

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Management**



**Bachelor Thesis**

**Time Management**

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## BACHELOR THESIS ASSIGNMENT

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Thesis title

**Time Management**

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### **Objectives of thesis**

The thesis aims to apply the methods of time management on selected business processes within an organization, and then to assess the measurable benefits when applied time management.

### **Methodology**

The theoretical part of literary research is based on the study and analysis of professional literary sources. The acquired knowledge will be used in the design part. The design part evaluates the effects of applying time management methods in a selected organization.

## **The proposed extent of the thesis**

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## **Keywords**

effective time management, control, prioritization, scheduling and focus

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Drucker, P.F. (2007). The Effective Executive: The Definitive Guide to Getting the Right Things Done. HarperBusiness. ISBN-13: 978-0060833459.

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Hardy, D. (2012). The Compound Effect. Vanguard Press. ISBN-13: 978-1593157241.

Oncken, W. (2007). Managing Management Time. Prentice Hall Direct ISBN-13: 978-0135510865.

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## **Declaration**

I declare that I have worked on my bachelor thesis titled "Time management" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 15<sup>th</sup> March 2020

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# Time Management

## Abstract

The main aim of this thesis is to apply the methods of time management on selected business processes within an organization, and then to assess the measurable benefits when applied time management. A partial goal is to explore the state of awareness of the TM principles and the extent of their practical use in the selected company. The practical part contains the analysis of the current TM in the selected team. The evaluation of the level of knowledge and usage of the TM principles in the practice of a selected team and its managers (payroll team of the TMF Czech, 6 managers) is made. Based on the statistical analysis, the selected assumptions are verified. It can be assumed, that a greater number of planning tools, used by managers relate to their better work results. Managers, who plan their working time also get best work results. Pareto rule knowledge and using are only little significant for the best work results achievement. The more theoretical knowledge and practical activities in the field of planning and TM relate to more manager's satisfaction with the available time and less stress in work. It can be argued, that there are no statistic significant dependence between the manager's duration of work in the company and their TM theoretical knowledge and practical TM activities. Managers, who work in the company for a long time use more planning tools then managers, who work in the company for not so long time.

**Keywords:** time management, management, payroll team, planning tools, knowledge of time management, work performance, satisfaction.

# Time management

## Abstrakt

Hlavním cílem této práce je aplikace metod řízení času (time management) na vybrané podnikové procesy v rámci organizace a následně zhodnocení měřitelných přínosů při aplikaci řízení času. Dílčím cílem je prozkoumat stav povědomí o principech TM a rozsah jejich praktického využití ve vybrané společnosti. Praktická část obsahuje analýzu současného řízení času ve vybraném týmu. Vyhodnocuje se úroveň znalostí a využití principů TM v praxi vybraného týmu a jeho manažerů (payroll tým TMF Czech, 6 manažerů). Na základě statistické analýzy jsou vybrané předpoklady ověřeny. Lze tvrdit, že větší počet plánovacích nástrojů používaných manažery souvisí s jejich lepšími pracovními výsledky. Nejlepší výsledky mají také manažeri, kteří plánují svou pracovní dobu. Znalosti a používání Paretova pravidla jsou pro dosažení nejlepších pracovních výsledků jen málo významné. Více teoretických znalostí a praktických činností v oblasti plánování a řízení času souvisí s větší spokojeností manažera s dostupným časem a menším stresem v práci. Lze tvrdit, že neexistuje statisticky významná závislost mezi délkou práce manažerů ve společnosti a jejich teoretickými znalostmi a praktickými aktivitami TM. Manažeri, kteří ve společnosti pracují během dlouhé doby, používají více plánovacích nástrojů než manažeri, kteří ve společnosti pracují během kratší doby.

**Klíčová slova:** time management, management, payroll tým, nástroje plánování, znalost time managementu, pracovní výkon, spokojenost.



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## **List of abbreviations**

TM            Time Management

# 1 Introduction

The payroll department has to solve a large range of different tasks and cooperate with various people in the company. Every person in the team has a set of own values according to which he dedicates a certain fraction of time to the given value.

Planning work of the team is not easy. For effective planning it is necessary to gain sufficient knowledge of the field and experience proven by practice. Equally the principles of time management can be useful for effective management. Principles of the time management are further analyzed and clarified in this thesis. As time planning and management is a very topical question nowadays, this thesis focuses on the mapping and evaluating the state of awareness of time management in the selected company in the Czech Republic and to find out how managers are approaching Time management methods.

For the purpose of this thesis the particular company was chosen. It is the joint-stock company TMF Czech a.s., founded in the Netherlands in 1988 and now operating the office in Prague. It focuses on complex services for corporations, family businesses and funds, especially related to accounting and tax, HR administration, payroll, consultancy solutions etc. In this thesis the approach of the payroll team to the time management is analyzed. Given the personal practical experience of working in this team, the chosen topic is relevant and very important. The results of this thesis can be used in personal practice in the payroll team in TMF Czech, a.s.

## 2 Objectives and Methodology

The main aim of this thesis is to apply the methods of time management (hereinafter “TM”) on selected business processes within an organization, and then to assess the measurable benefits when applied time management. A partial goal is to explore the state of awareness of the TM principles and the extent of their practical use in the selected company.

To achieve the main aim it is necessary to make the following steps:

- describe the current approach to the TM by the team members and managers,
- realize the questionnaire survey and structured interview to evaluate the level of knowledge and usage of the TM principles in the practice of a selected team and its managers,
- propose the TM methods on selected business processes, estimate the measurable benefits of their applying.

The thesis consists of two main parts. The first theoretical part is based on study and analysis of professional literary sources. The acquired knowledges are used in the next part. The practical part contains the analysis of the current TM in the selected team, evaluation of the questionnaire and interview results, proposition of the TM methods and estimation the effects of applying these management methods in a selected organization. Setting of the assumptions and hypothesis, as well the detail description of the methodology of the research is made in the chapter 4.2.

The chosen technique for the own research is the method of **personal questioning** (with paper questionnaires and in the presence of the interviewer). This method is more time-consuming than, for example, online questioning, but quite realistic due to the small number of respondents (the selected team has 8 members). In addition, the use of this method helps to achieve a 100% return on the questionnaire and to ensure a perfect understanding of the questions by the respondents.

For more detailed information from practice, the **structured interview** with the team manager was made. It is a very popular technique of primary data collection. The interviewer prepares questions related to the selected topic and the respondent answers it. The interviewer records these answers. This method is time consuming but provides valuable information and completes the questionnaire.

### 3 Literature Review

*„One always has time enough, if one will apply it well.“*

Johann W. von Goethe

There are described the general issues of management, both in terms of science and of its process. Since management is understood as a broad term, the aim of this part is to define the basic concepts related to the issue, i.e. Time management.

