Time Management and Performance in Organizations

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Abstract:

Research Question (RQ): Is time management an effective strategy to improve organizational performance?

Purpose: The purpose of the article was to examine research evidence on time management and job and organizational performance. examining past and existent research on time management and its association with job performance and organizational performance.

Method: Using theorizing method of search, I examined secondary data from several readings and analysis of previous research studies and literature on the topic of this article. I reviewed past and existing literature with empirical evidence on the time management impact on job and organizational performance using search engines such as: DOAJ, Google Scholar, Public Med, Elsevier, SAGE, and other databases that contained the themes according to keywords: time management, job performance and organizational performance. To test associations between time management and job and organizational performance and to provide arguments for it, I used Pyramid principle method developed by Pinto (2002).

Results: We tested the association between time management and job and organizational performance. Findings reveal that time management influences personal time behavior, job performance and organizational performance: 1) time management is panacea and not placebo, 2) time management successfully uses organizational resources and implements organization goals 3) time management requires the setting of distinctive time behaviors to impact job and organizational performance.

Organization and society: The awareness of the positive role of time management in the process of improving job and organizational effectiveness, help the management of organization to understand, promote and support time behavior of employees, which results in better performance.

Originality: The research aims at promoting time management is an important factor in following the organization success and helps to provide new evidence on already scarce research on the topic of time management.

Limitations / further research: The research is limited due to scarcity of empirical evidence on the topics and due to limited research articles reviewed available in the contents of search engines used. Research is based on indirect associations and not on correlations, so more rational and quantitative method should be used in future research.

Keywords: notion, time, management, job, effectiveness, behavior, performance, performativity.

1 Introduction

The ability to effectively use time in all endeavors in our personal corporate and institutional life, is a source of personal and organizational effectiveness and productivity. Time management is past two decades at the core of interest of managers, scholars and practitioners. Many research articles and books deal with the topics trying to explain the

benefits of time management. For example:" Getting Things Done: A radical new approach to managing time and achieving more at work" (Black, 1988), "Essential Management Checklists" (Davidson, 1986), "The Manager's Handbook: The Practical Guide to Successful management" (Young, 1987); "The Art of Doing Twice the Work in Half a Time" (Sutherland, 2014); "The Organized Mind: Thinking Straight in the Age of Information Overload" (Levitin, 2014), are only a few of many books written on this topic.

Surprisingly there is a scarce empirical evidence on research of the impact of time management on job performance and organizational performance. Time management is often viewed as a fad and researchers avoid it. However, the review of literature shows that companies spend a great deal of money to train employees in time management. Macan (1994) argues that possible causes lie in the untested belief that poor allocation of time causes stress and impairs performance.

Researchers often report lack of clarity of the impact of time management on critical outcomes such as job performance and organizational effectiveness (Aeon & Aguinis, 2017). The aim of this article is to identify the influence of individual time management behaviors and its impact on job and organization pealrformance through the empirical research studies on time management, job performance, and organizational effectiveness.

2   Theoretical framework

Claessens (2007) argues that in the last three decades there has been great interest in researching the effect of time in organizational contexts. However, most studies of time in management and organization theory take time for granted. Conversely, there are several studies that address time in organization, but they are primarily unsystematic and dispersed (Lee and Liebenau, 1999).

Chappell et al (2016, p.1) argue that a proper description of time remains a key unsolved problem. They developed the definition of time as independent property of nature: "Time is a scalar component and can be viewed as intrinsic geometric property of three-dimensional space without the need for the specific addition of a fourth dimension".

Newton (2003) developed universal concept of time, which is unique, indefinitely dividable and represents the most objective definition of time. Through the common definition, time can be perceived as 'clock time': linear, homogenous, quantifiable, independent, irreversible and free of contingencies. The need to measure time corresponds with the need to interact with other people in a society. Social time differentiates from the common notion of time in a social group. It corresponds to the differences in beliefs and habits of a social group. (Sorokin and Merton, 1937; Fulmer, Crosby and Gelfand, 2014) Hofstede (1980) argues that time has a cultural background. Culture impacts cognition, motivation, emotions and behavior of the individuals. According to Markus and Kitayama (1991) psychological processes are primarily culturally conditioned as well as concepts and time experiences. Social time is not a

continuous time, it is interrupted by critical events and dates (Sorokin and Merton, 1937). Furthermore, time is closely related to motion, and motion is not possible without time category. According to Lewis and Weigert (1981) social time is connected to meaning that people develop in interactive process, which is framed with physical reality of organism and with natural structure of institutions and organizations in a society, but institutional time is dominant over interaction time.

