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Bachelor Thesis

Time management as persistent problem in the company

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Abstract

This thesis aims mainly about time management skills of specific company's employees. Between main topics belongs ability to plan near and long-term future and skills to manage steps leading to achievement of set goals. The theoretical part talks about different points of view from plenty of authors on problematic of colleague's distraction, social media stealing attention or unexpected electronic communication. This work focus also on reasons of postponing the tasks, inability of delegating or overloading and shows different advices of authors how to deal with problems connected to time management. The practical part starts with short business introduction of the specific company. In empirical part I focus on differences between people of different age, gender and with different level of education. I also identify whether studying and working in the same time play any role in ability to schedule time and fulfilling necessary steps to achieve preset goals in given time framework.

Key words

Time management, planning, company, time wasters, disorganization, disarrangement, delegation, distraction, stress, postponing, procrastination, decision making, motivation

Abstrakt

Tato bakalářská práce se zajímá především o schopnostech řízení času zaměstnanců vybrané firmy. Mezi hlavní témata patří schopnost plánovat blízkou i vzdálenou budoucnost a vědomosti spojené s kroky vedoucími k dovršení svých cílů. Teoretická část prezentuje různé problematiky řízení času a techniky k jejich redukci interpretované autory odborné literatury. V této části se zabýváme především problematikou vyrušování kolegů, sociálních sítí, které odvádí pozornost od práce a také strasti spojené s nečekanými telefonáty a elektronickou korespondencí. Tato práce se také zaměřuje na oddalování povinností, neschopnost delegování nebo přehlčení emaily a informačními materiály což může vést ke špatnému řízení času. Poukážeme také na různé rady odborníků jak se s těmito problémy vypořádat. Na začátku praktické části se seznámíme s vybranou firmou, jejíž zaměstnanci představují respondenty v naší analýze. Věnujeme pozornost hlavně rozdílům mezi lidmi na základě věkových skupin, pohlaví a nejvyššího dosaženého vzdělání. V této části bakalářské práce zjistíme, zda fakt, že respondent zároveň s prací studuje hraje nějakou roli v jeho schopnosti plánování času a jeho řízení.

Klíčová slova

Řízení času, plánování, firma, zloději času, dezorganizace, delegování, vyrušování, stres, odkládání, prokrastinace, rozhodování, motivace

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1 INTRODUCTION

Due to historical, economic, political and sociological changes bigger pressure on employees and limits needed to be reached occurred. We very often stay at work longer than we are supposed to, mostly because we are not able to do all work at the time. Instead of past two, sometimes three working positions there is only one with the same demands. More time spent at work means of course less time for us, for our family and friends. And we usually don't find energy to do things we would like to if there is some free time.

Wages in Czech Republic move by the periodical phases and stay on the same level, but CPI (consumer price index), which could be for us at least at a rough guess indicator of money people need to spend for basic needs of the household, still grows up. This definitely makes us work more and pushes us to ignore any illness or malaise also because of limited days off. We can say nowadays to be sick or stressed is normal state and it is not necessary to deal with it and take rest.

There are many factors making our work harder than it could be. Consequences like late arriving to work, relegated or unfulfilled obligations can make our working life more confusing and complicated. Big obstacles to effective time management could be also distractions and interruptions of colleagues or inability to decide whether the task we have in our "to do" list is important, urgent or not. But because this state is considered as regular and ordinary, people see the only one solution to keep going and accept this situation for long term or whole life. This leads to feelings of gloominess, constraint or health problems. More often we can meet people who admit they don't have any private life due to work.

2 GOAL OF BACHELOR THESIS

The main aim of my work is collect data about skills and knowledge of employees of given companies in way of questionnaire. Analysis of these data will thus show us in which level of time management, organization of the time and work employees of specific company occur. Results from my research will help me to understand in detail how observed people deal with everyday tasks at work and how they manage working hours to fulfill requirements of clients or employers. I will also ask about their goals, if they have any, how they measure the achievement and how they perceive obstacles. Thereafter I'll focus on their satisfaction with job position occupied by them, whether there is possibility of growth in the company and what are their steps forward (self-education).

In my bachelor thesis I will also collect information about meeting or conferences took place in the company and advises which are given to the employees from the top management. By another ques-

tions in my research I would like to find out stress factors and some information about balancing between free time and work.

3 THEORETICAL PART

3.1 TIME MANAGEMENT

3.1.1 HISTORY

By Brodský (2014) the term of time management was firstly used in many different publications between years 1972 and 1994. Unfortunately none of the authors are considered as founder of this title, because nobody famed this topic so significantly to be connected with this problematic. The term and specialization are thus invented and developed gradually and this process of developing is still considered as not finished yet.

As Gruber (2009) publishes in his book, the history of time management goes to the time of hunters and settlers, who needed to use knowledge of time organization to catch food and to know when plant the vegetable to get sufficient crop. And he agrees that the author of the time management term can't be identified, because there are too many authors without one making big step to claim on know-how of time management discipline.

3.1.2 AIM

Time management deal with organization of time with consideration to set goals, which means processing or finishing of activities necessary to achieve in advance specified place. As J. Adair (2005) explains in his book, orientation and results are very important for time management as well. Next to the classic aspects of business as capital, land or labor we should focus on the human, his behavior and time as well. The success is measured by achievement quality of working results but also private life aspects. The best way how to improve organization and usage of time is realizing of current state and learning from mistakes determined by analyzing.

3.1.3 PERCEPTION OF TIME

We all know the time, but we can't describe easily what it is as J. Adair (2004) writes in his publication. We know that one hour has sixty minutes and one minute has sixty seconds, but we experience it differently and sometime we don't even perceive it. Often, when there is a lot of work to do, one hour goes very fast and when we have to wait for something it can be seemed as whole morning.

Also J. Caunt (2013) agrees, that another aspect we need to think about when improving managing of time is perception of individual to time and organization. The way to developed individual is understanding of its personality and its reasons. Assländer (2010) also

talks about spoken interpretation. He explains our colloquial expressions reveal our thought patterns of our perceptions, especially when repeating some sentences.

3.1.4 THE MOST OFTEN EXCUSES

How we talk about time is very closely connected to the reasons of inability to change of habits managing time. By Tracy (2007) one of the most often excuse is expressed as: „I have too many things to do, I’m too busy to make changes. Basically I don’t have time to make time.” Assländer (2010) see this excuse as being practically nonsense, because nobody can have any time at the moment. Only a human can manage her or his own time and nobody else, so refill of the time depends mainly on the priorities. He sees this as putting blame on somebody else and convincing ourselves the change is not possible for us.

By Tracy (2007) this reminds circle, never ending story of trying to keep up with requests of clients or leaders of company and accumulation of more and more obligations. The indicators leads from “smaller problems” such as stress, tiredness or low self-confidence to the population sicknesses as depression, overweight or even cancer of lungs as tax from smoking of cigarettes, which can be one of apparent helps to decrease nervousness from growing burden of responsibility.

3.2 THE BIGGEST OBSTACLES OF TIME MANAGEMENT

Caunt (2007) categorizes causes of disorganization into three main flows:

- External circumstances – overloading, external obstacles and problems with working environment.
- System errors – disability of appropriate usage of available resources or lack of strategy and rules of time and information systematization
- Personal factors – fear of given tasks, desire for something new which leads us to never-ending movement from one to another task.

It is possible to fight against all of these obstacles, but it is necessary to find them first.

3.2.1 NEGATIVE APPROACH

Authors of publications focused on time management writes about plenty of excuses why time management of work and life is ineffective. One of them by Tracy (2007) is conviction of unowned predisposition for managing the time. Many people say they can't be successful in time management, because they don't have predisposition to be effective.

Uhlig (2008) writes about two type of people according to their usage of brain hemispheres. Monochromic type of people are more reliable, effective, organized but keeping of social relationship is for them harder than for polychromic type of people, who are usually very positive. They tend to participate in many different projects, they are often perfectionists, which makes them unorganized and unable to fulfill all tasks till the deadline.

According to the publication of Wolff (2011) it has been approved, that every person use both sides of the brain, the difference is only in rate of usage of individual hemisphere. Only for people using right hemisphere more than the left one is fulfilling of the tasks in case of time management bigger deal than for opposite part of the population.

3.2.2 BAD DELEGATION

Another problem is delegating or better said not delegating of tasks from one person to the second one. Sometimes it seems to be easier for managers and employees to fulfill the obligation by themselves than to delegate them to somebody else. By Adair (2004), one of the reasons is fear of bigger tasks, so doing the small ones which are easier to finish even when

we don't have to do it at all, is more attractive for us. Big obstacle to relieve from small tasks stealing the time express feeling of no other solution, perfectionism or persuasion that nobody else can work on the task as well as us.

One of the consequences of ineffective working due to delegating could be disablement of refusal. By Knoblauch (2006) expression of disagreement is the most important key to save time. It is natural colleague's help each other in case of having good environment and relationships, but it needs to be limited.

According to Adair (2004) inability of saying no to people trying to delegate their job, which is not under your competence on you steals your time, which could be spent by solving more complicated, important or urgent tasks. Foster (2013) mentioned in his book as outcomes ineffective working, being too busy or having too little time. By Brodský (2014) is goal of delegating primarily effectivity growth of the work, respectively profit, stability or development of the company.

Not delegating and trying to do all work by ourselves can be dangerous for our health. Not enough sleep and continuous stress in many cases leads to illness, which is according to the book of Clegg (1999) another consequence of bad time management. Nowadays it is not very common to take a few days off when not feeling well and that can affect the quality of work and decision making aspects.

3.2.3 DECISION MAKING

Assländer (2010) mentions that decision making issue during managing of the time by division into two groups of people having this problem. One of them is group of people deciding too easily and fast, who tends to be impatient and in a rush. The second group is characterized by people, whose offices are full of big folders of papers with long delay. This kind of people is attracted to work meetings and afraid of making decision as a possible threat of needed harmony intrusion.