#### 3.1 Definition of the time management

It is difficult to determine the term “management” unambiguously. The meaning of the term covers not only the special function of the worker but also the team of people who perform it. Another specific aspect of management appears in that it denotes both social status and its degree, as well as professional discipline and field of study. (Vodáček, Vodáčková, 2009, p. 12). Management definitions can be divided into two main groups: management as a process and management as a science.

First of all, management is *“the process of designing and maintaining an environment in which individuals, working together in groups, effectively accomplish selected aims.”* (Kootz, Wehrich, 2052, p. 18). Management became an important activity when people began to form groups or work teams to achieve goals that the individual could not achieve by himself. When the company began to rely more on the efforts of the groups, the management and leading of these groups became more important. In addition to leading people and teams, the following functions of management are usually defined (Kootz, Wehrich, 2052, p. 18):

- planning,
- organizing,
- staffing,
- leading
- controlling.

There are different classifications of managerial functions. For example according to Fayol these functions include planning, organizing, coordinating, directing and controlling, according to Gullick – planning, organizing, staffing, directing, coordinating, reporting and

budgeting, according to Drucker – planning, organizing, motivation and communication, developing of oneself and employees, controlling. (Cejthamr, 2010, p. 130). Common to classifications from different authors is that they always contain these key managerial functions: planning, organizing, controlling. It is also generally stated that management includes functions related to leadership.

One possible interpretation in which management can be understood as a process is connected with leading people: *“management is concerned with developing relationship among people. It is the duty of management to make interaction between people – productive and useful for obtaining organizational goal... management undertakes the job of bringing together human physical and financial resources so as to achieve organizational purpose.”* (Shinde, 2018, p. 3). It is necessary to become aware of the fact, that management is a continuous and never ending process.

In relation to the definition of managerial functions the following definition of management by Vochozka et al (2012, p. 317) is used: management is a sophisticated process aimed at setting and then achieving business goals using the functions of planning, organizing, leadership and controlling. Throughout this process, the most basic functions of the manager – decision making – penetrates.

Management can be also understood as an activity – according to Koontz (In: Shinde, 2018, p. 3) *“management is what a manger does.”* Managers fulfil some functions and activities gradually, some of them – parallely. In connection with this, managerial functions are sometimes divided into two groups (Dostál, Rais, Sojka, 2005, p. 14): sequential and continuous functions.

Sequential functions are realized step by step, while can be sometimes overlap. It is easy to see on the example of planning function: it concerns all disciplines and aspects of the organization, but always precedes the real decision-making and implementation of the solution. Sequential functions are (Dostál, Rais, Sojka, 2005, p. 14):

- planning,
- organizing,
- staffing,
- leading,



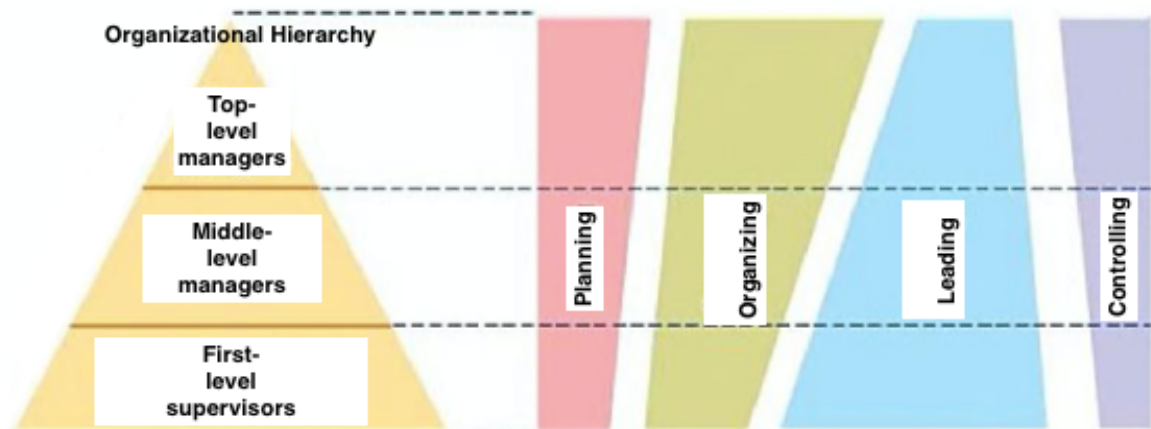
- controlling.

Continuous functions pass through sequential managerial functions and include (Dostál, Rais, Sojka, 2005, p. 14):

- analysis of the problems – understanding the nature of these problems,
- decision making – solving a problem that has more than one acceptable solution,
- implementation or also coordination.

According to Koontz and Weihrich (2015, p. 18-19) the time spent by managers for each function may differ. Figure 1 shows a dependence of the relative time spent for each function on the managerial level. Thus, managers on the top-level spend more time on planning and organizing than managers on the lower levels. On the other hand, leading takes more time on the first-level management and less time on the top-level.

Figure 1 Time spent for managerial functions by the level of management



Source: Koontz, Weihrich, 2015, p. 19.

### 3.1.1 Planning

Planning is a daily, almost unconscious activity for everyone. Planning is common to most organized systems in nature and society. As noted by the American economist E. Denison (In: Avksent'ev, 2013, p. 214), almost any work, in order to do it at all, should be planned, at least informally, for a few minutes in advance. This is a definite fact. It is impossible to start any business without analyzing its capabilities and the capabilities of its competitors, without determining the future results by a few crumbs in advance. Planning helps to avoid many problems that could discourage the implementation of any activity.

Planning is a key element in the managerial work, which involves selecting goals and defining how to achieve them. (Vochozka et al., 2012, p. 317). From the point of view of mathematics, planning is a function, one of the arguments of which is time. (Chuppuev, 2019). Planning in business is an extensive process that basically uses all available resources to achieve the goals with the required efficiency. The planning process must take into account time, financial, material, personnel and other resources. The aim of the planning is to connect activities of all participants of the process with taking into account all accessible sources. (Avksent'ev, 2013, p. 218).

In terms of time, planning can be divided into strategic, tactical and operational. Strategic planning focuses on long-term planning, taking into account the organization's priorities and areas of direction, including the direction it intends to take. Tactical planning is carried out in the short term, usually one week, and operational planning takes place on a daily basis.

### **3.1.2 Organizing**

An important operation is organizing, which helps to organize individual parts of processes into functional units. Organizing refers to the arrangement of different sources – human personnel, materials, working space, finance and equipment etc. (Reddy, 2004, p. 24). Organizing is according to Vochozka et al (2012, p. 317) the process of personal and other sources allocation and their direction to goals achievement.

The organization processes relate to the organizational structure design, creating of the work teams and individual activities. “*Organizing as a process involves: identification of activities, classification of grouping of activities, assignment of duties, delegation of authority and creating of responsibility, coordination authority and responsibility relationships.*” (Shinde, 20118, p. 23).