For Giddens (1984) all social structures arise in particular time and space. Furthermore, Giddens (1984) determines that we can understand the dynamics of a society and its organizations and institutions if we put in the context of particular time and space. Differently, Weick in Quinn (1999) associate organizational changes with sequences of particular events in time. For example, Gomez da Silva and Wetzel (2007) study findings indicate that individual establish a reference to central events to make sense of time changes and to adapt to a new situation. They argue that organizational changes take place in universal time. Ermarth (2010) argues that it is essential to find, which time is in consideration before we study it. At micro level of organizational endeavor, we observe time as time behavior patterns, which are the result of managing time in organizational context. Claessens (2007) classifies time management behaviors in three types: time assessment behavior, planning behavior and monitoring behavior. Ahmad et al (2012, p.938) define time management as: "Act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency and productivity". Lay and Schouwenburg (1993, p. 648) define time management on the level of personal endeavor as: "Clusters of behaviors that are deemed to facilitate productivity and alleviate stress".

Melville (2019) associates time management with the concept of personal performativity, which is seen as new mode of self-organization in organizational context. Performativity as a form of self - organization, impacts working conditions and includes heavier workloads, increased surveillance and feelings of job insecurity. Ball (2003) argues that performativity requires individuals to organize themselves in relation to their goals, indicators, and measurements. Furthermore, it influences self-concept of a new performative employee as 'diverse self' (Regovec, 2014). Ainsworth and Hardy, (2008) define it as an ideal 'enterprising self' with a passion for excellence. Ball (2003) argues performative notion of self is for some people a chance and opportunity to be successful and for others means inner conflicts, artificiality, and resistance.

Melville (2019) states that performativity as a time management concept reduces workers to producers of performances, which are regularly compared, evaluated, and impoverished. For example, Jex and Elacqua (1999) found out in their research that the use of time management behaviors was negatively associated with strain. Respondents reported that their sense of control over time was associated with time management behaviors and strain. Van Eerde (2003) research results suggest that time management training is helpful in lessening worry and procrastination, decrease in perceived stress and increase in perceived control of time (Häfner and Stock, 2010). However, Lincoln et al (2007) study results indicate that no

significant improvement in time and organizational management skills took place. Furthermore, Adams and Blair's (2019) research reveal that cumulative grade point average was significantly correlated with perceived control of time and that time management behavior did not significantly differ across gender, age, entry qualification, and time spent in the program. Kearns and Gardiner (2007) utilized university staff and students to investigate the relationship between time management related behaviors, perceived effectiveness, and work-related morale and distress. Findings reveal that a clear sense of purpose was the most important for perceived effectiveness at work, followed by planning and prioritizing. Twehues (2013, p.2) study reports that students, who are more involved on-campus with academics, extracurricular activities and employment opportunities achieve greater success in college because they develop more efficient time management skills.