3.2.4 DISORGANIZATION

Disarrangement, according to Heppel (2012) is another aspect making our working time much more complicated and less effective. The most occurred mess is then on the working table, where is usually hard to find given document in less than one minute. Tidy and clean table, as well as computer, closet, car, small suitcase or handbag are in this case big assumptions to save time.

On the other hand Abrahamson and Freedman (2008) wrote in their book about Schwarzenegger and his managing of time, which he calls as improvisational. This means he doesn't plan his day in advance and make appointments, so if some journalist would like to do interview, he must call him and try if he has time straight at the moment. It is also uncertain how long this appointment will take, whether five minutes or two hours, it all depends on how Mr. Schwarzenegger see this meeting being interesting. They attribute his lifestyle as reason of his success and express their arguments against opinion that only organized time management can lead to successful life.

3.2.5 DISTURBING ASPECTS

Distractions and interruptions during working day are big obstacles for people to complete their tasks effectively as well. Assländer (2010) explains this problematic steals our time in two different ways. We have to sacrifice not only time we spend by dealing with the distraction by email or on the phone but we also have to count with the time, which it takes us to get back to the point we have been interrupted in, to continue in performed task. These time bandits have similar tricks how to attract your attention according to Heppell (2012). The most common untruth by which they try to break active working and put attention on them is: „Do you have a minute? “.

By Brodský (2014) we can distinguish two groups disturbance. First are interruptions from external participants – suppliers, business partners, official statutory places etc. and second are distractions of internal employees. He also mentioned that nobody from the first group has right to disturb you from your work, even police and recommended to set rules for the second group, so there will be one time for planned consultations, which should reduce amount of unexpected visitors.

3.3 TIME WASTERS

In the time management we can see classical aspects of bad time managing and those activities, which steals time of people the most often are called as „time wasters“. So called time wasters are connected mainly to our discipline and approach to the work.

3.3.1 DISARRANGEMENT

One of the time thief is chaos on the table, in paperwork or in e-mail, which can be stressful and influence our health state. By Wolff (2011) studies made in 2004 for NEC-Mitsubishi shows that mess contributes to inability of employees. From two thousands of asked people forty percent admitted unorganized table and thirty five percent of respondents also said they had problems with back and neck because of cluttered desk and unnatural positions they had to be in. Brodský (2014) also writes about unorganized papers, diaries, magazines, small papers with chaotically written notes as one of the aspects of lower concentration to work and longer devoted time.

Caunt (2007) explains ergonomic principles, which is designing process of machines, working environment and methods with respect to effectivity of work, comfort ability and security. He indicates values of ergonomics as possible improvement of mess in the office and effectivity of working with which agrees Adair (2004) in his book. He sees organization of the office as important step to prevent wasting of time. But warns against obsessed removing of furniture and symptom of class-conscious person focused repeatedly on quality of carpet and size of the table.

3.3.2 PAPER WORK

Wolff (2011) in his book also mentions the theory of predisposition of hemispheres. According to his publication people using right hemisphere more than left one have problems with unorganized papers, they tend to work on many different projects at the same moment and they miss tagging of documents and delay in submitting. Heppell (2011) says clean working table is one of the basic assumption to effective managing of your work and time. As another places, where people tend to lose the time by mess he mentioned wardrobes and cabinets. Allen (2008) recommends to make system enabling coordination of working without thinking about the basic activities all the time. He sees the solution in organized

system of folders, files connected to note diary. He also mentions another important aspect of saving time with papers by setting of boundaries of individual category to stay organized.

By the publication of John Caunt (2007) it is very complicated, but necessary to distinguish important information. There should be only one dealing with the papers when realizing importance and validity of the document by five positive actions. To not spending time by reading papers twice we should follow the rule: what is not important today, tomorrow won't be neither, so all the advertisements should be shredded or thrown away after first reading.

The second action also by Heppell (2011) is absorbing of the information and classifying of category to add the document to the right folder. He writes about organization of the categories as well and recommends arrangement of main chapters by letters of alphabet and subchapters by numbers to simplify this process. Adair (2004) advices offhand elaboration as a third possible dealing with the document. Immediate treatment of the papers is very useful in case of spending least time of absorbing information.

If there is no option to deal with the paper instantly it is necessary to determine following handling. The fourth possible action is delegating of the responsibility to somebody with lower authority. According to Ladová (2008) delegating is very useful in case of time management. Every operation should be fulfilled by the lowest job position, which still has enough of competence to solve given task.

3.3.3 INTERNET

Internet is big move of the civilization forward, it makes work and communication a lot easier. But despite of easy exchange of information with more people in one time, Ladová (2008) warns about bad aspects of emailing for example about answers, which don't have to come soon, limitation of sent data size or viruses as a side effect. This is one of the biggest time wasters also according to publication of Gruber (2009), in which he explains method of fast-reading and rational reading. In first phase he writes about primary analysis of emails by deciding whether to read it or not, what will dramatically save your time.

This principle Seiwert (2013) describes as SO method of skipping or organizing notes to protect ourselves against unwanted emails. This principle is not only about receiving but

also about sending emails, which are not so important for us. The more emails are sent to the contacts the more emails will come back, so he advises to not to send a document which without possibility of emailing wouldn't be printed and given to the receiver regardless to distance.

3.3.4 E-MAIL

By Brodský (2014) another bad habit is reading of the email instantly after hearing reporting sound. There is unwritten rule electronic mails should be answered in between 24 to 48 hours, so it is not necessary to answer all emails immediately after receiving them. He doesn't recommend to check email about every hour if no expected important email should come. Wolff (2011) agrees it makes no sense to answer the email straight trough, adds checking of emails is not necessary more than four times a day and recommends three set time blocks for dealing with emails:

- In the morning – after first sit down behind the desk
- After lunch break
- An hour before finishing of working hours

Heppell (2012) adds another practical advice of email tagging. As well as papers are supposed to be in categorized files, it is also requested to classify emails in case of better managing of time. Every email viewer offers customizing of folders and determination of conditions under which will be emails automatically sorted. Allen (2008) expands this improvement by another assortment tool of classifying emails by sender with help of databasing. Databases are expressed as determination of email address parts, for example „@HR“ or „@customerservice“ and prevents emails to come to the wrong addressee and followed resending in inside of the company.

3.3.5 PHONE

But what we can't just check three times a day is our phone. Seiwert (2013) writes about time management's myths in his book, between which belongs also modern technical support as tool for saving of time. He explains without internet, e-mail and phone is not possi-

ble to keep up with others. On one side it is great change in comparison to the past, but on the other hand it also can put enormous stress on us. That is also why by Gruber (2009) calling and messaging are the worst time stealers. He mentioned that distractions by phone are the biggest deal especially for people on creative job position, who needed to be fully focused.

Brodský (2014) claims that we could divide intrusive telephone calls into two parts. First one is absolutely distractive as are unwanted calls not related to the work. In this group we can include badly timed family or private calls, phone calls from phone services, call centers or some social researchers. The second part are then calls from colleagues or clients. Even those calls are not expected and unwelcome, we need to know how to handle the situation to improve our time management skills.

In case of extremely unappreciated calls incoming for example from call centers Brodský (2014) advises to automatically answer of no interest in continuing of the conversation. He doesn't consider as unethical to hang up the call in the situation second side doesn't respect your decision. He sees solution also in setting of versatile message, which would be automatically sent after pressing of button for rejecting of a call.

Adair (2004) inclines to the planning of calls we need to do to exclude surplus time spent by unimportant conversation. Planning of call in advance improves quality of talk, avoid unnecessary questions, saves time on both sides and moreover makes call clear, brief but still polite and in a friendly way. Assländer (2010) comes with another idea of decreasing number of calling hours by holding to TTT rule when calling with stable partner or client. Beginning of the talk should thus include sentences about the topic of conversation, object or purpose and expected time of the phone call. He explains this method as way of simplifying of colloquy and making it clear. In the same time it gives choice to the other side to decide whether this conversation will be performed or not.

3.3.6 DISTRACTION

Uhlig (2008) writes, that unexpected visitors coming with new idea are sometimes very helpful, but it is not very usual. Mostly because clients, partners and colleagues discontinue working effort when it is needed at least, it is another common time waster. Brodský (2014) offer in his publication list of most common distracters of manager divided into three parts:

- People, who can disturb anytime (assistant, colleagues on the higher level of competence)
- People, who can interrupt manager in time, when he/she is not busy (colleagues with the same competence or straight lower competence)
- People, who can't disturb manager in any situation (receptionist, housekeeper, postman)

Heppell (2012) sees the worst interruption in colleagues, who disturb by conversations not connected to work situation. By his publication people mainly gossip, complain, ask about basic information or tell stories about their private life and family. Caunt (2007) admits distraction can be positive in case of relevance and high importance of problem, but those occupies smaller percentage. Most of the time negative interruptions are merely not important for development of any aspect of business. He explains it is not possible to get rid of all distractions, but there are few key actions to reduce it.

To make these unexpected visits shorter there should be, according to Adair (2004), set the time limit. Expression of pressure of time leads to abridged conversation. Undertaking of leading role allows gain of important information without side talking. Assländer (2010) advices to determine office hours and thus cumulate visitation of people in one time block. In other time distraction should occur only in extraordinary cases. Another his suggestion is arrangement of daytime where interruptions are unacceptable to be able to focus on the complicated and complex tasks.

3.3.7 MEETINGS

By Wolff (2010) are meetings and solicitation express for many people similar source of frustration like overloading by papers and emails. The main problem is unstructured running, which can lead to uncontrolled arguing about plenty things in one time and branching from the topic. Conferences and meeting take especially to people on position with higher competence considerable part of working week, says Caunt (2007). That is why it belongs to time wasters too, when there is no preparation and bad leading during discussion also according to Uhlig (2008). As another problem he sees so called "informational noise", which is characterized by talking around and not getting to the real facts straight and also interrupted speech, which fomenting bad emotions.