### **3.1.3 Directing and leading**

As a part of managerial functions, directing can be identified. Directing consists of following elements (Shinde, 2018, p. 24):

- supervision – define the work overseeing by watching and directing work and workers,
- motivation – inspiring, stimulating and encouraging the workers to increase their motivation for the high efficient work etc.,
- leadership – guiding and influencing the work of people in the enterprise in desired direction,
- communication – the process of passing information, opinions, experiences from one person to another, the tool of understanding.

Sometimes leading is stated as a particular managerial function or a superior function, which includes the above mentioned functions: communication, motivation and leadership. (Reddy, 2004, p. 25). By Vochozka et al (2012, p. 317) leading is the process of influencing people and employees with the aim of their motivation and direction in such way so they contribute to the aims achieving with the highest possible effectiveness.

### **3.1.4 Controlling**

The concept of controlling appeared in the 15th century in the UK, where the “countrollour” position was introduced to address government ideas with the help of controlling ideas. Then, in 1778, in the USA, the department “Controller, Auditor, Treasurer and six Commissioners of Accounts” was legislatively established. Its tasks were to manage the state economy and to control the use of funds. In 1880, controlling was used for the first time at an enterprise for solving financial and economic problems, managing financial investments and fixed assets. Then, in 1892, in the United States, the General Electric Company was the first industrial company, which introduced the position of controller. Initially, in the United States, controllers dealt with financial, economic, and audit matters. Later the understanding of the production accounting role appeared, as well as the need for implementation both planning and controlling elements in the enterprises. (Lapshina, 2013, p. 60).

Currently, an unambiguous definition of the “controlling” does not exist. Functional, organizational and scientific components can be distinguished in the definition of controlling. As the managerial function, controlling is determined by the goals of the particular organization and helps to (Lapshina, 2013, p. 60):

- support the planning process,
- collect information for management purposes;
- monitoring the implementation of plans, including the identification and analysis of deviations,
- assessment of ongoing processes and reporting to management.

Controlling provides also a service function. Its clients are senior management, managers and specialists of functional units of the enterprise. Controlling is the primary provider of information for general managers and owners of the enterprise. (Lapshina, 2013, p. 60). Controlling sets the ideology and technology for establishing feedback in the control system. (Stepochkina, Zaycev, 2012, p. 31).

## **3.2 Time management**

Time management, as its name suggests, is a part of management. The key aspect of its problematics is time. Time management has evolved over the centuries. During this time it has undergone a number of changes. Gradually the main techniques of time management were developed, eg goal setting, analysis of time thieves, application of Pareto formula, snapshot of the working day, goal planning etc. (Bělohávek, 2010, p. 27). The whole development can be included into four generations.

### **3.2.1 Four generations of the time management**

Generations of the time management were methodically described by US professor S. Covey (2004, p. 149-150). Each generating builds on the one generation before it.

#### **1st generation**

This generation is characterized by making notes or to-do lists, attempting to create a certain semblance of identification and completeness of time and energy requirements.

## **2nd generation**

The second generation, which is characterized by using of calendars and diaries, reflects an attempt to look further into the future and thus specifically planning of activities and events.

## **3rd generation**

The third generation reflects the current state of time planning. Compared to previous waves, it represents a huge benefit. It differs from them in essential elements – the definition of the importance level of activities, the clarification of values and the follow-up comparison of the relative weight of operations on the basis of the relationship between their values.

Another development element of this generation is the focus on setting goals, ie specific long-term, medium-term or short-term tasks. Then the person focuses on these tasks in relation with its time, energy and owns intrinsic values. There is also the concept of daily planning, which consists in creating of a specific plan for meeting objectives and activities for the day with the highest priority.

## **4th generation**

Although the third generation is very groundbreaking and represents a huge advance in time planning, people have come to realize that cost-effective scheduling and time planning is often counterproductive. Concentrating on productivity creates prospects that counteract opportunities to establish friendly relationships, meet human needs and enjoy everyday joys. As a result, a large number of people turn away from time scheduling programs and calendars because they create a sense of over-scheduling of themselves, that to some extent denies human needs.

The fourth generation of time scheduling consists in managing ourselves. It takes the view that “*satisfaction is a function of expectation as well as realization*” (Covey, 2014, p. 150). And expectation and satisfaction lie within the person’s sphere of activity, that is, in things that the person can create and shape with its own thoughts and actions. It means, the person deals with things, which can be operated by it. The person also has a direct mental or

emotional relationship with these things. The main creed of the fourth generation is focusing on maintaining and improving relationships and achieving results, instead of focusing on things and time.

The focus on the latest 4<sup>th</sup> generations of time management can be captured in the time management matrix.

### **3.2.2 Time management matrix**

In order focusing on the 4th generation of Time Planning, it is advisable to build a Time Management matrix. It can also be found under other names, such as the Priority Matrix, Urgent-Important matrix or Eisenhower's matrix. These matrices are based on the D. Eisenhower's principle, which evaluates the task by the specific level of priority. The evaluation takes into account two dimensions:

- the importance of the task: illustrates the importance within the mission of the organization or within the powers of the manager under which it is authorized to act; importance is related to the overall result,
- the urgency of the task: mainly shows the time factor, ie the position of the task on the time line; an urgent task requires immediate attention and enforces a response – an action triggered by the stimulus.

Based on the evaluation, the priority matrix is constructed. It is divided into four parts, called quadrants (I-IV), whose location depends on the degree of importance and urgency (Table 1).

Table 1 The Time Management matrix

	<b>Urgent</b>	<b>Not-urgent</b>
<b>Important</b>	I: "Do it" <b>Activities:</b> Crises Pressing problems Deadline-driven projects	II: "Schedule or plan it" <b>Activities:</b> Prevention, PC activities Relationship building Recognizing new opportunities Planning, recreation
<b>Not-important</b>	III: "Delegate it" <b>Activities:</b> Interruptions, some calls Some mail, some reports Some meetings Proximate, pressing matters Popula activities	IV: "Delete it" <b>Activities:</b> Trivia, busy work Some mail Some phone calls Time wasters Pleasant activites

Source: made by Covey, 2014, p. 151; Bruce, 2019.

Covey (2014, p. 151) and Bruce (2019) describe the quadrant this way:

### **Quadrant I (important and urgent tasks)**

Tasks that are classified in quadrant I are characterized by a high degree of importance and urgency. As a rule, these are omissions and deferred obligations that should be fulfilled now or in the short term. Specifically, these are crises, urgent problems and deadlines.

Such crises can occur in every person's life, but there are people who focus mainly on their problems and let themselves be guided by deadlines. Such people are completely absorbing by the first quadrant and it is difficult to getting out of it. The only exit is to quadrant IV, where not-important and not-urgent activities are concentrated. The consequences of long-term living in the 1<sup>st</sup> quadrant are stress, exhaustion, crisis management and a constant sense of rush.