Michelatoyoshiy and Kienen (2018) analytic-behavioral interpretation on phenomenon of time management relevantly contributes to clarity of the types of behavior: a) Self-control, b) Self-knowledge, c) Decision making, and d) Problem solving and components of time management behaviors: a) Application of techniques or resources, b) Planning, c) Productivity and health, d) Academic performance, and e) Organization, required for the effective and autonomous individual time management. Similar study of Jackson (2009) defines another set of key steps to successful time management: 1) set realistic goals, 2) get organized, 3) delegate, 4) relax, 5) stop feeling guilty and points out that there are two stumbling time management blocks: procrastination and perfectionism. For example, Ziapour et al (2015) research findings show effective time management of nurse managers behaviors and factors that comprise these behaviors: setting of objectives, task prioritization, and mechanics of time. Results differ significantly on gender, age, education, job experience, and managerial experience. Furthermore, Lakein (1973) conducted two studies between Thai and Chinese students. Results of the Thai study show behavior strategies: managing time, setting goals, and sequencing tasks. Chinese participants utilized behaviors related to work organization, to work environment and to better time control. Additionally, Harahsheh (2019) and Jackson (2009) study reveals five-time management strategies: fulfilment obligations strategy, time planning strategy, utilization of the resources, time organizing strategy and priorities status strategy of resources. Porta, Anderson, and Steele (2013) found out that time use techniques are effective. According to Chase et al (2013), firm dedication and commitment to building and maintaining a productive program of research is based on effective time management planning. Dimitrova and Mancheva (1918) confirm that planning and time management is a tool to improve the effective use of time. Bahadori et al (2015) research findings show that among time management strategies goal setting has the highest priority. Moreover, Peng and Kamil (2017) found out that time management tools: procrastination and prioritization are of utmost importance to academic performance of students. Harahsheh (2019) research findings on Yarmouk Water Company in Jordan managers show that time management strategies: fulfillment obligations strategy, time planning strategy, utilization of the resources, time organizing strategy and priorities status strategy of resources, have positive impact on employee performance. Al hila et al (2017)

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research findings on time behavior show that time behaviors are ranked: time management, time control, time planning, and organization of time.

Findings of various research studies show the effect of time management behavior on various factors that improve performativity, personal effectiveness, and job performance. Eshaghieh and Eslami (2015) research findings reveal a positive and significant relationship between personal, environmental, organizational and time management factors and employee productivity. Using time management behavior increases employee productivity. Ahmad et al (2012) research findings indicate that the employees job performance in the organization were affected by their time management in completing the tasks during an event. Ball (2003) Fenner and Renn (2010) research findings show that time management as setting goals and priorities, moderated between work-to-family conflict and technology-assisted supplemental work reduced work-to-family conflict. Elsabay et al (2015) research study reveals that head nurses attending time waster post program report a significant relationship between time management and job satisfaction. Miqdadi et al (2014) showed similar results stating that time management is highly related to academic performance. Chanie (2020) found out that satisfaction with organizational policies, performance appraisals, compensation and benefits and planning were significantly associated with time management practices. Abduljabbr (2012) university research study reveal that positive relationship between time planning and time attitude and job performance, and inverse relationship between time wasters and job performance. Similarly, Awan et al (2020) study acknowledges significant impact of performance management system and work engagement on task and contextual performance of employees. Moreover, Kamaruddin et al (2017) research study among female workforce in Malaysia reports that time management and motivation have a significant, positive relationship with job performance.

Organizational effectiveness is a concept how effective an organization is in achieving its goals. Georgopoulos (1957) defines the concept of organizational effectiveness as 'success' or 'worth' or how well an organization is doing. He assumes that all organizations attempt to achieve certain objectives and develop products and services through the proper manipulation of given animate or inanimate facilities.

Many studies deliver research data on organizational effectiveness. Studies reveal the core mission of organization to fulfill its mission and fulfill its goals through organizational effectiveness. In this process organizational effectiveness refers to processes and tools that increase efficiency and productivity (Ziekye, 2016). Cunningham (1997) presents seven alternative strategies for assessing organizational effectiveness: rational goals, system resources, managerial process, organizational development, bargaining, and structural functions.

Organizational performance is another tool how well is organization doing. It is considered to be multidimensional phenomenon and is closely related to organizational effectiveness. Moreover, it is a sub-factor of organizational effectiveness, which is broader and linked to