If the meeting is staged by someone else, Wolff (2010) advises to consider whether the participation is necessary. He says it is better to withdraw the attendance before beginning or to explain the leaders our involvement only when solving points important for us in case of not losing time. From Adair's (2005) publication we can also get some useful practice of leadership. It is for example recommended to prepare in advance list of people who needs to be involved, structure of meeting, useful materials sent to the participants for preparation before meeting starts.

Gruber (2009) warns, that allegedly about thirty percent of time problems in teams are caused by differentiation of interests, but the rest are caused by mistakes in communication. He appeals to talk straight about topic and also focus on nonverbal communication to prevent misunderstanding. Heppell (2012) writes about support of decisions, their recapitulation as help to make the team meeting shorter, but also recommends to postpone decision making when there is no one single solution, because that could be reason of wasting time as well.

3.3.8 PROCRASTINATION

Another time wasters mentioned in Mackenzie's book (2009) are procrastination and unfinished left tasks, which can lead to not responding of email and phone calls. Also Heppell (2011) writes about procrastination as disease postponing duties and natural enemy of concentration. Practically it means doing many different activities, but the one we are supposed to do. Uhlig (2008) warns that putting of the obligations off leads to creation of guilt feelings and unfinished things represents big stress factor. Brodský (2014) explains this bad habit stealing time is more problem of people with higher education, who organize their own time and are responsible for solving of tasks they planned. By his publication procrastination develops in age of twenty and can persist for whole life, so it is necessary to deal with it systematically and consistently.

By Wolff (2011) people know they choose the wrong way, because in the short run this way seems to be more interesting. On the base of intuitional deciding we don't pick the long run activity, because we don't feel lucre immediately. To fight with procrastination he advises to associate the right choice by similar intensive affects, which we see in connection to the bad choices by involving imagination.

Brodský (2014) admits it is impossible to get rid of procrastination, but recommends to motivate ourselves to avoid most of procrastination patterns. He differentiates motivation into two groups, the internal and external motivation. External motivation means monitoring of remuneration, which motivates us to do what we are supposed to and internal motivation expresses keeping fulfilling of tasks motivated by the results of the work. Uhlig (2008) recommends to focus on the situations, when fear of responsibility occurs and tasks or decisions, which we usually tend to postpone. Because there are many time-repeating excuses why this activity can't be done, it is the best way to realize the biggest enemies and work with them.

3.4 TIME MANAGEMENT TECHNIQUES AND PRINCIPLES

3.4.1 THE PARETO'S PRINCIPLE

Uhlig (2008) states that the rule 80/20, also known as Pareto's principle, is named by its founder Italian economist Vilfred Pareto, who lived in 19th century. He noticed relationship between outcomes and benefits according to the spent time and put effort. Seiwert (2011) explains in his book primarily Pareto's principle was observed in Italy, where it was proven, that 80% of all income is divided between 20% of inhabitants, but this ratio doesn't need to be exact. With which agrees Caunt (2007) and adds it is statistical observation and approved sign, which was originally recorded for economic and business branch, mainly for leading patterns, but nowadays applied in many different sciences and philosophies.

Knoblauch (2006) describes this rule as very important to adopt for companies, their time management and decision making, because it is against all human intuitions. Many employees usually start with the easier tasks and tend to defer the more difficult tasks to as late as possible, unfortunately these more complicated tasks makes the biggest output. Adair (2004) mentions this principle was used in time management many times and mainly for usage of daily based planning list. If we follow this rule, we should focus on two or three activities, which ensure the highest success to us. The book of authors Knöblauch, Wöltje and Hausner (2012) gives some examples how the 80/20 principle work in practical life.

- 80 % of events are cause by 20 % of people
- 80 % of land is owned by 20 % of population
- We wear 20 % of our clothing 80 % of time
- 20 % of carpet resists 80 % of destruction
- 20 % of drivers are responsible for 80 % of accidents

Saichev (2010) writes about Harvard's professor Goerge K. Zipf, who invented principle of the least effort in 1949 which was reinvention and enlargement of Pareto's principle. Zipf's law states that sources as know-how, labor, goods or services have tendency of accumulation in order to minimalizing of work. Which means 20%-30% of all sources express 70%-80% of activities connected to the specific source. By Koch (1999) professor Zipf applied this principle in librarian, philological and population statistics to demonstrate constant

repetition of this formula. He states that Zipf in 1931 analyzed all Philadelphian authorization of marriages in area of 20 blocks. From results of his research was found, that 70% of marriages were made by people living on 30% of the distance.

3.4.2 DETERMINATION OF GOAL

Tracy (2007) explains that only about 3% of adults have clearly set future goals, which helps them to sort tasks leading or not leading to achieve those goals. This increase their effectiveness up to five to ten times higher than effectiveness of people with the same or better abilities, education or knowledge, who have never written down their goals.

Goal is by Delivré (2002) expressed as result, which we should reach after finishing of realizing of plan or activities. It must be realistic, time-termed and we need to be able to evaluate our achievement. He writes, creation of goals makes sense only when it has purpose, which is not measurable by any quantitative method. Seiwert (2012) sees very important part of time management in making a goals. He points that people are advantaged by their goals and subconscious effects as self-managing or own moral values.

Pacovský (2000) states, that specific goals in company are mainly based on its business strategy and deliberation of employee's private needs. He also recommends in his publication patient during consideration of goals due to it's stressful affect. Authors Knöblauch, Wöltje and Hausner (2012) warns in their book about what can happen if we don't set any goals. Aimlessness leads to inability to achieve the biggest success, because we don't know our goal, it's purpose and what is promised success after its achieving. This is followed by disappointment, decreasing of self-esteem or loss of motivation and enthusiasm at work.

3.4.3 PLANNING

On the way to achieve our set goals it is necessary to plan our steps and activities. Caunt (2007) states, that effective planning requires symbiosis of different time frames. Most often are these frames divided into three groups:

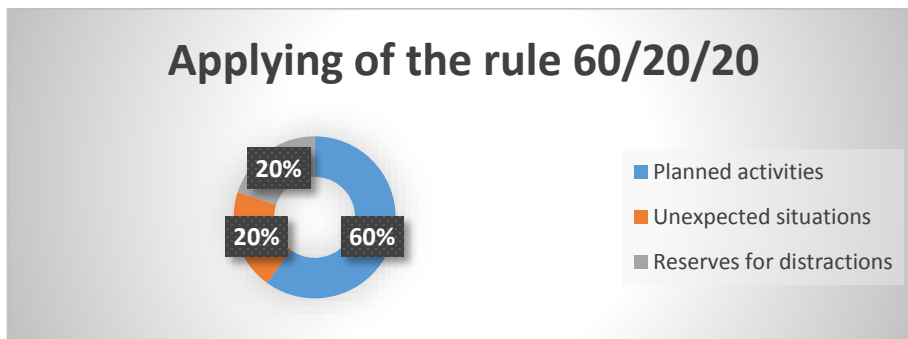
- View on three months plan connected to main developing activities
- Period of week demanding for fulfilling all tasks leading to accomplishment in given term

- Detailed plan on daily basis ensuring balance between urgent and important items contributing to long term achievements

Seiwert (2014) writes about organizing a day as basic knowledge to have the time under control. This plan shouldn't be planned earlier than at the evening of previous day and is supposed to contain only activities you really need to take care of that day. As tool he recommends to plan the time we expect to spend by given activities as well. It is important because it is experienced, that total time planned to be available is often overestimated.

Brodský (2014) advises 60/20/20 method for daily based planning, reflecting distraction elements and time reserves. Consumption of time can be during the time distinguished between planned, unexpected and disturbing activities. That is why we need to count with reserves for unexpected and interrupting influence.

Figure 1: Applying of the rule 60/20/20



For week planning is by Pacovský (2000) helpful to set the day when week starts for us. It is framed plan, which is gradually complemented and changed, but the accent on important tasks is preserved. On the week plan should be intersected three parts of approach, which are self-knowledge, leading and managing. He also points out the importance of written form, with which also agrees Delivré (2002). He writes about unavoidable tool, when planning – diary, which decreases stress from forgetting of obligations and it prevents us to accept another work, when we don't have enough of time for its performance.

Tracy (2007) also reminds that the goal and all the activities you need to do to achieve what you set must be written down. Brain is complicated machine and has a lot of things to think about, unfortunately it can't always remember everything and easily forgets. It was proved,

that productivity of work is from the first day working by written plan increased by 25% - circa 2 hours of working day.

By Uhlig (2008) are week or month plannings more popular than year planning between people, because shorter horizons are clearer. Year, month, week and day plans need to be systematically related to each other. In comparison with amount of activities written down, the longer time framed plan is the less details it should obtain. It is useful to categorize obligations by projects or specific activities to be able work with clear long run plans.

3.4.4 Principle of performance curve and time blocks

By Seiwert (2012) every person's level of performance occurred with some divergencies, which are periodically repeated. Because of that we are able to predict working effectiveness. It is statistically proven, that performance peak occurs in time of forenoon. Afternoon is known as time of performance decrease and after another increase in the evening performance curve decrease to absolute drawdown reached in the midnight.

Uhlig (2008) describes two types of people in case of performance curve principle. First one is morning person whose highest level of working effort occurs in the early hours and their curve has downward tendency after 8pm. On the other hand night type people have problems with focusing on work in morning hours and get to the highest performance between 6pm and midnight. Night type of people tend to deal with trouble of inefficiency during classical working hours finishing before their effective time zone.

Knoblauch (2006) recommends planning activities according to performance curve. The most complicated tasks should be planned for the highest efficacy level time and smaller obligations can be fulfilled in lower performance level of the curve.