### **Quadrant II (important and not-urgent tasks)**

The most essential quadrant, which forms the basis of effective personal management, expresses the essence of the fourth generation of time planning. There are important but not-urgent tasks. Fulfilling the tasks of this quadrant can prevent many problems and stressful crises. It avoids a gradual increase in the urgency, as the important responsibilities

and tasks (which have been given high priority) are met in advance. The quadrant focuses on preventing “urgency” and thus moving to the first quadrant. For example it is building relationships with colleagues and subordinates, long-term planning according to the own values, exercises or a very important rest.

### **Quadrant III (not-important and urgent tasks)**

Quadrant III defines a space for tasks, that are not-important, but urgent. People who devote a substantial part of this quadrant may be wrong to believe that they are targeting quadrant I – they spend a lot of time responding to urgent activities, provided they are important. But in reality they are on the wrong way – they respond to urgent issues that are based on the priorities and expectations of others.

Concentrating the time in this quadrant does not result in long-term planning or setting life goals, because it is impossible to pursue them sufficiently. Results can be expected by focusing on short-term issues, adaptation to the surroundings, frequent underestimation or sacrifice, which will transfer into relationships with colleagues. Activities that certainly fall into this quadrant are some meetings that do not bring any necessary information and decisions, some calls that have no weight and rather disturb us from work, unreasonable visits etc.

### **Quadrant IV (not-important and not-urgent tasks)**

Activities that belong to IV. quadrant are not-important and not-urgent. They are not needed to be immediately fulfilled. From the TM point of view, they are considered to be “time wastes” that reduce the productivity. These can be trivial common issues, unsolicited mails and its deletion as well as wasting time on unnecessary matters.

### **3.2.3 Goal setting and planning**

Goal setting is an important part of every planning process and is necessary in time management. The goals that managers are able to set themselves, allow to focus the process effectively – to focus on what is most important, to identify the right path, to provide a timeframe for planning, and to help motivate them.



*“Goal setting is a formal process of defining outcomes worth achieving... by setting goals and measuring their achievement, you can focus on what is most important, provide a unified direction for your team, devote less energy to noncritical tasks, avoid time wasters, motivate yourself, boost overall job satisfaction.”* (Harvard author’s team, 2005, p. 2-3).

The SMART analytical technique is used for the goal setting. SMART is formed by English words, which describe the requirements to goal setting (Atkinson, 2001, p. 35):

- specific,
- measurable,
- achievable,
- realistic,
- trackable / time specific.

“Specific” means, that each goal should be described as a clear, concrete result. “Measurable” – the goal should be measurable using specific indicators and standard measurement procedures. The goal should also be achievable and assignable, ie nonrandom, reasonable, proven, vital for the organization. Realistic goal is really achievable. The goal must be clearly defined in time, there must be specific deadlines for its achievement.

SMART method is ideally suited for task situations in which the details can be described clearly and minutely. This creates a number of advantages: the convenience of structuring, algorithmizing, monitoring the goal achievement, as well as the ability to program one's consciousness to achieve the goals. (Archangelskiy et al, 2019, p. 43).

It should be noted that in the ideal case, the goal setting algorithm using the SMART method, operates with an excessive number of goals. Gradually at each stage of goal setting the weak goals are deleted, for example based on the experts assessment. At the first stage, goals that cannot be converted into a specific result are discarded. At the second stage, goals, which are irrelevant for the organization activities are reduced. On the third stage “unattainable” goals are deleted, e.g. goals having a high level of risk, requiring high resource costs, etc. At the fourth stage, goals whose feasibility is difficult or impossible to control are excluded. At the last, fifth, stage of goal-setting, a small number of “good”

goals (usually 5-7 goals) remain. Then the some kind of transition from strategic goal-setting to operational planning takes place. (ManageWeb, 2010, p. 1).

From the above the main activities for the goal setting in time management can be defined as following (Bělohávek In: Bláhová, 2010, p. 29):

- Creation the own vision

The basis is a clear vision that the manager builds with his own imagination. It is good, if its imagination is diverse. A detailed picture allows the manager to see the steps in the right perspective and to motivate him,

- Debating

The goals can be discussed and adjusted with friends, colleagues or experts. The most effective goals are that, which worker creates by himself, but not that goals, which are imposed on him,

- Writing goals

The most important part in the process of goal setting is their confirmation, preferably in writing form. It is very easy to tell what I will do for example in a month, but the most details will be likely forgotten by tomorrow evening. By writing the manager's goals into a diary or any piece of paper, the goals are confirmed. By writing, the goals are also better formulated and completed, are brought to the memory. It is important to have all goals at hand whenever the manager needs to make sure he is on the right track.

- Transforming goals into tasks

It is about transferring the goal, or better the intention to realize the goal in the most acceptable time, into a concrete task. Fulfilling the responsibilities with vision to goal achieving is extremely motivating. It forces manager to think about what he could do better, what attitudes to take or what measures to take. It is also good to think about what advice to look for and who to ask for it.

- Action

The action itself is based on the already mentioned components of this process and thus the clarification of the vision, primary objective, the specification of tasks and a strict timetable. If these components are clarified, the plan can be implemented in real life.

### **3.2.4 The Pareto principle**

Another principle of how to be effective at work is to minimize activities that are not profitable. The Pareto rule can be used for this.

W. Pareto (1848–1923) was an Italian economist, sociologist and political scientist. Pareto's rule says that 80 % of the benefits come from activities that last 20 % of the time. On the contrary, the remaining 80 % of the time is spent with things that bring only 20 % of success. It's simple and true. This rule applies to all aspects of life. It is important to find out which things are important and which are not. (Bělohávek, 2010, p. 30).

### **3.2.5 Working day snapshot**

The purpose of the method “working day snapshot” is to determine the actual time consumption in relation to the activities carried out. This is done by recording the activities the worker wants to manage on a given day, including the time required. Diaries or other notebooks are used for this activity. Currently, electronic calendars or programs such as Microsoft Outlook can be effectively used.

### **3.2.6 Delegation as a TM tool**

Time-consuming activities can be provided by external persons. Manager can use his time more wisely, if he is able to use delegation or outsourcing. No matter how small the task, there are can be almost always used the services of other people. It is also possible to delegate at least part of the task to other persons.

Part of organizing a quality work is delegation. Delegation is also an elementary act of managing and usually considered as a managerial function. Effective delegation expects to realize these steps (Koont, Weihrich, 2015, p. 250):

- define assignments and delegate authority according to the stated results,
- select the person, who will do the job,
- maintain open lines of communication between superior and subordinate etc.,
- establish proper controls, including controlling techniques and authorities,
- reward effective delegation and successful assumption of authority.

