new faculty member but at the same time this person cannot neglect research and writing. The entry introduces an overall research frame and time management strategies with the focus on a deliberate approach to assigning time and effort to priority activities that require immediate and long-term attention. Another goal of such a time frame is to support affluence that is often being neglected. The PRIDE framework for time management consists of five elements: priority, reflection, implementation, dates, and emotions. Although there are countless methods to save time, leaders need to try and learn which models are the most effective for their leadership style. According to the study by Umerenkova and Flores [9], procrastination is a self-regulatory failure, which causes a number of negative effects on the academic level. They analyzed time management values as predictors of procrastination. After creating a logistic regression model, it was discovered that the score of the level "defining goals and priorities", which was added to the values of being aware of the control over time, was an exact predictor unlike the tools of time management or disorganization preferences. For the demographic group (sex, age, dedication), the condition of students that are dedicated to work and study plays a significant role. According to the authors Reunanen, Windahl and Vanharanta [10], Hitka et al. [11], Kampf et al. [12], time should be an indispensable source and its use should be analyzed and planned correctly so that individual effectiveness can be maximized and thusly making time management a functional tool. Aeon and Aguinis [13] think that time management is an important skill that should be acquired by all university students because it is one of the key factors of ensuring excellent achievements in academia. Tools such as personnel, capital, or equipment are crucial for managers but time is indispensable. The productivity of people and therefore also the efficiency of an enterprise, depends largely on their use of time [14]-[17]. That is why leaders especially should be consciously aware of their time personality. A challenge is that chronologic time, when business and management are conducted, is almost not appropriate when dealing with human relations and leadership. Individual experiences with time can differ from person to person and different situations always change based on individual experiences [18]. That is why

leaders often admit that it is difficult to have schedules. The goal of another study by Häfner, Stock and Oberst [19], was f.e. to discover the effects of a program of expert preparation of time management on the perceived time control and stress in the context of university education. Time management training can be beneficial for good living conditions of students. The authors [20], describe the time requirements that school principals are confronted with. Time requirements primarily add up to increasingly more difficult work. Research outside of the education system suggests that effective skills in time management can help principals to fulfill work requirements, lower work-related stress, and increase their performance. It was discovered that principals with better time management skills assign more time to classes and manage teaching in their school but spend less time building interpersonal relations. Practical consequences of the research suggest that the ability to manage time principles can be a useful strategy for increasing time for tasks with high priority and lowering stress. The authors [21], focused on free time of different generations of students. An increased amount and importance of free time are generally accepted in literature but it seems that there is not enough research about managing free time. This article features studies conducted with the purpose of finding out how students manage their free time. To solve the lack of literature, an empirical study was conducted that was based on previous theoretical discussions about free time management with the goal to analyze how students manage their free time. The conclusions of the study show that students participate in free time management. Universities and teachers can play a significant role in securing free time education by supporting and encouraging students to plan and manage their free time better. Briede [22], also researched time management and students. The author f.e. observes the ability of students to plan time so that it benefits their study requirements. The goal of the study was to discover elements of self-study and time management and to analyze the effectiveness of studying and time management at the Latvia University of Agriculture. Pluta and Wójcik [23], researched if time management skills can influence creating value for customers. According to Čiarniene and Vienažindiene [24], during the last decades the importance of time has been growing due to today's global and fast society. Their article analyses the causes, the importance, and the benefits of time management. Time management can be defined as a behavior that aims at reaching effective usage of time when performing certain goal activities. People have an individual perception of time. The analysis of the main time management techniques, its characteristics, and the possibilities of applying them are stated in the article. Based on the analysis of scientific literature, the authors propose a concept model illustrating the importance of time planning and the benefits of effective time usage on individual and organizational levels. It can be stated that the environment, personality type and motivation have significant influence on time management. The study by Gevers and Rutte [25], provides an overview of scientific findings about how teams abide by set dates. Available evidence suggests that teams have a higher probability of finishing on time when their members share not only a joint outlook on the team and task but also on time aspects of performing the tasks. Athors [26], [27], presents the idea that a manager's world is busy and that regardless if you are a new or experienced manager, organizing your workload can always help softening the sharp edges of everyday hectic life. Basila [28], researched student academic achievement in on-