3.4.5 EISENHOWER'S PRINCIPLE

Brodský (2014) introduces this method as technique used by 34th American president D. D. Eisenhower (1890-1969), which by systematical setting priorities allows organizing of the time in the right way. Aim of this principle is classification of all activities into four groups by degree of urgency and importance. Seiwert (2012) explains this rule helps to:

- Focus on the most profitable activities by its relevancy

- Effective aim on single task in determined time
- Loss of objectives wasting time and gain of time for tasks by which are the working results and personal performance evaluated

According to Malindová (2007) belong the most important and also urgent missions into quadrant A. Objectives of type A as crisis management (fire-fighting) or time-termed obligations are often straight connected to the sense of manager's position and their delaying could bring serious troubles. By the general rule these tasks express 20 % of all activities, but give 80 % of results.

Important but not urgent tasks are classified by Brodský (2012) as quadrant B targets and are mainly focused on preparation, strategy, prevention or planning phase. This quadrant allows effective management because of urgent problem emergence prevention by working on type B activities.

Seiwert (2012) states that missions of type C engaging the most of the time but express the lowest share from working results. This category includes insignificant but urgent tasks, which are mainly already mentioned time wasters as phone calls, e-mails, not important meetings, reading of meaningless documents or creation of useless required reports etc.

Quadrant D is then by Tracy (2007) defined as quadrant of irrelevant, pointless and not urgent tasks as phone calls, e-mails not connected to work obligations or signs of procrastination as internet surfing or watching TV. It is necessary to avoid these items due to streamlining of working activities.

By Adair (2005) this principle of obligations categorizing into four groups leads to the setting of priorities and also form of handling processes. This processes are in his book described as 4 Ds: Do it, Delegate it, Delay it and Drop it, which signs that tasks from the first group should be handled immediately by the manager. Another processes also explained in Caunt's (2007) publication are postponing of important but not urgent tasks for the fixed period, by setting the deadline and delegating of urgent but not important obligations to the colleague of lower competency. He recommends to discard all objectives connected to the last group of tasks, which don't support achievement of our goals.

3.4.6 ANALYSIS ABC

Armstrong (1991) describes analysis ABC, also known as Pareto analysis as method of setting the priorities. It is classification of items into three categories: A = important and urgent, B = important and C = negligible value of importance or urgent. The aim is determination of the groups, so we can deal with them differently.

By Seiwert (2012) tasks of type A are usually personnel matters or strategic tasks, which are very important and urgent in the same time and needed to be solved immediately. This group habitually express 15 % from content of activities, but participate in results by 65 %.

Malindová (2007) writes type B includes tasks, which are important, but we can delegate them on colleague with lower competency. These tasks remains 20% of activities and 20% of results.

The lowest importance have obligations of type C, which are based on daily routine and they can be delegated as well. According to the experiences they express the highest number of activities up to 65%, but the lowest rate of results about 15% share.

Tracy (2007) adds magnitude of organizing in specific categories by hierarchy designed from the highest complexity to the lowest with help of numbers. If the group of importance obtain more than one item, there is possibility of numbering the tasks in case of their complicity.

3.4.7 METHOD OF DELEGATION

Clegg (2005) writes delegating is necessary element for time management and explains it is one of the most useful tool because of large number of situations, when the person chosen to solve the task can be substituted. Adair (2005) explains sense of delegating in providing more time for key activities as are strategic and developing affairs, training of employees or public opinion. This principle also leads to development of subordinated colleagues. Seiwert (2013) named in his book main reasons of not delegating:

- It is risky, because of responsibility for finished work of employee who delegated the task
- The missions are not important but pleasant
- Time spent by explanation of what the other person is supposed to do
- Idea of no other person fulfilling the obligation so well

- Perception of delegating as process of annoying or indicator of own incapacity

The main aim of delegating is by Brodský (2012) primarily growth of business goals as profit, stability, working effectivity or development. Tasks delegation is connected to expected managerial willingness of constructive self-criticism, it also contributes to trust between coworkers, controlling process and it helps to evaluate their skills.

Knöblauch, Wöltje and Hausner (2012) advice delegation of tasks of type C and D by downward direction to subordinated colleagues. They explain necessary steps when transferring commitments as determination of deadline, clearly explained content, steps and scope of the task and specifying of individual responsible for finishing the objective. As another important key to successful delegation is motivation to given work by promised reward.

As another possibility Heppell (2011) describes delegation between coworkers on the same level of competency on principle of comparative advantage, which agrees with mutual exchange of commitments in case of working effectivity.

Malindová (2007) warns about frequently discussed problem of bad delegation dispute on liability. She recommends to create written job description to exactly define competencies because of thin boundary between effective delegation and renouncement of responsibility.

That is also reason why many different authors write about refusing as tool of time management. Overloading, stress and bad time management come by Clegg (2005) often from fear of disappointment. To satisfy other's needs we accept work we are not responsible for, which doesn't contribute to practical managing of time. With what agree many authors of time management literature. Heppell (2011) narrates few tricks how to refuse without negative statement, for example by explanation of business or polite acknowledgement of offered work.

3.4.8 Theory of motivation

Time management tool to kill time wasters and negative approach is applying of motivation. By Brodský (2014). The word *motivation* is originally from *movere* (to move, movement). Motivation is in his publication specified as process of maintenance, regimentation and revitalizing of behavior and organism. Motivation principles are based on Maslow's

pyramid of human needs, priorities and values constructed by American psychologist Abraham H. Maslow. By Bělohávek (2008) this theory distinguishes higher-order priorities as self-actualization or need of self-esteem also known as growth values and needs of lower importance as social needs, necessity of safety or physiological concerns called scarce needs.

Horvathová (2010) explains two principles describing processes of specified needs affecting human behavior. First is deficit principle, which says people are not motivated by already satisfied needs. Motivation works only on the basis of deprived priorities, which are interesting for the person and gives him a motive to take responsibility for the obligation.

The progression principle states that needs of higher prioritizing can't be satisfied until the lower level requirements are met. People tend to prefer values in ranking up hierarchy when reaching satisfaction. When the highest level of self-actualization is achieved the principle of direct proportionality between extent of satisfaction and strength of needs is applied.

Wagnerová (2008) writes about Herzberg's theory which distinguishes two groups of factors influencing satisfaction of employees. First group called as motivators represents factors owning strong motivational power and their existence causes satisfaction. Between these factors belong success, esteem, individual work, responsibility, growth and exaltation. Factors of second group are basic needs also known as hygienic needs, between which belong safety, wage or working conditions and policy. Their insufficient satisfaction leads to unhappiness.

Tureckiová (2007) writes about theory of C. Alderfer influenced by Maslow's theory, also described as ERG by words existence, relatedness and growth. These terms express the main needs of employees as a key for motivation. As another theory she states theory of McClelland, who points three types of manager's priorities. This principle invented for specific group of workers points out values of solidarity (relationships), success and power.

Horvathová (2013) describes Victor Vroom's theory of expectancy, which specifies conditions under which are people willing to work hard. Author of this theory explains dependency between motivation and relationships of three expectancy factors.

- *Expectancy* (effort-performance expectancy) – person’s assumption of required level of obligation performance with condition of hard working
- *Instrumentality* (performance outcome expectancy) – assumption of outcomes connected to work or rewards after successful performance
- *Valence* – given value to work-related outcome’s or reward’s possibilities

Vroom’s theory is based by Wagnerová (2008) on attractiveness of goal and its intensity or value related to level of effort put for its achievement. This means high performance of obligation’s fulfillment is dependent on worker’s belief that his/her effort leads to required results. The higher value of the reward and likelihood of its obtaining dependent on effort, the higher effort invested into the given problematic.

3.4.9 TIME MANAGEMENT GENERATIONS

By Pacovský (2000) due to problems of managing the time effectively occurred in distant past, we can find publications about four different generations of time management, which are not defined by any exact time period.

First generation by Landová (2008) is based on notes and books. The most important principle of this generation is written list of activities to do on the paper notebook. If any of the obligations for the day wasn’t fulfilled at the time, it was simply rewritten to the paper for the next day. She states advantages as ability of adaptation, no over structured and overloading time and evidence of lower stress aspects. Brodský (2014) criticizes the main concern focus on what is supposed to be done without any other details or connections. So the tasks are solved by the sequence regardless on importance or urgency.

It also ignores promises and deplete interpersonal relationships, which second generation solved, as Malindová (2007) explains, by diaries and calendars. As a consequence of main aim of this level, which was future planning, was invented time schedule. That is a reason of tasks solved in connection to the time question. Landová (2008) writes methods of second generation are simple and successful because of its naturalness similar to human behavior. And adds thanks to this development the recording of meetings and obligations allows bigger achievement and increase efficiency of prepared dealing and performance.

On the biggest disadvantage of the previous two generations reacts by Brodský (2014) the third generation. It updates past techniques by team working, terms of priority or delegation and focus mainly on setting of goals. To be able to achieve bigger goals it is necessary to plan in the long term meaning. Created responsibility is connected to the the obligations associated with aspects of importance and urgency.

By Pacovský (2000) these principle leads to bigger success when achieving the long term planned goals, but as the main problems of this period sees in its excessive sophistication. The complicity of the steps is too high and it leads to reverse back to diary or calendar, principles of second time management generation. Common disadvantage of all three groups is by his opinion ignoring of role purpose and needs of every human. The goals are the most important but people who achieve them are forgotten.

Fourth generation by Malindová (2007) admits sense of time management and effective working is self-realizing and self-managing. Emphasis is put on achievement of results and improving of interpersonal relationships, instead of focusing on goals and time schedule. Priorities of human has strategic role in reaching good feeling of the employee from good done work, which has bigger value than results.

Brodský (2014) writes about fourth generation characteristic principles, which put human on the first place. The human means more than time, because satisfied employee is more effective in the long term. It express also refuse of human slaving and conviction of time kept under our own control. Choosing of priorities by purpose and with grace is preferred to prevent stress and overloading.

By Ladová (2008) points out another principle prevailing of way over the goal, which is based on indefinite setting of new goals. It is necessary to realize and react on changes occurred during achievement of previous objectives within process of new goal creation.