Using a Priority matrix helps to identify tasks that can be delegated. These are mainly tasks from the quadrant III – urgent and not-important tasks. According to Cipro (2009, p. 61-65) these tasks can be delegated by manager to the employees:

- tasks that can be solved by an individual,
- tasks that the manager does not like but others like them,
- routine work,
- tasks for which the other expert is able or tasks, which can be made better by others,
- less important and repetitive decisions,
- tasks that can help others develop and practice their skills,
- tasks for which the manager does not have time,
- anything that is not necessary for the manager to do alone.

### **3.2.7 Advantages of the time management and problems in its application**

Properly applied time management can be a very useful helper to make the work and personal life more pleasant. It will help eliminate unnecessary downtime and relieve a lot of unnecessary stress. It helps people to be more successful at work. Time management does not only solve what, when and how to do something, but especially why to do it at all. It is suitable not only for managers and managers. (Bělohávek, 2010, p. 27).

Problems associated with ineffective time management usually include the following (Davis, Eshelman, McKay, 2008, p 3).

- *“constant rushing,*
- *frequent lateness,*
- *low productivity, energy and motivation,*
- *frustration,*
- *impatience,*
- *chronic vacillation between alternatives,*
- *difficulty setting and achieving goals,*
- *procrastination,*
- *lack of focus and purpose,*
- *unproductive multitasking.”*

One of the rules of the successful time management is not to plan so many goals and tasks, that is undue to available sources. The manager shouldn't overload himself with tasks. There should be free time for unplanned circumstances and also for free time. (Yakubova, 2018, p. 158). Shley et al (2006, p. 139) state that up to 40 % of the time can be spent on the unexpected and unanticipated tasks in managerial practice.

## 4 Practical Part

### 4.1 Characteristics of the selected company

TMF Czech, a.s. (also jen “TMF”) is a part of the international TMF Group company, which deals with the business support in the field of payroll, tax, regulatory and compliance services. TMF Group has more than 125 offices in over 80 markets and employs more than 7 000 people – especially accountants, lawyers, secretaries, HR and other professionals, of which approximately 2 000 employees work in the region of Europe, the Middle East and Africa. Basic information about the company is given in the Table 2.

Table 2 Basic information about the TMF Czech, a.s.

Date of establishment	August 1 <sup>st</sup> , 2010
Company address	Kateřinská 466/40, New Town, 120 00 Prague
Identification number	247 05 101
Legal form	Joint-stock company
Scope of business	<ul style="list-style-type: none"><li>- rental property, residential and non-residential premises,</li><li>- production, trade and services not listed in Annexes 1 to 3 of the Trade Licensing Act,</li><li>- accounting consultants, bookkeeping, tax records,</li><li>- tax consultancy</li></ul>
Board of Directors	Chairman: Frederic N. Labische, Member of the Board: Roman Heřmánek
Supervisory Board	Juraj Gerženi, Bertus J. Korb

Source: based on data from eJustice, 2020.

Based on the available annual report of TMF Czech, a.s. Table 3 gives a summary of basic financial information. It is clear that the company operates with large amounts – turnover in 2017 exceeded CZK 139.7 million (2.1% more than in 2016). The company's total assets amount to 281,2 billion CZK in 2017. Despite the growth in turnover (+2,1 % in 2017 compared to 2016), the year-on-year decrease in profit by 19,8 % was recorded, which is a significant amount. However, a minor improvement in terms of financial performance did not help the company to make a profit in this area: loss of -12,5 million CZK in 2017). In addition, operating profit fell by 10,8 % year on year to 27,7 million CZK.

The company's unsatisfactory financial results serve as one of the reasons for the need to examine the performance of employees. In this work it is focused on one important area of activity – time management, which can significantly affect the performance of managers and their subordinates.

Table 3 Basic financial information, TMF Czech, a.s.

	<b>2017, CZK</b>	<b>2016, CZK</b>	<b>2017/2016, %</b>
Registered capital	52 000 000	52 000 000	+0 %
Total assets	281 214 000	279 082 000	+0,8 %
Equity	104 765 000	93 085 000	+12,5 %
Liabilities (external resources)	176 205 000	185 873 000	-5,2 %
Revenues from own products and services	128 488 000	124 214 000	+3,4 %
Operating profit	27 725 000	31 089 000	-10,8 %
Loss from financial operations	-12 480 000	-13 217 000	+5,6 %
<b>Profit of accounting period</b>	<b>11 681 000</b>	<b>14 557 000</b>	<b>-19,8 %</b>
Net turnover of accounting period	139 694 000	136 756 000	+2,1 %

Source: based on data from eJustice, 2018.

The full range of TMF services include (TMF Group, 2019):

- accounting and tax services: the TMF takes care of full consolidated accounts, management reporting and statutory bookkeeping according to current local and international standards, helps to manage tax and reporting obligations of companies,
- consultancy solutions: the TMF helps to solve complications connected with the international expansions or growing in existing markets,
- corporate secretarial services: the TMP helps to organize routine and administrative activities, communication with official registries,
- HR and Payroll services: the TMF helps to organize all activities connected with the lawful duties and rules fulfillment in the areas of employment contracts and handbooks, staff paying etc.

The practical part of this thesis is connected with the last fourth division of the TMF – HR and Payroll services. Around 1500 payroll experts are working Within the whole TMG Group in over 80 countries. Czech payroll team, which is discussed in this thesis, consists of six members at the moment.

## 4.2 Setting of the assumptions and hypothesis

It can be assumed that the use of planning tools is related to the results of managers' work, as well as their subjective feelings of satisfaction with the available time and stress at work.  $H_0$  are formulated pessimistically to minimize the first kind of error. The significance level of alpha is 0.05. The conditions for using parametric tests have been met due to the normal distribution of the data used for the statistical test.

Hypothesis no. 1 (**H1**): The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, relate to their better work results.

**H01**: The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, do not relate to their better work results.

Hypothesis no. 2 (**H2**): The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, relate to their more satisfaction with the available time and less stress in work.

**H02**: The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, do not relate to their more satisfaction with the available time and less stress in work.

It can be also assumed that managers, which work in the same company for a long time, are more experienced in planning and TM, so the more planning tools they use.

Hypothesis no. 3 (**H3**): The longer duration of the managers work in the TMF Czech, a.s. relates to the more theoretical knowledge and practical activities in the field of planning and TM.

**H03**: The longer duration of the managers work in the TMF Czech, a.s. doesn't relate to the more theoretical knowledge and practical activities in the field of planning and TM.

To test these hypotheses, it is necessary to investigate the dependencies of variables. Quantification of the variables can be determined on the basis of the results of the questionnaire survey. Questionnaire is given in the Appendix A.