other internal performance outcomes and external economic factors such as corporate social responsibility. Gond et al (2015) argue that the 'performance' company is a widely used metaphor denoting efficiency or profitability using the Lyotard (1984) in The Postmodern Condition links definition of performativity through the measurement of efficiency as a result of input/output ratio. According to Melville (2019) performativity is a system of classification and numeration in relation to knowledge and performance. This system is used to compare, judge measure and categorise the organization members performance. Performativity is symbolic of 'performing – self' in organization and the transformation of learning from personal space to organizational performance. Furthermore, performativity is associated with presenteeism phenomenon that defines modern workplace and refers to employees who work long working hours (Macfarlane, 2015; Cooper, 1998; Kowalski & Loretto, 2017). Furthermore, Richard et al (2009) argue that definition of organizational performance is an open question because structure and definition of it are rarely explicitly stated. According to Richard et al (2009) organizational performance covers three organizational outcomes: financial performance, product market performance and stakeholder return. March and Sutton (1997) link organizational performance to rational success factors, because they aggregate it from accounting, sales, financial reports and stories of organizational history. Han et al (1998) argue about the fourth outcome which is organization innovation. Suhag et al (2017) results of a research study in the telecommunication industry shows that product innovation, process innovation and organizational innovation are linked to organizational performance.

Daniel and Santeli (2020) study reveal that there is a positive relationship between the organizational performance and effective time management. Sutharshini et al (2019) demonstrated in their study that there is a link between effective time management and organizational performance mediated by personal performance. The research results of Wahbeh et al (2016) show that time management supports the effectiveness of performance dimensions of the organization such as internal business processes, learning, growth and the sustainability. Ojokuku and Kehinde (2011) reveal existence between time management and organizational performance stating that time management is effective if set at the beginning of organizational activities. Rapp et al (2013) built and tested theory focusing on the moderating role of time management skill in the nonmonotonic relationship between organizational citizenship behaviour and task performance. Results indicate that the curvilinear association between OCB and task performance is significantly moderated by employees' time management skill. Mohammad (2016) conducted research to predict managers' organizational productivity with regard to managerial talent and time management of school managers. Findings reveal that managerial talent and time management significantly relate to organizational productivity. Ziekye (2016) states that the more efficiently organization use time, the more productive and effective it becomes. The author emphasizes responsibility and discipline as factors that enable organizational effectiveness. Contrary, Claessens, et al (2007) findings demonstrate that the impact of time management behaviors on work and academic performance is not clear.

At the beginning of our research, I stated this statement: Time management is effective strategy to improve performance, following by key question:

Proposition1: Do time behavior strategies of employees improve performance?
and followed by sub- propositions:
- **Proposition 1a:** Personal time management strategies improve the effectiveness of an employee.
- **Proposition 1b:** Personal time management strategies improve job performance.
- **Proposition 1c:** Personal time management strategies improve performance of an organization.

3 Method

Fort the assessment of the associations between time management, job performance and organizational performance in a Time management and performance model (*Figure 1*) I used Pyramid principle method developed by Minto (2002). Pyramid method is based on:
- the stating the problem of a research,
- developing the key question and statement of a research,
- through pyramid or hierarchical classification of arguments finding the answer to key question (Minto, 116).

In the process of theorizing, I focused on issues in articles and books that can provide answers on key question and sub-questions of the research study (Hammond, 2018).

The findings in the present paper are based on secondary data from several readings and analysis of previous research studies and literature. I primarily used accessible research search engines such as: DOAJ, Google Scholar, Public Med, Elsevier, SAGE, and other databases that contained the topics according to keywords. I reviewed all the extracted articles using keywords as a criterion for inclusion of the research articles in a study regardless of the publishing date:
- Time management,
- Job performance,
- Organizational effectiveness,
- Organizational performance.

My research findings show that important issues on:
- Notion of time was found in13 articles,
- Notion of time behavior was found in16 articles,
- Notion of time management was found in 13 articles, notion of job performance was found in 10 articles,
- And notion of organizational effectiveness and performance was found in 21 articles.