“Inside is more than outside” rule explains necessity of own motivation formation, which makes our activities habitually stronger than external leadership. The main reason of its big importance is creation of independency, which makes employee’s work more stable and unchangeable according to external effects.

Pacovský (2000) described another principle of slow problem solving as more effective way. Dealing with problem as fast as possible can deal to lower quality of work. Practically

it is for example better to spent more time to study materials in long run perspective, inso-
much on the faster obtained information has shorter period of storage.

Last principle of fourth generation express need of life continuity. Handling situation from
whole life point of view is more important than present situation, which can be possibly
changed. Focusing on only few aspects has in long term negative consequences. That is
why this principle emphasizes on balancing of all sides of life as work, lifestyle, habits or
private life.

4 PRACTICAL PART

4.1 INTRODUCTION

4.1.1 BASIC INFORMATION

In practical part of my bachelor thesis We implemented research in form of questionnaire, which should analyze ability of specific company's employees to managing their time at work and private life. Creation of this questionnaire was inspired by works of Jones (2011) and Alay and Kocak (2002). 42 questions are distinguished into nine different subscales. For better analyzing of differences between employees were questions at the beginning aimed on age, gender and level of education. The rest of the questionnaire was concentrated on respondent's skills level to plan his/her near and also long term future and analyzed abilities to fulfill preset tasks in defined time frame and find out and eliminate problematic aspects. We also focused on the reasons of their bad management, which could be colleagues or clients unexpectedly interrupting, E-mails or messages which are not related to work obligations or procrastination, generally known as time wasters.

4.1.2 COMPANY ČESKÁ SPOŘITELNA A.S.

Česká spořitelna a.s. is present-day small and medium sized companies, cities and municipalities oriented bank, which also figure in financing of big corporations and finance market advisory. In the 1992 Česká spořitelna a.s. started to be joint-stock company and from 2000 participates in Erste Group, which is one of the biggest provider of financial services in 8 central and eastern European countries with more than 17,5 million clients. This company won in 2010 Bank of the year title and new category Bank without barriers and was elected seventh time in the row as the most trusted bank of the year. Česká spořitelna is by opinion of American newspapers Global finance the most safety bank of central and eastern European region.

Between their investments belongs also charity and non-profit organizations. In 2002 was established Foundation of Česká spořitelna which focus on support of cultural, educational, public, science and social affairs projects and also health care, charity, community activities, sport and ecology. From 2005, clients are involved in case of loyalty Bonus Program in which they can obtained points for payments by credit card and choose to which charity

they would like to invest them. And from 2007 Česká spořitelna gives opportunity to it's employees to spend two days in year for charity or generally beneficial purposes.

As well as in the previous year the motto of this company is "Investment for the future" and tend to influence not only values of the company but of the whole Czech society. This strategy is based on principles of general social responsibility and was invented in case of researches analyzing opinion of clients, shareholders and public. According to the results of this investigation three main activity branches were invented:

1. Education with primary but not exclusive orientation on finance
2. Help to people in emergency aimed mainly at seniors, drug prevention and treatment of drug addicted people.
3. Sustainability and environmental care.

4.1.3 METHOD

I have chosen printed form of questionnaires, which were given to the employees of Česká spořitelna in the city of Prostějov for its fulfillment. As it was mentioned before this questionnaire obtain 42 questions, from which first four focus on demographic patterns and remaining 38 queries were divided into nine subscales:

- PLANNING – preparation in advance and determination of own deadlines
- KEEPING COMMITMENTS – postponing of obligations, lateness to the meetings, leaving of unfinished work
- SETTING PRIORITIES – determination of long term goals and interpretation of own priorities
- PERCEPTION OF OWN TIME MANAGEMENT – perception of possibility of time management skills improvement
- CONTROLLING INTERRUPTION – frequency of interrupting elements or unfavourable correspondence
- BEING DISCIPLINED –recording of important data, utilizing of the most effective hours of the day and compliance of working list of obligations
- NEGOTIATING DEMANDS –problematic of rejection of requests, making decision or delegating

- **BALANCING LIFESTYLE** – sacrificing or balancing of working and social life

For measurement of employee's opinion were selected Likert's scale of answers evaluated according to frequency of asked activity performed by respondent, which means value "1" signify answer of the highest frequency - "Always". Value "2" is connected to title "Often" and title "sometimes" is associated with middle value "3". If respondent's answer on frequency of given activity was "Infrequently" the value of this answer is "4" and absence of activity in every day of respondent's life is expressed by word "Never" and evaluated by value of "5".

4.1.4 RESPONDENTS

From final number of 102 respondents were on behalf of 88 (78.43%) women of age between 21-50 and 22 (21.57%) men from 21 to 40 years old. Out of 88 female were 34 (42.5 %) in age scale of 21-30, in age between 31 and 40 responded 36 women (45%) and 10 (12.5 %) women from whole number belongs to the range of 41-50 years. From 22 male respondents were 16 (72.73%) in age of 21-30 and 6 (27.27%) men in age between 31 and 40 years old. The high school education was reached by 80 respondent out of which were 20 male and 60 female. The higher level education was obtained by only 10 female. The rest of 2 men and 10 women graduated at university. From our research data we also recognized 10 people of all respondents, who simultaneously study and work.

4.1.5 RESULTS

For this research was constructed questionnaire with 38 questions, from which 22 has reverse character. To evaluate respondent's answers was used Likert scale, which notes 5 levels of likelihood respondent's fulfilling of asked activity in his/her working and private life. The margin values of this research are thus the lowest possibility of respondent's performing given task noted as "Never" and point showing that given activity belongs to person's everyday obligation is identified as "Always". As indicator of reliability was chosen Cronbach's alpha which shows whether are collected data internally consistent or not.

Generally value of .700 and higher is considered as proven fact, that the test is reliable. Our research have reached value of .594 which is lower than required value. We see this lower number as result of insufficient number of collected data, number of respondents. Because

the higher number of respondents, the higher value of Cronbach's alpha. From our calculations we would need 225 more respondents to achieve value higher than 0.7.

Table 1: Cronbach's alpha value

Cronbach alpha	Std. deviation	No. of items	No. of respondents
0.594	12.446	38	102

4.1.6 DIFFERENCE BETWEEN MALE AND FEMALE

From all respondents were 88 (78.43%) women and 22 (21.57%) men. In our case we expected women be more organized than men. We predicted female will be able to plan their life in advance more effectively than male respondents. On the other hand men were expected to have bigger skills when setting future goals and fulfilling tasks leading to achieve those goals. Male respondents should also achieve higher score in perception of own time necessity more than female respondents. Women should be more susceptible to move their attention to social media and another distractions during the day. According to our expectations female respondents should have lower values in negotiating of other's demands or balancing between working and private life.

According to this research and answers collected from employees of Česká spořitelna, a.s. male and female obtained similar results. But with help of constructed T-tests we can notice slight differences between determined subscales. The most visible differences are in area of setting priorities have men higher score, which means male employees have bigger problems to realize what is more important either in work or in social life. On the other hand men tend to be more disciplined, they try to schedule their work in the most effective hours, exploit their time more effectively than women.

Figure 2: time management skills among females in our research

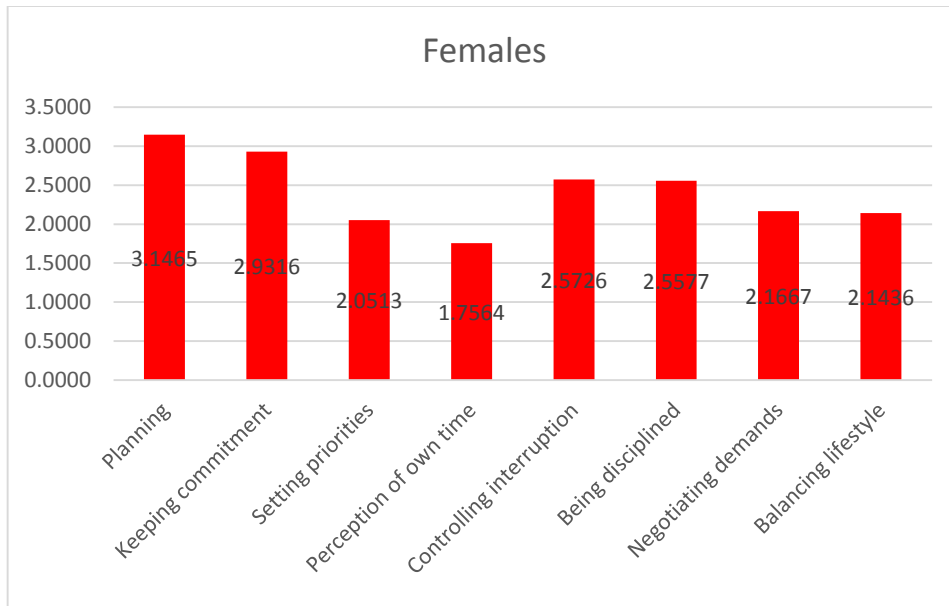
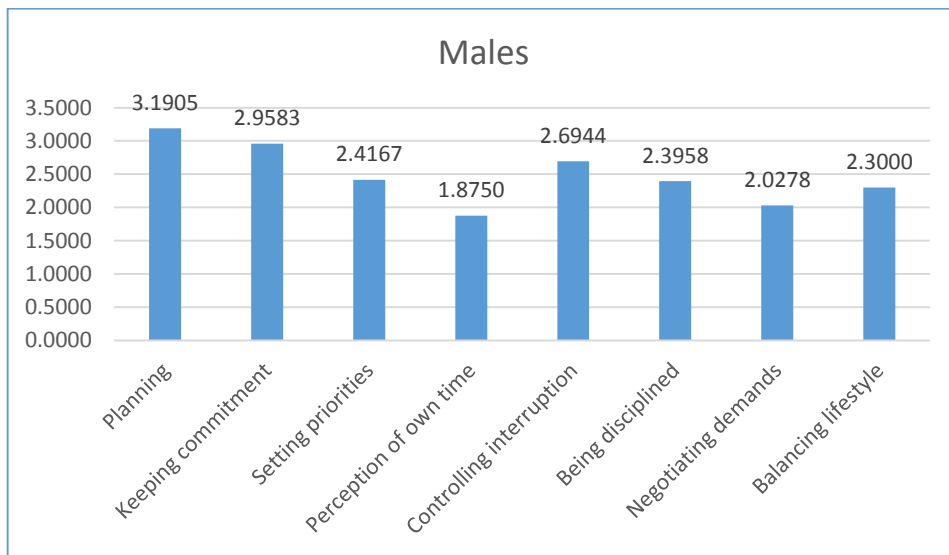