Table 4 Variables setting

<b>Variables 1</b>	<b>Variables 2</b>
Time Management knowledge (q. 3)	1.1. Ability to execute the planned program (q. 12)
Working time planning (q. 4)	1.2. Ability to fulfill plans even if there is a sudden and unexpected fact (q. 13)
Number of planning tools (q. 5)	1.3. Ability not to postpone already scheduled tasks (q. 14)
Pareto rule knowledge and using (q. 9 + q. 10)	2.1. Satisfaction with the time possibilities (q. 15)
Priority Matrix knowledge and using (q. 11 + q. 12)	2.2. Stressless (q. 16)
	3.1. Working period in TMF Czech, a.s. (q. 2)

q. – question in the questionnaire (Appendix A)

Source: author, 2020.

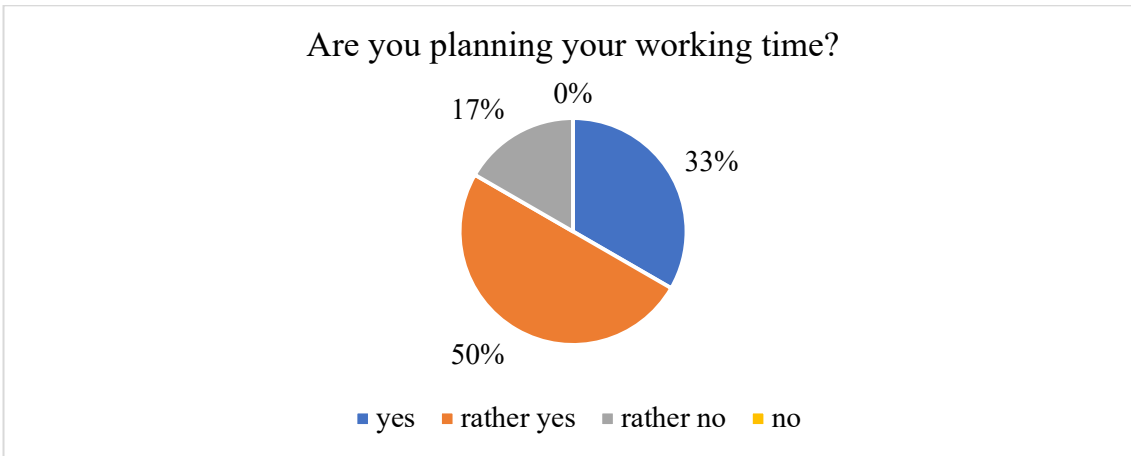
### **4.3 Evaluating the results of the questionnaire**

The questionnaire was completed by all payroll team managers – 6 in total. All results are shown in Annex B. The questionnaire was anonymous, therefore the individual respondents are marked with letters A to F.

In terms of gender, the team consists mainly of women (5 women and 1 man). Half of the respondents work at TMF Czech for less than 1 year, a third – from 1 to 3 years, one respondent – for more than 3 years.

Most respondents (5 out of 6) know what Time Management is, 1 respondent said they heard about TM, but did not know what it was. It can be stated that most of the managers surveyed plan their working time, with only one saying 'rather not' (see figure 2).

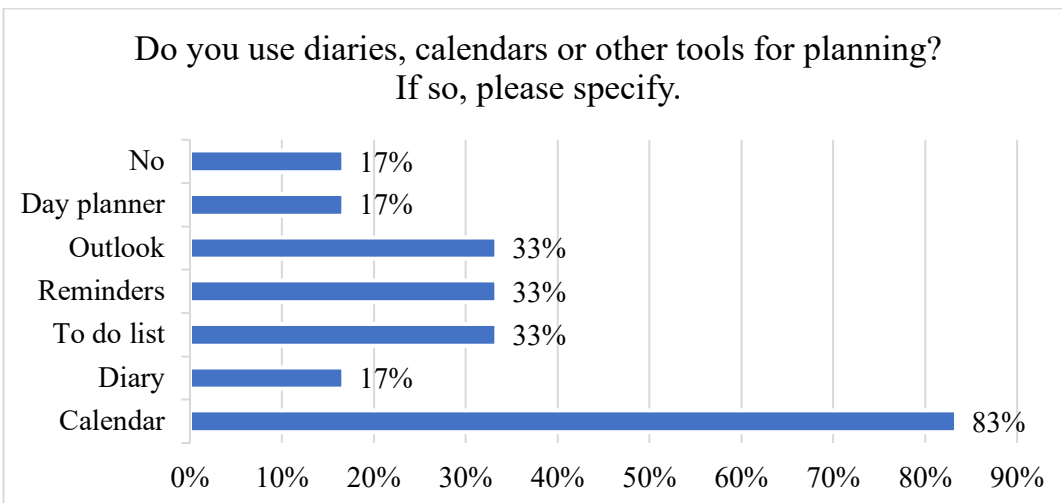
Figure 2 Working time planning



Source: results of the questionnaire TMF Czech, a.s., 2020.

Most respondents (5 out of 6) use some planning tools. Usually it is a use of calendars, as well as to do lists, reminders, tools like outlook. (Figure 3).

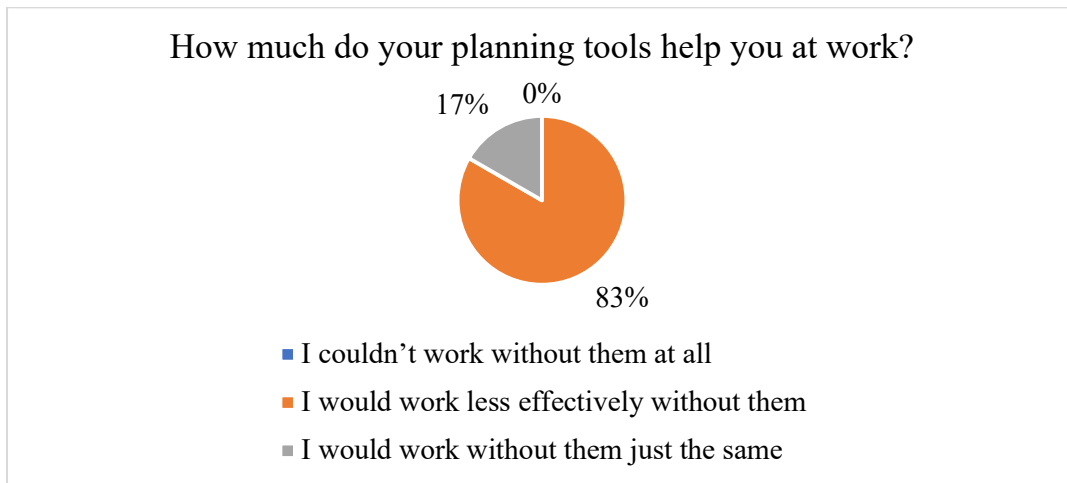
Figure 3 Planning tools, used by managers



Source: results of the questionnaire TMF Czech, a.s., 2020.

Most respondents claims that they would work less effectively without these planning tools. Just one of them says, that he would work without them just the same (Figure 4).