line study programs and their relation to motivation, time management, and being organized. The results of the study suggest that time and motivation management are important predictors for student academic achievement in on-line university courses. According to Xu et al. [29], time management is positively correlated with monitoring motivation, organizing study environment, reasons for working in home or school environment, and home hints. They found out that men, in comparison with women, are more likely to act on initiatives of managing home time. The authors Porta, Anderson and Steele [30] focused on effective time management in many aspects. According to these authors, finding balance between career, family, and hobbies is necessary for maintaining satisfaction and optimizing productivity. According to Bricage [31], time knowledge requires abilities and tools that should suggest a way how to effectively manage time when fulfilling a concrete task. The goal of Andrade [32] was to sketch out what should be the core plans for taking control of our time. It is important to identify the aspects of professional life that are really important and meaningful. We have to have information in order to choose how to organize our obligations and work timetables. It is great to have the possibility of studying the bad habits that we need to get rid of so that we can make our own lives easier. A negative mind, a dirty office, and an irregular schedule can keep us from important tasks. It is important to prioritize tasks and goals not our plan that is organized in time sections that are not necessarily organized in sequence. We also have to respect the time of our colleagues in the same manner how we want them to respect ours. Inherently, time management is a constant evaluation of our personal and professional priorities. Forster [33], writes about the principles of time management. According to the author, the principles of time management are crucial for managing people. These principles are for example: having a clear vision, focusing only on one task, having limits, and finding out if a specific task is an obligation or interest. According to Knoblauch and Wöltje [34], it is important to dedicate time to planning tasks or activities because it can save us more time later. Planning should be primarily written so that we do not have keep anything on our mind and have an overview of our tasks. Written planning enables us to look back and control. A fundamental rule for planning a certain activity is to defining a date of its completion. Authors [35] conducted an interesting study in which they include time as one of the areas for standard project management. A goal of a project is key and is in connection with time, price, and quality. Collier, Zachary, Lambert and James [36] also think that key abilities of project management are time management, preferring activities in time when observing emerging and future prerequisites together with influences of these prerequisites on the metrics of the project. In their research [36] focused on individual perception of time management strategies and time that experts use for reaching productivity when fulfilling their everyday tasks, projects, and routines. Projects have specific time sequences from start to finish that often have to be divided into smaller time elements. The goal was to observe how the processes of knowledge management connect to personal time management and how these observations could contribute to practical approaches of managing projects in enterprises. The understanding of individual time management strategies, especially if they are connected to collecting, transferring, and applying knowledge, can create operational effectiveness during projects. Project managers play an important role when managing successful

projects and their time orientation directly influences all stages of a project. Management strategies of good time can be one of the key factors of organizational productivity. The findings show that individual time management is formed by organizational time structures and norms that organizations use to manage their employees and time resources. According to Chase et al. [37], effective time management enables researchers to maintain focus on their work and contribute to research productivity. An improvement of time management skills is necessary for the development and maintaining of a successful research program. Constant evaluation of the effectiveness of time management strategies can help researchers to identify areas of improvement and recognize progress. Mastering techniques of time management is one of the core skills of managers.

## II. METHODOLOGY

The research methods were chosen: the analysis method, comparison, the questionnaire method, and the statistical method called the Fisher's combined probability test. The conducted analyses were based on two surveys implemented at ITB in Ceske Budejovice in the months of April to May 2018. The size of the questionnaire's sample was 32 respondents. It was a pilot sample. The survey continues, expanding. The needed research data was collected based on a questionnaire survey that was anonymous and distributed via a printed version.

Davidová et al. [38] describe: when implementing goals it is necessary to: 1) know what you want to achieve in your personal life, 2) know what you want to achieve in your professional life, 3) set steps to achieve the goal, 4) make a plan, 5) set a time frame of the goal, 6) not get distracted. Brodský [39] states that it is crucial to have a clear vision of what you want to achieve in life and when. To achieve this, we need motivation. According Hitka et al. [40] motivation is important in professional and personal life. Without motivation, an individual can not achieve the set goals.

Based on the previously stated concepts, I have decided to formulate questions for the questionnaire.

Questionnaire included 6 single-choice questions and 1 semi-open question. The goal of the first survey was to verify the following two research problems:

1. Finding out if the majority of the questioned respondents have an idea about what they would like to achieve in their personal and professional lives.
2. Finding out what are the main causes of failing to achieve these goals.

The author used the Fisher's combined probability test.

Fisher's combined probability test is effective for analyzing discrete data received from small independent samples that can be nominal or lineal. The observations happen based on entering the data into a contingency table 2x2 [41]. The test is used for evaluating dependencies of two symbols having only two values. The independence of these two symbols is called the null hypothesis. If we decline the null hypothesis, it suggests that the combination of the values of both attributes does happen randomly in the observed group and therefore they are not dependent [42].