Figure 3: Time management skills among males in our research



4.1.7 TIME MANAGEMENT VS. AGE

In our research we notice only three age categories. 16 men and 34 women belongs to the group of age between 21 and 30. 6 male and 36 female respondents marked another age scale 31-40 years old off. And the third group in age from 41 to 50 years old includes only 10 women. We expected the highest level of planning ability will be noticed by people in the middle age group. We expected the highest ability of planning the future but the lowest

results in balancing lifestyle subscale, which means working life or social life will overbalanced the other component. We also expect inverse relationship between the age and value of own time. This means the youngest respondents will have strong perception of their own time and will evaluate highly their free time and with increasing age will appreciation of own time decrease and higher ability to sacrifice their own time to work.

Figure 4: Scree plot of relationship age and ability to be disciplined

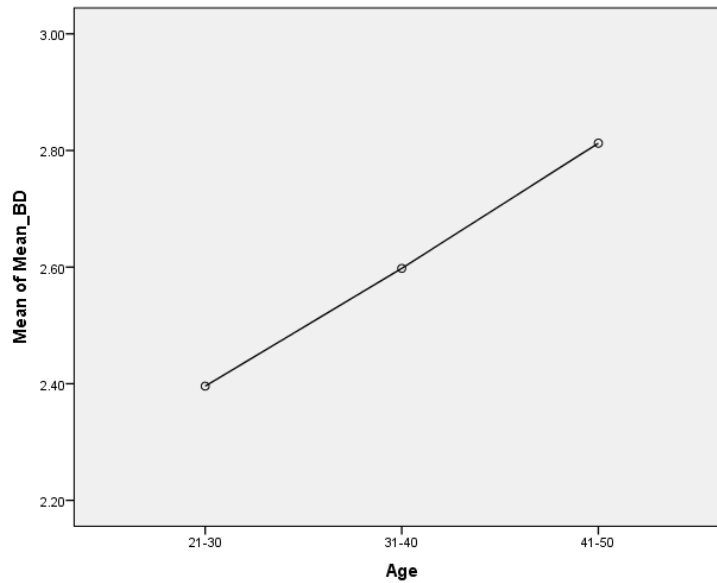


Figure 5: Scree plot of relationship between age and negotiating demand capability

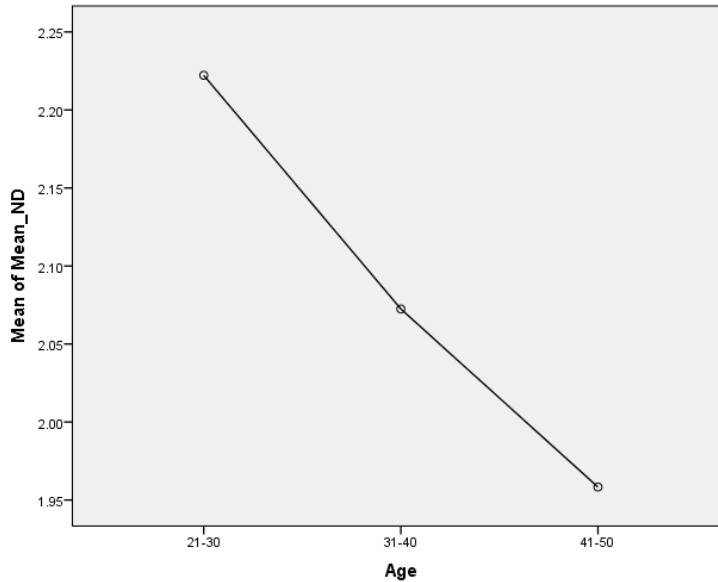
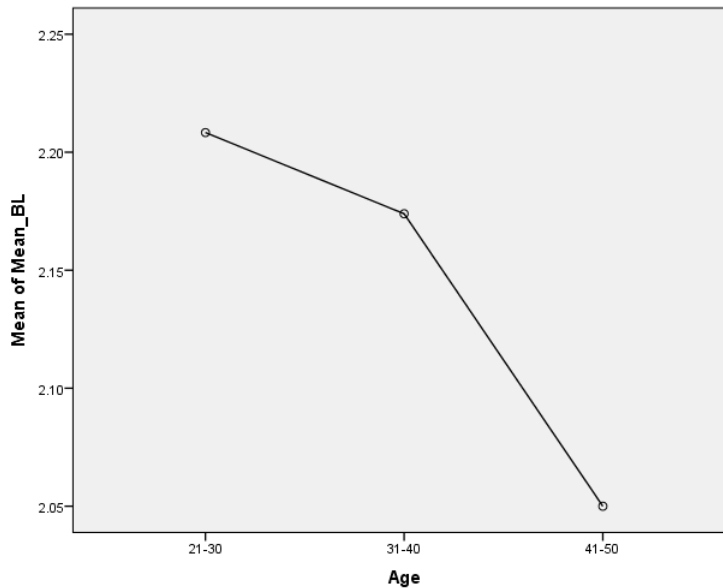


Figure 6: Scree plot of relationship between age and skills of lifestyle balancing



In evaluated sample we recognized three subscale which are dependent on age of respondents from our investigated sample. The relationship between frequencies of performed activity among the employees and their age was registered in area of being disciplined, which means with increasing of respondent's age is determined activity accomplishment frequency lower. This relationship was proved also in subscales of negotiating of demand and

balancing of lifestyle, in which were questioned asked in reversed way. But generally we can say the middle age group obtained best results in all subscales of our research and thus is their ability to manage time the highest.

Independence on level of reached education

Before we constructed one way analysis of variance we set our expectations. We expected education level to have effect on time management skills. Respondents with higher achieved education should have generally better results than two other groups, so we predicted direct proportion between level of education reached by respondents and her/his ability to deal with obstacles distracting work and other aspects detected in our research.