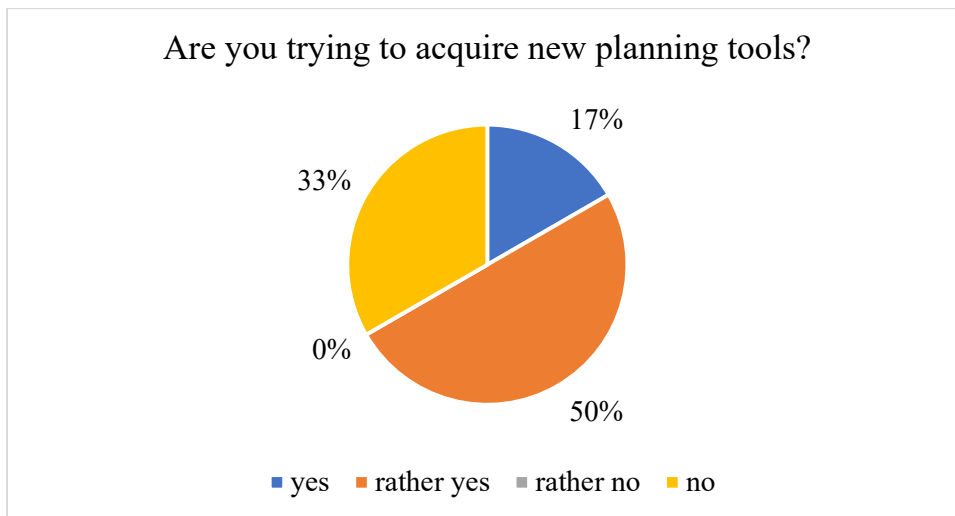
Figure 4 Opinions, how the planning tools help managers in their work



Source: results of the questionnaire TMF Czech, a.s., 2020.

The positive finding is that managers are trying to acquire new planning tools. Only two managers say, that they don't try to do this (Figure 5).

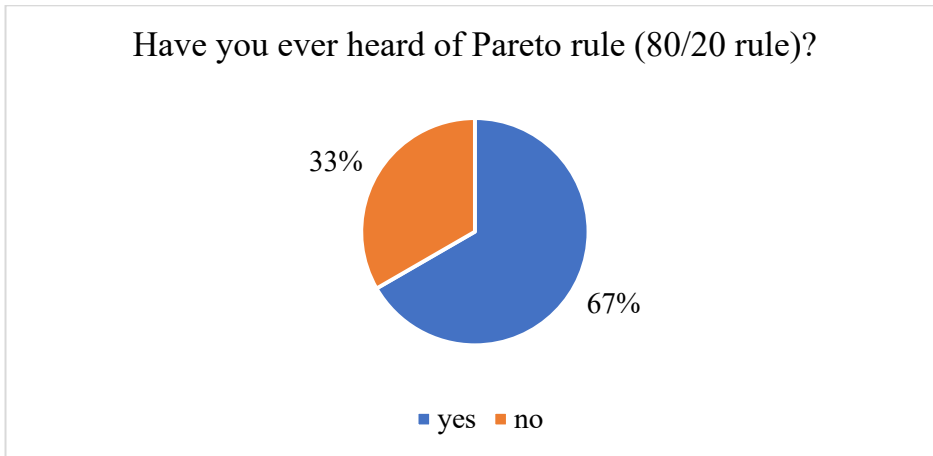
Figure 5 Managers trying to acquire new planning tools



Source: results of the questionnaire TMF Czech, a.s., 2020.

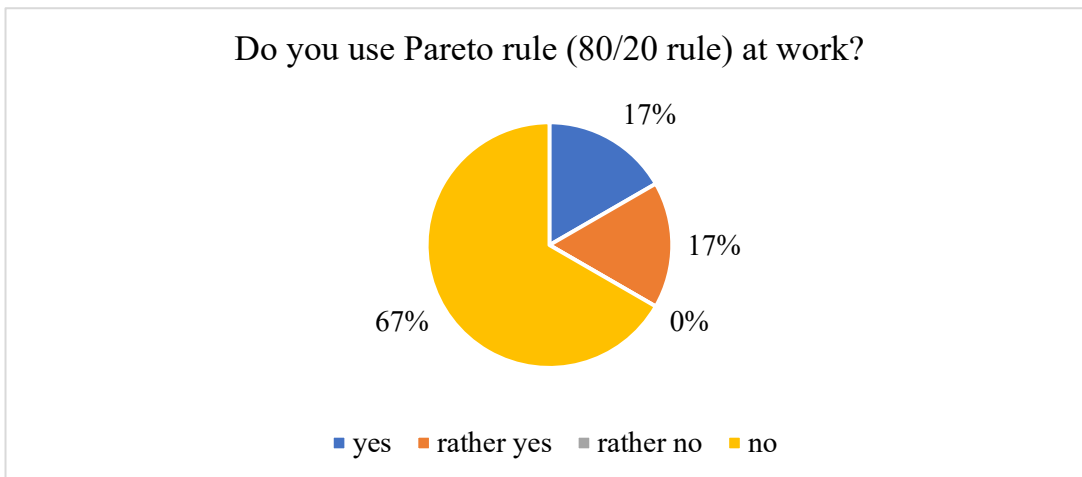
Most managers know what are the Pareto rule and the Priority Matrix, but not each of them use them in their work.

Figure 6 Pareto rule knowledge of managers



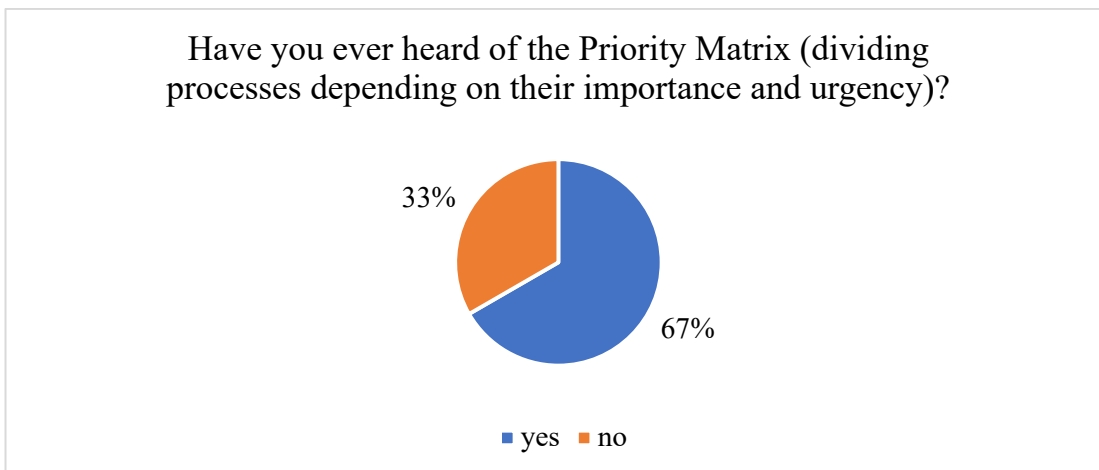
Source: results of the questionnaire TMF Czech, a.s., 2020.