These keywords were used to gather information to confirm Proposition 1, Proposition 1a, Proposition 1b, and Proposition 1c in a Time management and performance model (Figure 1).
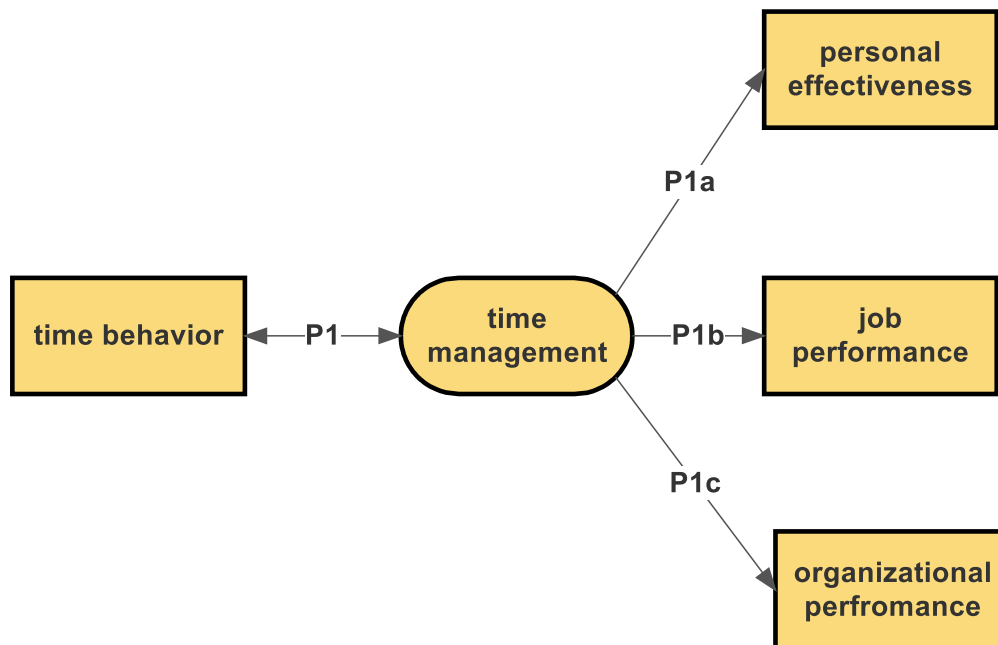

Figure1. Time management and performance model

Figure 1 presents the time management and performance model that is based on the effective use of time. Model shows that time behavior (P1) is in interaction with the time management activities that influence personal (P1a), job (P2a), and organizational performance or effectiveness (P3a).

4   Results

To be successful and to do well in severe competitive environment, modern organization must adopt performative and effective organizational behavior, linked to effective time management to excel in productivity. Time is universal (Newton, 2003). Chappell et al (2016) argue that time is independent property of nature, and only people, institutions and organizations produce different notions and meaning of time. Social notion of time in the form of institutional time prevails and dominates all human and institutional activities (Lewis & Weigert, 1981).

The need to measure time corresponds with the need to interact with other people in a society. From the organizational and time management point of view, linear notion of time or 'clock time' homogenous, quantifiable, independent, irreversible, and free of contingencies is measured on fixed scales in the form of seconds, minutes, days, weeks, and years (Lewis and Weigert, 1981). Of particular importance is the social time, or institutional time (Sorokin and Merton, 1937), which can be measured as a set of critical events or dates or as a sequential time (Weick & Quinn, 1981; Gomez da Silva & Wetzel, 2007). Furthermore, time behavior is affected by cultural notion of time through values, norms, and beliefs (Hofstede, 1980) and by

time and space of institutions (Giddens, 1991). Ermarth (2010) points out that the selection of the appropriate notion of time, affects the perception of time in organizational setting. On the individual level, organizational time presents itself as a self-organization in the form of performativity (Melville, 2019). Ball (2003) argues that performativity requires that individuals organize themselves in relation to their goals, indicators, and measurements.

Porta, Anderson, and Steele (2013) confirms that time use techniques are effective. Harahsheh (2019) and Jackson (2009) findings associate time management behavior with obligations strategy, time planning strategy, utilization of resources, time organizing strategy and priorities status strategy of resources. Claessens (2007) understands time as a behavior, which functions as an assessment, planning and monitoring behavior. Ahmad et al (2012), Michelatoyoshiy and Kienen (2018), Jackson (2009) Ziapour et al (2015) Lakein et al (1973) (Chase et al (2013), and Dimitrova and Mancheva (1918) see it as work and activity organization and managing time, process of planning procrastination, prioritization, and sequencing tasks.

