



## A Study on Time Management Efficiency of the Middle Level Executives of "PGVCL" in Rajkot City.

### KEYWORDS

Committed time, Discretionary time, Time Wasters

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**ABSTRACT** *Time is the scarcest resource that can only be invested in a way so as to within a less number of hours one can arrange his/her activity in an efficient manner. In recent time the level of competition is so increased that employees feel so much pressure not only to perform at best but also be multi functional so as to remain in the eyes of employers for the appraisal, incentives or salary increment. This research paper studies the time efficiency of middle level executives in a public sector unit of PGVCL (Paschim Gujarat Vij Company Ltd.) and reveals that most of them are lacking in time management.*

### Introduction

As India has adopted the concept of free economy, public enterprises has to stand in the competition against the large, efficient and well organized private as well as multinational organizations. In early days it was a mind set of employees in the public sector that once they get the government job they are secure and whole life is set but, things are changed and increased competition forced these employees to think not only work hard but also efficiently so as to make them able to complete at global front. The major problems hindering the efficiency of public sector employees are wastage of time, procrastination and lack of self management. This will affect performance of the organization as well as individual efficiency to work. Once the time management thorough self management is done most of the problems leading to low performance can be removed.

### Objective of the study

The middle level employees are executing activities according to the plans and thus, always feel shortage of time. This paper is an effort to find the time management practices of middle level executives of PGVCL. The research has been conducted with following objectives;

- 1) To get aware about concept of time management and time wasters
- 2) To identify the existing time management practices by middle level executives
- 3) To identify top five time wasters of PGVCL

### Research Methodology

The research is exploratory in nature and to fulfil the above stated objectives, a mix of primary and secondary data has been used. The concept is been taken from the available books and newspaper articles whereas to investigate the time management practice, research has collected primary data collected through two set of questionnaire consisting ten statements each.

### Concept of Time Management

Time in the organization is constant and irreversible. Nothing can be substituted for time. Once time is wasted it can never be regained. It is fixed and equal for everyone but, how to use in an efficient way is the matter of concern. For this Porter has rightly said that, "Time is life, life is time, you waste your time, you waste your life, you control your

time, you are in control of your life". This statement is very true that once you loose your time you are loosing an opportunity to succeed. In today's generation where the level of competition is increased and lack of skilled employees exist; one has to remain very much conscious in making use of available time to perform at best.

### Classification of Time

Available time can be divided in to two parts, I) Committed time and II) Discretionary time. It is not possible to manage the committed time as one has to complete this all the activities for which the time is committed whereas, discretionary time can be better utilized through planning and reducing the time wasters.

### Time Management

Time as a scarce resource has to be managed effectively. There are different views in relation to whether time can be saved and invested or not as follow;

- ✓ Time cannot be saved; but invested by allocating on the priority basis
- ✓ Time cannot be saved; it can only be spent
- ✓ Time cannot be invested as it cannot be saved; one has to manage it effectively

From the above, the better solution available is to manage it in an effective manner and to do so, following can be practiced;

- Prepare a to do list
- Overcome priorities
- Determine priorities
- Avoid distractions (Specially outside)
- Use the 80/20 rule
- Make and use standards
- Operating procedure
- Adjust your schedule to your energy levels
- Maintain peak energy during the day
- Design a productive workspace

### Significance of Time management

The practice of time management can result in to reduction in the level of frustration and stress, result in to presence of mind and peace of mind, self satisfaction, increased energy level, and available with more quality time. Thus, effective time management not only leads to the

completion of project within the stipulated time but also gives the peace of mind by reducing the frustration. It provides enough space to mind for thinking about most important aspects in organization.

**Time wasters**

The biggest constrain in the way of planning time is the factors that causes the wastage of time. It may be internal or external to the organization. These factors cause the wastage of time are known as time waster. Most of these show wrong habits of individual which leads to the wastage of time. Wastage of time is the result of lack of self management and that is why it said, " Time management is nothing but Self management". The following is list of major time waster commonly seen at workplace;

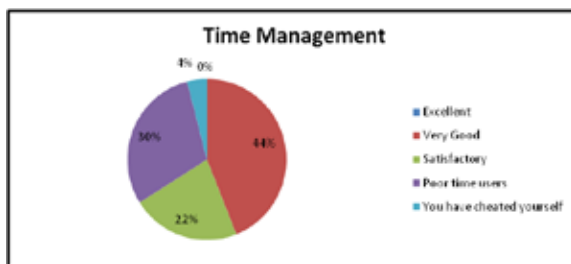
- Thinking inefficiencies by implementing first instead of analyzing first
- Unanticipated interruptions that do not payoff
- Procrastinating
- Unnecessary errors
- Lack of Crisis management
- Making unrealistic time estimates
- Ineffective meetings
- Doing urgent rather than important task
- Improper delegation
- Poor planning and lack of contingency plans
- Lacking priorities, standards, policies and procedures

**Data Analysis**

The following is the results received from the information collected from the sample under study in relation to the manner executives think they are using their time.

**Table: 1 Responses of Questionnaire- I**

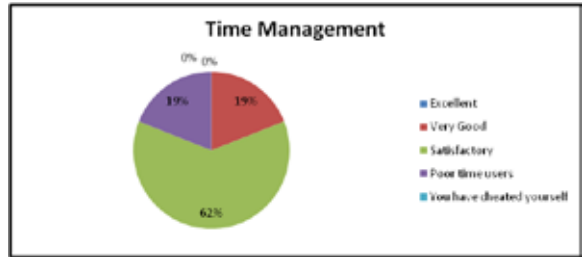
Evaluation	Respondents in %
Excellent	0
Very Good	44
Satisfactory	22
Poor time users	30
You have cheated yourself	4



The above table and chart shows that out of total respondents 44% can manage their time quite good and 22% satisfactorily whereas 30% of respondents are such who are not able to manage their time effectively and think they are poor time users and 4% respondents who think they can manage their time in an excellent manner.

**Table: 2 Responses of Questionnaire – II**

Evaluation	Respondents in %
Excellent	0
Very Good	19
Satisfactory	62
Poor time users	19
You have cheated yourself	0



The result of second questionnaire is shown in the above table and chart. It shows that majority of the respondents i.e. 62% can manage their time satisfactorily where as 19% think they are very good and 19% think are poor time users.

**Findings**

From the responses received for both the questionnaire it is very much clear that none or very few are efficient enough to manage their time where as others are come in the category of satisfactorily to poor users. It shows the need for the improvement in time management skills among them. In the study respondents have identified the specific top five time wasters at the work place which are as under and are found as a result of lack of effective company policy and poor management.

1. Telephone interruption
2. Unavailability of proper data
3. Poor management practices such as;
  - a. Duplication and overlapping of tasks
  - b. Lack of effective delegation
  - c. Lack of planning
  - d. Boss related uncontrollable factors
  - e. Multiple bosses
  - f. Lack of accountability
4. Drop-in-visitors
5. Communication gap between top and middle level management

**Conclusion**

Thus, from the study it can be said that, still there is need for aggressive steps to be taken for effective time management practices. The problem related to the telephone interruption, drop-in-visitors can be removed with the help of proper policy guidelines. It also requires maintaining the data properly with the help of technology available which not only reduces possibility of errors but also make data available with ease and speed. As far as management related issues concerned, members of top management has to understand the very fact that now public sectors have to competitive to remain in the market against private which are highly efficient. Management has to play its active role in planning and controlling which ultimately leads to the high level performance by the employees and make them able to stand in the competition. Porter has rightly said that; Time is life, life is time, you waste your time, you waste your life, you control your time, you are in control of your life."

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