## III. RESULTS

### A. Results of Questionnaire "Analysis of Managerial Time Planning"

Questionnaire included 6 single-choice questions. The goal was to analyze basic areas of managerial time planning. The paper focuses on two questions. The respondents' questions were sorted into two groups – yes and no. The author researched if there is dependency between the opinions of students on the effectiveness of planning and using plans. For the testing, two questions from the questionnaire B were selected by the author and were analyzed via the Fisher's combined probability test. The testing was conducted with the p-value  $\alpha = 0,05$ . This is a pilot - introductory sample, the survey continues, the author evaluates the results. Students of the combined form of study - employees who already have practical experience with the efficient use of time - also attended of the survey.

#### Question 1: Do you think that time planning is effective?

- a) Yes – 24 respondents
- b) No – 8 respondents

#### Question 2: Do you use some of the plans? (daily, weekly, monthly, quarterly, yearly plans)

- a) Yes – 22 respondents
- b) No – 10 respondents

### B. Dependency between the Opinions of the Students on the Effectiveness of Planning and Using Plans

This section strives to find out if the opinions of the students on the effectiveness of planning are dependent on using plans. This calculation will have the p-value of 0.05.

$H_0$  = Opinions of students on the effectiveness of planning have no influence on using plans.  $H_A$  = Opinions of students on the effectiveness of planning have a statistically significant influence on using plans.

TABLE I. DEPENDENCY BETWEEN QUESTION 1 AND QUESTION 2 – A

Using plans				
Opinion on the effectiveness of planning	Table column subhead	Yes	No	$\Sigma$
	Positive	19	5	24
	Negative	3	5	8
	$\Sigma$	22	10	32

Source: own calculation

$$p_1 = \frac{24!8!22!10!}{32!19!5!3!5!} = 0.0369 \quad (1)$$

TABLE II. DEPENDENCY BETWEEN QUESTION 1 AND QUESTION 2 – B

Using plans				
Opinion on the effectiveness of planning	Table column subhead	Yes	No	$\Sigma$
	Positive	20	4	24
	Negative	2	6	8
	$\Sigma$	22	10	32

Source: Authors

$$p_2 = \frac{24!8!22!10!}{32!20!4!2!6!} = 0.0046 \quad (2)$$

Using plans				
Opinion on the effectiveness of planning	Table column subhead	Yes	No	Σ
	Positive	21	3	24
	Negative	1	7	8
	Σ	22	10	32

Source: Authors

$$p_3 = \frac{24!8!22!10!}{32!2!1!3!1!7!} = 0.00025 \quad (3)$$

Using plans				
Opinion on the effectiveness of planning	Table column subhead	Yes	No	Σ
	Positive	22	2	24
	Negative	0	8	8
	Σ	22	10	32

Source: Authors

$$p_4 = \frac{24!8!22!10!}{32!2!2!2!0!8!} = 0.000004 \quad (4)$$

$$p = \sum_i p_i = 0.0369 + 0.0046 + 0.00025 + 0.000004 = 0.0418 \quad (5)$$

The p-value was  $\alpha$  0.05. P – the value of the Fisher's combined probability test was 0.0418, which means that our value is lower than the p-value. Based on this, we accept the hypothesis HA. H0 is declined.

#### IV. CONCLUSION

The Fisher's combined probability test was used for the verification of the questions from the second research. It was verified if there is any dependency between the opinions of students on the effectiveness of planning and using plans. Due to the p-value being  $\alpha = 0.05$ , we can decline the null hypothesis because the error probability ( $p = 0.0418$ ) is lower. That is why we accept the alternative hypothesis – the students' opinions on the effectiveness of planning have a significant statistical influence on using plans. Based on the results I conclude: The research sample of ITB students is aware of what they want to achieve in life. However, based on the collected answers and subsequent evaluation it can be stated that they probably do not take concrete steps to reach goals, plan their goals and tasks insufficiently, and do not set time limitations. This was a pilot - introductory sample, the survey continues, the author evaluates the results. Without setting goals, we cannot experience joy in life from success. In conclusion, I state my idea that employees and also students should further study time management, learn how to organize and manage their time effectively, and use methods and techniques of time management. The management technique time management is acquired throughout our whole lives with the ultimate goal of fulfilling as many tasks and activities in a set time with minimal errors and with as little negative stress as possible.

Finally, the ideas of Gavurova, et al. [43] student preparation for entrepreneurship is a key strategic goal in the

knowledge economy over the past decade. Young entrepreneurs represent the potential for successful start-ups, their innovative development and sustainable growth.

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