Peng and Kamil (2017) understand it as a setting of realistic goals. Bahadori et al (2015), define it as delegating, and exercising conscious control of time. Moreover, Al hila et al (2017); Häfner and Stock (2010), and Adams and Blair (2019) link it to increased personal and organizational effectiveness, efficiency, and productivity. Further, Lay and Schouwenburg (1993), Jex and Elacqua (1999), and Van Erde (2003) time behavior explain as clusters of behavior that facilitates productivity and alleviate stress and reduce strain.

Findings of various research studies confirm the effect of time management behavior on various factors that improve performativity, personal effectiveness, and job performance. Eshaghieh and Eslami (2015) state that using time management behavior increases employee productivity through personal, environmental, and organizational factors. Ahmad et al (2012) research findings show more precisely the relation between the employee's job performance and the use of event time management to complete the task. Miqdadi et al (2014) and Abduljabbr (2012) demonstrate similar results stating that time management in the form of time planning, time attitude and job performance is highly related to academic performance. Abduljabbr (2012) even found out inverse relationship between time wasters and job performance. Similarly, Awan et al (2020) and Kamaruddin et al, (2017) studies acknowledge significant impact of performance management system and work engagement on task, contextual performance, and motivation of employees. For example, Chanie (2020) research study results show that satisfaction with organizational policies, performance appraisals, compensation, benefits, and planning, are the result of time usage practices. Several other research study results show that time management practices and technology – assisted work reduced work-to-family conflict and job satisfaction (Ball, 2003; Fenner and Renn, 2010; Elsabay et al, 2015).

Georgopoulos (1957) defines the concept of organizational effectiveness as 'success' or 'worth' or how well an organization is doing. According to Ziekye (2016), and Cunningham

(1997), organizational effectiveness refers to processes and tools that increase efficiency and productivity through various time behavior strategies: rational goals, system resources, managerial process, organizational development, bargaining, and structural functions.

Gond et al (2015) argue that the 'performance' company is a widely used metaphor denoting efficiency or profitability through the measurement of performativity as a result of input/output ratio, as a system used to compare, judge measure and categorise the organization members performance. Lyotard (1984); Melville (2019); Macfarlane, (2015); Cooper (1998); Kowalski and Loretto (2017), and Richard et al (2009) argue that definition of organizational performance is an open question because structure and definition of it are rarely explicitly stated. According to March and Sutton (1997) organizational performance is linked to rational success factors: financial factors, product performance, and stakeholder return. Han et al (1998), added the fourth innovation factor, which includes: product innovation, process innovation and organizational innovation that are linked to organizational performance.