Figure 7: Mean of answers amongs respondents graduated high school

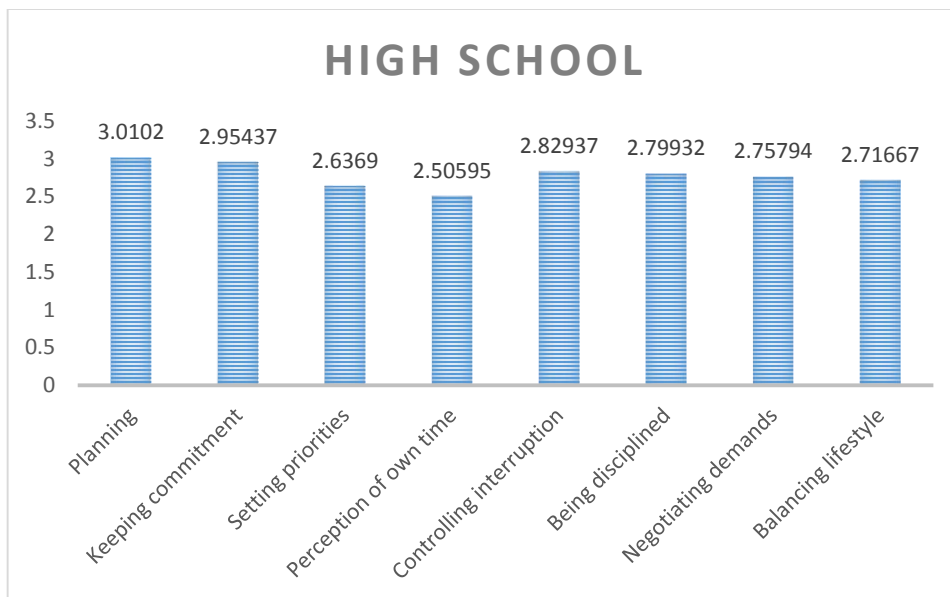


Figure 8: Mean of answers among respondents reached higher education

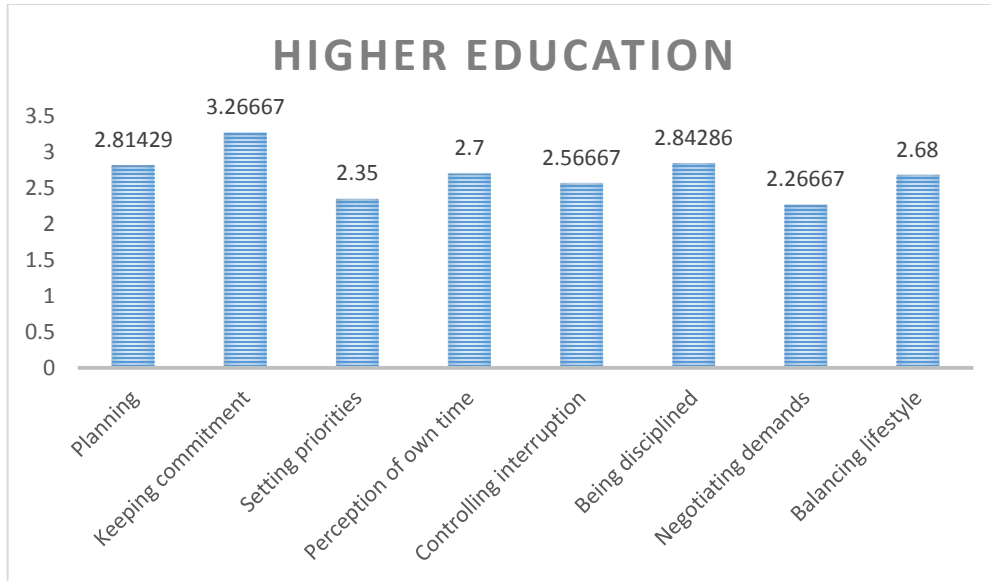


Figure 9: Mean of answers among respondents graduated in university

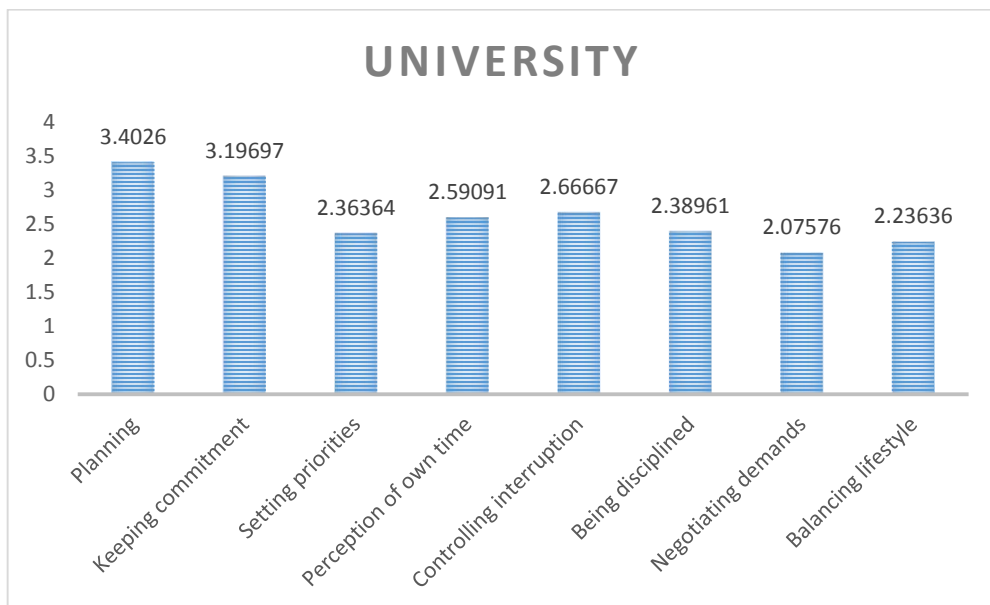
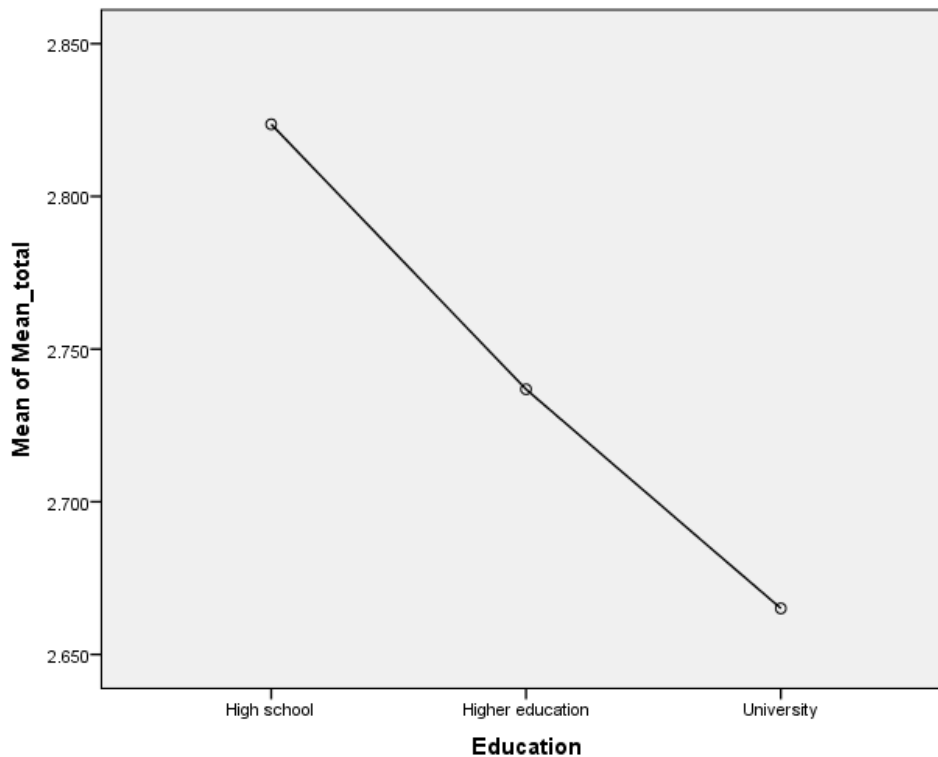


Figure 10: Scree plot of relationship between level of achieved education and investigating phenomenas



From scree plot we can identify respondents with the highest level of reached education have the best overall results in all subscales. Generally we can remark our expectation were right and the higher education respondent obtained the higher is her/his ability to manage time. After more detailed investigation of specific subscales we detected this relationship is valid also for area of negotiating of demand and balancing of lifestyle.

In subscales of planning and setting of priorities respondents with higher education proved the highest occurrence of habits connected to preparing for another working day, planning of future steps. Contrariwise has this middle group lowest score in area of being disciplined, keeping commitments and perception of own time.

4.1.8 FACTOR ANALYSIS

To detect certain factors of our research we have chosen statistical technique of factor analysis, which should tell us more about dependency of investigated sample. This study will help us to identify number of elements possible to observe and their interconnection. One

of the aspect of this analysis is Kaiser-Meyer-Olkin coefficient, which measures adequacy of researched sample. We have reached value of 0.652 in our study which belongs to the range of bad adequacy, but still higher than margin point of 0.5. We believe lower value could be influenced by low contribution of margin values in decomposition of collected data. Barlett's test also confirm option of factor analysis because of the null hypothesis with determinant of .000.

Table 2: KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.652
Bartlett's Test of Sphericity	Approx. Chi-Square	271.081
	df	28
	Sig.	.000

Table 3: Classification of Kaiser-Meyer-Olkin measurement

KMO	Classification of KMO
0.9 – 1	Very good
0.8 – 0.9	Good
0.7 – 0.8	Standard
0.6 – 0.7	Bad
0.5 – 0.6	Very bad
< 0.5	Factor analysis is useless

For easier construction of factor analysis we have chosen determined nine subscales with Varimax rotation due to a large amount of variables when considering individual question. We obtained total variance table showing there are three elements reduced from 9 variables. This table also express rate of explained answers as 59.966 %. By the scree plot we can

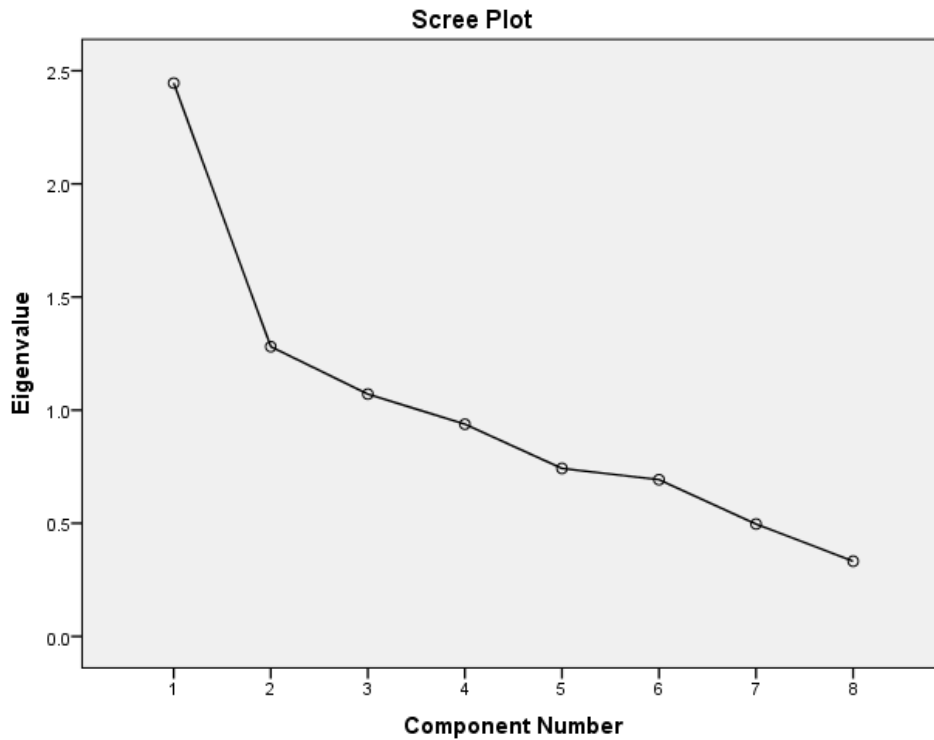
prove this number of three factors by first three points, which reached value higher than one.

Table 4: Factor analysis-total variance explained

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.446	30.569	30.569	2.446	30.569	30.569	2.166	27.071	27.071
2	1.281	16.01	46.58	1.281	16.01	46.58	1.353	16.915	43.987
3	1.071	13.387	59.966	1.071	13.387	59.966	1.278	15.98	59.966
4	0.938	11.727	71.693						
5	0.743	9.282	80.975						
6	0.693	8.661	89.636						
7	0.497	6.208	95.844						
8	0.333	4.156	100						

Extraction Method: Principal Component Analysis.

Figure 11: Scree plot of factor analysis in our study



The communalities express in what level of rate can be specified subscale interpreted by given factors. The higher the value of extraction is, the bigger explanation by the factors. We can thus recognize subscale of planning, setting of priorities and being disciplined, which can be explained by factors by highest rate and extremely lower explanation by factors will be obtained in subscale of negotiating of demand.

Table 5: Communalities

Communalities

	Initial	Extraction
Planning	1.000	.745
Keeping_commitments	1.000	.512
Setting_priorities	1.000	.761
Perception_of_own_time_management	1.000	.556
Controlling_interruption	1.000	.576
Being_disciplined	1.000	.686
Negotiating_demand	1.000	.289
Balancing_lifestyle	1.000	.671

Extraction Method: Principal Component Analysis.

Those three factors we have gained by analysis are specified as:

1. Planning and securing of future steps
2. Time management attitude
3. Time wasters

Table 6: rotated component matrix

Rotated Component Matrix^a

	Component		
	1	2	3
Planning	.842	.156	.110
Keeping_commitments	.710	-.088	-.004
Control- ling_interruption	.703	.241	.152
Balancing_lifestyle	-.531	.474	-.406
Setting_priorities	.387	.781	-.019
Percep- tion_of_own_time_ma nagement	-.085	.635	.382
Being_disciplined	.037	-.021	.827
Negotiating_demand	.130	.158	.497

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

The first factor is about planning future steps on the way to achievement of preset goals and securing of processing. It decides also whether the person is able to motivate himself/herself by success obtained when reaching demanded goal, which needed to be realistic and time termed.

The second factor of time management attitude absorbs questions about keeping promised tasks, leaving without finishing of work, postponing of decisions or missing of deadlines. It includes also ability of operating with tasks put on working list or calendars and solving in given time frame. Another aspect of this factor is also perception of respondents to improvement of their own time management.

The last factor express questions asking about respondent's ability to focus on working obligations and their rate of sensitiveness to personal grooming. It express also sacrificing of own social life in case of working tasks and adopting of unhealthy habits connected to consequences of the stress factor. In this group is also reflected inability of respondent's to fight with time wasters such as refusal of other's demand, negotiating of interruption by people or electronic correspondence.

4.1.9 DISCUSSION

Our discussion is based on results gained from collected data – answers of employees of Česká spořitelna. Planning of future on daily basis are performed in sufficient level by this group of people. But there is no determination of specific activities and tasks needed to be accomplished that day. We see this result to occur because of job position, which requires employees to perform practically the same obligations every day. We recommend to put our thoughts on the paper and write down individual activities and time we consider as necessary to fulfill every single obligation for the day. This paper should have form of diary or it can have electronic features for another applications, but we have to emphasize necessity of following these instructions because of visible big troubles rising from answers of our respondents.

Another very important key step when planning of following day, week or month is noting down the deadline for given tasks or creation of reminder. Basically development of own creative way to prevent missing deadlines, which was another big problem for our respondents. This subscale is closely connected to the planning area so we expect the same reasons of insufficient knowledge. The low frequency of accomplished activities connected to the prevention of missing deadlines and generally keeping commitments is consequence of lack of necessity to handle similar situations.

The biggest threat for employees of given company is planning and setting of priorities and goals in long-run term. Specifically in term of quarter of the year on the question number fourteen “Do you set your goals for longer future (fx.: quarter of the year)?” was the most occurred answers of the lowest value “Infrequently” and “Never”. Those results came up because of employees, who work longer time in the company, where there is no possibility of workflow. Respondents stucked at one place and don't see any changes in short or long

term future, which demotivates them to set any goals in the long-run meaning, planning of individual steps to reach those goals or set own priorities in their carrier.

In our research was detected also ability to make smaller decisions immediately, which identified problematic area for our sample of respondents. More than half of respondents admitted they have problem with immediate decision making, which make their time management more complicated. It is hard to take responsibility for given task and that's on our opinion main reason of , but it is necessary to solve them instantly to not get overloaded by small obligations.

On the other hand afterward is time at work mostly spent by small tasks, which are easier to accomplish than complex, bigger obligations. Unfortunately it doesn't worth it mainly because these small tasks don't attribute to bigger share of our results and also leads to inability to fulfill all obligations planned for determined day, which was also proved by answers of respondent. That means More than half of employees replied they are very often unable to accomplish all activities expected to be done for the day. That's why it is necessary to make small decision as fast as possible.

Our last suggestion will be connected to the lifestyle of respondents. It was found from our analysis that big share of respondents sacrifice their social needs for their working obligations. As a sacrificing of social needs we mean skipping of meals, exercising or time, which should be dedicated to own wants and needs is spent by fullfiling of working obligations. We see this victimization occur mainly because of lack of offered working positions and it is really hard to find well paid job, which increase appreciation of work position and fear of loss of job. Employees thus tend to sacrifice everything else to insure their place in the company and financing of own life needs. It is necessary to have healthy and regular lifestyle to be able to perform standards demanded by leadership of company and prevent to appearance of sicknesses or diseases caused by bad harmonogram, stress factors and lack of resting time.

4.1.10 LIMITATION OF THE STUDY

Our study was based on answers of respondents, employees of Česká spořitelna, a.s. branch office in the town of Prostějov, Olomouc region. We collected 102 filled questionnaires, which we furtherly analyzed. We see main limitation of this research in number of re-

spondents which were proved as insufficient, from our calculation we would need at least about 2.5 times more respondents. Answers of respondent's, we believe due to their job position in telecommunication, were similar and low rate of marginal points were also obstacle for example for analysis of reliability. Analysis of variance on base of respondent's age was reduced by no respondent in marginal values of age group "less than 20" and "more than 50".

4.1.11 CONCLUSION

In this bachelor thesis we focused on time management as persistent problem in the company. The aim of this work was familiarization with this problematic by using of information from professional literature in theoretical part and analysis of collected data in form of filled questionnaires in the part empirical. This analysis purpose was mainly determination of current state of time management knowledge by employees of Česká spořitelna, a.s.

In theoretical part are interpreted information obtained from literature sources focused on principles and rules of time management as well as it's problematics. We attempted to incorporate definitions of the main bad time management reasons and activities, which makes the biggest wasting of time. More specifically between them belong ability of planning, setting priorities and deadlines as well as succumbing to distraction of people, social media, email or overloading by paperwork and other material. We introduced techniques recommended by many authors to effective utilization of time.

We analysed time management ability of Česká spořitelna's, a.s. employees in theoretical part of this thesis. Firstly was constructed questionnaire with thirty-eight questions asked about many aspects of time management. Later we performed reduction into nine subscales describing:

- Planning
- Keeping commitments
- Setting priorities
- Perception of own time management
- Controlling interruption
- Being disciplined
- Negotiating demands

- Balancing lifestyle

Results obtained by analyzing of collected data were accurate in comparison to number of respondents. The Cronbach alpha value was 0.594 which is not great result, but still above generally proved margin value of 0.5.

With help of T-test analysis we could compare differences between males and females from our research and concluded that males had slightly lower frequency of time management activities performance than females. By the same analysis we figured that people who currently study concurrently with work indicates higher ability of planning, keeping commitments, controlling interruptions and negotiating demands than the rest of employees. On the other hand they tend to have visibly bigger problems with setting of priorities, perception own time management, being disciplined and balancing of their lifestyle.

After analysis of variance accomplishment we could notice differences based on the age of employees and level of reached education. Results from our analysis shows that middle aged employees proved the highest knowledge of time management principles and techniques. According to the level of education was proved direct relationship between education and time management, which means the higher education employee obtained the higher are his/her skills connected to the time management. Unfortunately these differences are very small.

Another analysis constructed during our work was factor analysis, which indicated three elements according to eigen value. We categorized those elements into three groups of planning future steps, time management attitude and time wasters. The value of Kaiser-Meyer-Olkin of sampling adequacy reached number of .652 which belongs to the lower results and could be influenced by similarities in respondent's answers and absence of marginal values expressing extreme activity performance.

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6 ATTACHMENTS

6.1 QUESTIONNAIRE

All the answers are ranked on the same principle of marks at school. The lowest value has the highest frequency of specified activity performance marked as 1 – always and highest value of 5 – never express no frequency of asked activity connected to time management knowledge and skills.

1. Do you plan your day before you start it?
2. Do you have a set of goals for each week ready at the beginning of the week?
3. Do you spend time by planning each day?
4. Do you plan individual activities for every day?
5. Do you make the schedule of activities you have to do on workdays?
6. Do you set deadlines for yourself for completing work?
7. Do you do things as they naturally occur to you, without an effort to make plan in advance?
8. Do you miss deadlines?
9. Do you postpone a decisions?
10. Do you arrive late for meetings or appointments?
11. Do you leave jobs undone?
12. Do you work without a daily list of tasks?
13. The night before the major assignment is due, are you usually still working on it?
14. Do you set your goals for long-run term (fx.: quarter of the year)?
15. Do you set your priorities?
16. Do you believe there is space for improvement in the way you manage your time?
17. Do you feel you are in charge of your own time?
18. Do you have too many interruptions?
19. Do you read your junk mails?
20. Do you accumulate reading material?
21. Do you try to schedule your best hours for your most demanding work?
22. Do you keep your important dates on a single calendar?

23. Do you keep things with you that you can work on whenever you get spare moments?
24. Do you make constructive use of your time?
25. Do you avoid big jobs because they are too complex?
26. Do you work without daily list of tasks?
27. Do you find yourself waiting a lot without anything to do?
28. Are you able to make minor decisions quickly?
29. Generally, do you think you can usually accomplish all your goals for a given week?
30. Do you often find yourself doing things which interfere with your school work simply because you hate to say “no” to people?
31. Do you continue in unprofitable routines or activities?
32. Do you knowingly agree to be in more than one place at one time?
33. Do you accept new demands without negotiating prior commitments?
34. On average workday do you spend more time with personal grooming than doing working obligations?
35. Do you smoke an average of at least one pack of cigarettes per day?
36. Do you work on my day off?
37. Do you skip meals, exercise or quiet time in order to work?
38. Do you find yourself talking about work in social situations?

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