Daniel and Santeli (2020) and Ojokuku and Kehinde (2011) and Rapp et al (2013) studies reveal that there is a positive relationship between the organizational performance and effective time management. Moreover, Sutharshini et al (2019) argue that personal performance mediates relationship between effective time management and organizational performance. Additionally, time management supports internal business processes, learning, and growth and sustainability. (Wahbeh et al, 2016) Further, Mohammad (2016) and Ziekye (2016) related managerial talent and time management to organizational productivity.
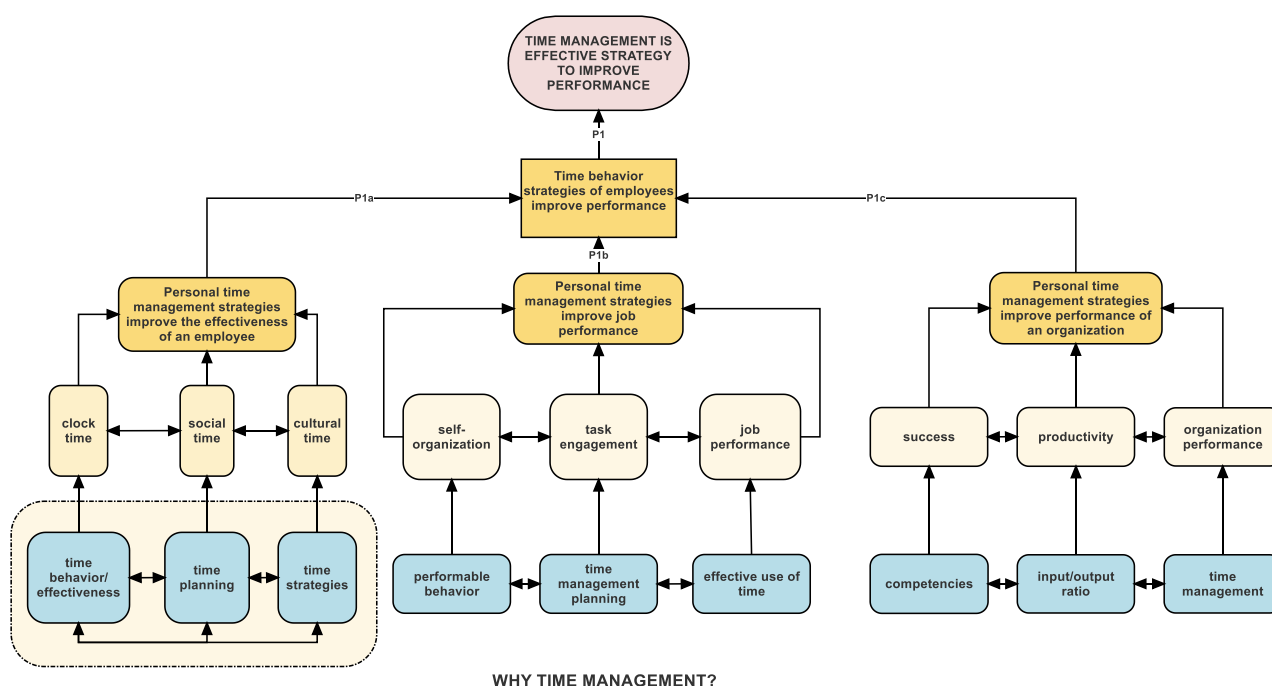

Figure 2. Effective time management and performance model

5 Discussion

According to the research findings in the literature on personal effectiveness, proposition 1a can be accepted: 'Personal time management strategies improve the effectiveness of an employee'. Research findings confirm that linear of time, social time resulting in events time, and cultural time set the time notion basis for the measurement of personal performable behavior, and job and organizational performance. Research findings with one exception show that there is an association between behavior strategies, resulting in time planning activities, and personal effectiveness or performativity.

Furthermore, research findings on association between personal performativity and job performance, give enough evidence to accept the proposition 1b: 'Personal time management strategies improve job performance'. The answer is positive, as such, we can confirm proposition 1b. Research evidence on job performance confirms that performable behavior and time management planning of task execution led to effective use of time, and performable behavior leads to self-organization. Self-organization of a job motivates task engagement and increases job performance. Time planning strengthens motivation to perform the task, positively influences the job satisfaction, reduces conflicts in the working team and improves the quality of personal life.

Research findings on the association between personal time management and organizational performance show that personal time planning in an opportunity to learn new competencies that result in higher input/output ratio of the organization and strengthens the management engagement in implementing time management strategies. New competencies lead to more successful coping with environment and to improved usage of available resources of an organization that lead to higher productivity and consequently to improved organizational performance. Evidence on association between personal time management and performance lead us to the acceptance of the 1c proposition: 'Personal time management strategies improve performance of an organization'.

6 Conclusion

To summarize, I explored the role of time behaviors and time management in the relationship to job and organization performance.

Firstly, I confirmed that time management is panacea and not placebo because it is the product of linear, social, cultural and performable time.

Secondly, I confirmed, that time management is one of the essential and vital components for successful implementation of organization goals and effective use of organization resources in delivering superior job and organizational performance.

Thirdly, I confirmed that time management requires setting time behaviors that result as: setting of a mission of organization, goals and priority setting, work and activity organization, planning of procrastination and prioritization, sequencing tasks, conscious control of time and

monitoring. This requires the engagement of disciplined and responsible time behaviors and systematic time management of all members of organization.

Furthermore, time management improves employee's competence in performing the job and implicitly the performance of organization. The article argues that time behaviors that form time management based organizational culture, are essential to development of effective time management on all levels of organization.

Present research study has limited generalizations. Available research articles due to selective availability do not reflect the whole body of research on time management and performance in organizations. Furthermore, research findings do not reflect correlations, but only associations that can be concluded on the non-comparable research findings. It is proposed to use structural equation model as a method in a future research to address all possible correlations between variables of time management, job performance and organizational performance.

Research evidence of the impact of time management on personal, job, and organizational performance is often unsystematic and unclear. Further research endeavour should address rational, emotional, cultural, and situational factors to reveal broader scope of time management factors that influence performance on all levels of organization.

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Povzetek:
Upravljanje s časom in organizacijska učinkovitost

Raziskovalno vprašanje (RV): Ali je upravljanje s časom prava strategija za doseganje organizacijske učinkovitosti?

Namen: Namen in cilj tega članka raziskati povezavo med upravljanjem s časom, zmogljivostjo delovne naloge in organizacijsko učinkovitostjo.

Metoda: Raziskovalno temo smo razvili s pomočjo teoretiziranja. Pregledali in analizirali smo sekundarne podatke v literaturi in v raziskavah iz tematskega področja članka. Pri tem smo uporabili indeksirane baze podatkov: DOAJ, Google Scholar, Public Med, Elsevier, SAGE in druge baze in vire. Za preverjanje asociacij med upravljanjem s časom, zmogljivostjo naloge I organizacijsko učinkovitostjo smo uporabili piramidno načelo (Pinot, 2002), s katerim smo induktivno dokazovali raziskovalno vprašanje po metodi od spodaj navzgor.

Rezultati: S pomočjo piramidne metode smo ugotovili, da je upravljanje s časom povezano z zmogljivostjo pri delovni nalogi in z organizacijsko učinkovitostjo: 1. upravljanje s časom je panaceja in ne placebo, 2. upravljanje s časom je učinkovit način izrabe virov pri doseganju zmogljivosti delovne naloge in organizacijske učinkovitosti, 3. upravljanje s časom izhaja iz ustreznega organizacijskega vedenja, ki se izraža v zmogljivosti pri delovni nalogi in v organizacijski učinkovitosti.

Organizacija: Zavedanje, da upravljanje s časom pozitivno vpliva na izrabo virov v organizaciji in s tem na zmogljivost zaposlenih in organizacije kot celote, je v pomoč menedžerjem pri snovanju učinkovite organiziranosti sistemov in procesov po načelih upravljanja s časom. in družbenih inštitucijah, da spodbudijo in podprejo časovno učinkovito vedenje, ki se izraža v višji zmogljivosti in produktivnosti posameznika, organizacije in družbe.

Družba: Članek predstavlja način, kako časovno učinkovito vedenje, ki se izraža v višji zmogljivosti in produktivnosti posameznika, organizacije in družbe, uporabiti za doseganje višje učinkovitosti pri izrabi virov ter pri doseganju višje produktivnost. Upravljanje s časom prispeva k bolj učinkovitemu proizvajanju, varčevanju z energijo v družbenih inštitucijah in organizacijah in tako prispeva k trajnostnemu razvoju.

Originalnost: Raziskava prispeva k pojasnjevanju vloge časovnega upravljanja pri doseganju višje produktivnosti in učinkovitosti na osebni in na organizacijski ravni. Raziskava prispeva izviren pogled na časovno upravljanje virov, ki je zelo redko prisotno v organizacijskih raziskavah.

Omejitve/nadaljnje raziskovanje: Raziskava ima nekatere omejitve, ki so povezane z dostopnostjo raziskava upravljanja s časom. Poleg tega raziskava izhaja iz posrednih povezav med upravljanjem s časom in zmogljivostjo, ki bi jih bilo treba v nadaljevanju preveriti s kvantitativnimi metodami raziskovanja.

Ključne besede: pojem, čas, upravljanje, naloga, učinkovitost, vedenje, zmogljivost, per formativnost.

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