Figure 7 Pareto rule using by managers



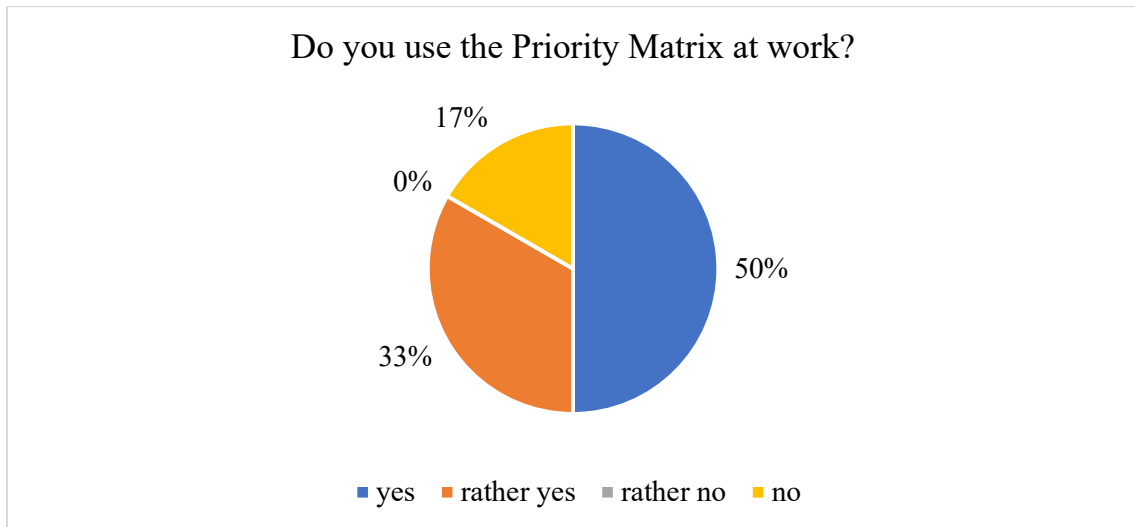
Source: results of the questionnaire TMF Czech, a.s., 2020.

Figure 8 Priority matrix knowledge of managers



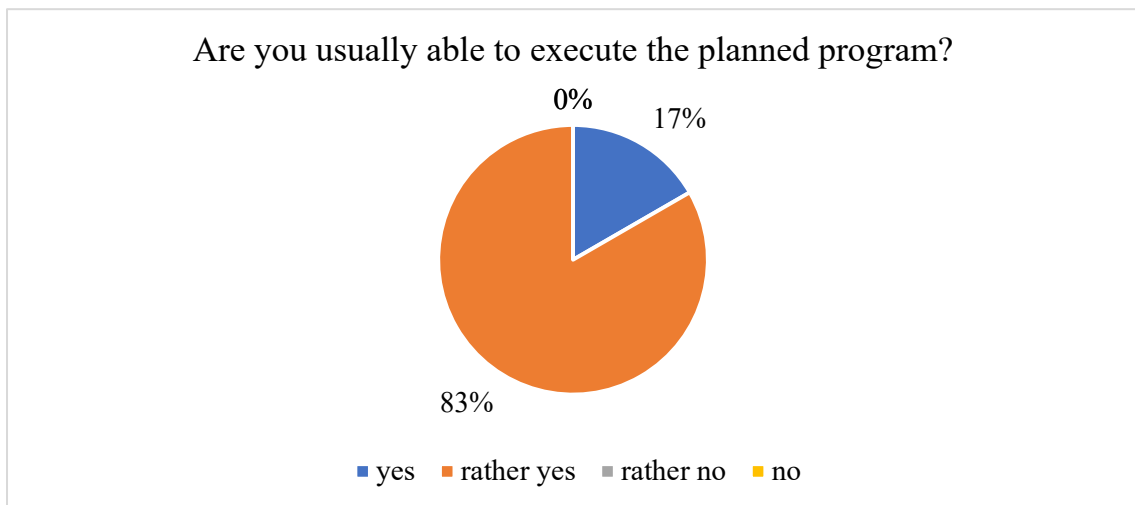
Source: results of the questionnaire TMF Czech, a.s., 2020.

Figure 9 Priority matrix using by managers



Source: results of the questionnaire TMF Czech, a.s., 2020.

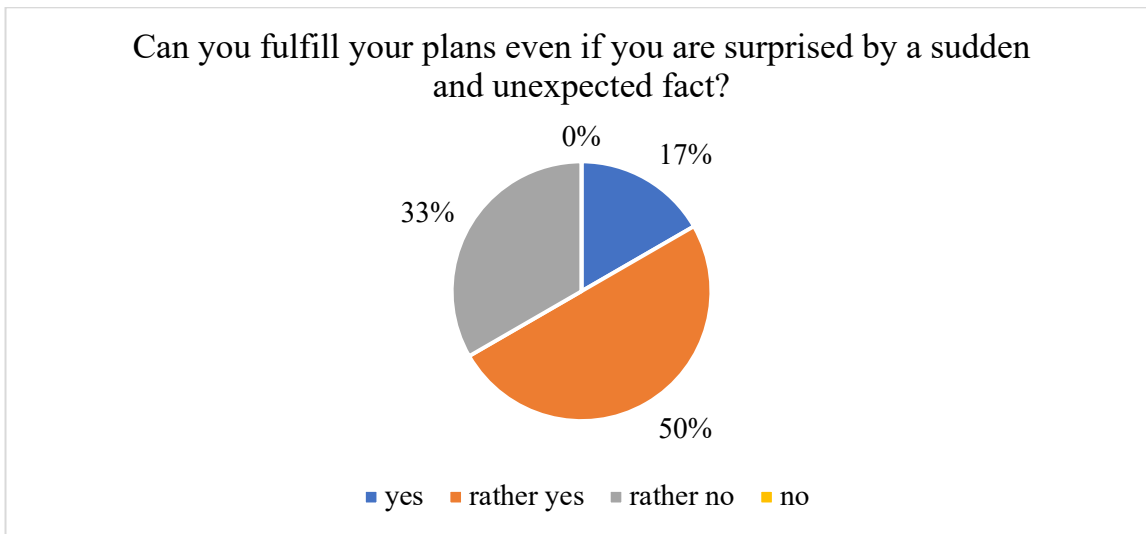
Figure 10 Ability to execute the planned program



Source: results of the questionnaire TMF Czech, a.s., 2020.

The question "Can you fulfill your plans even if you are surprised by a sudden and unexpected fact?" expects the most managers answers "rather yes".

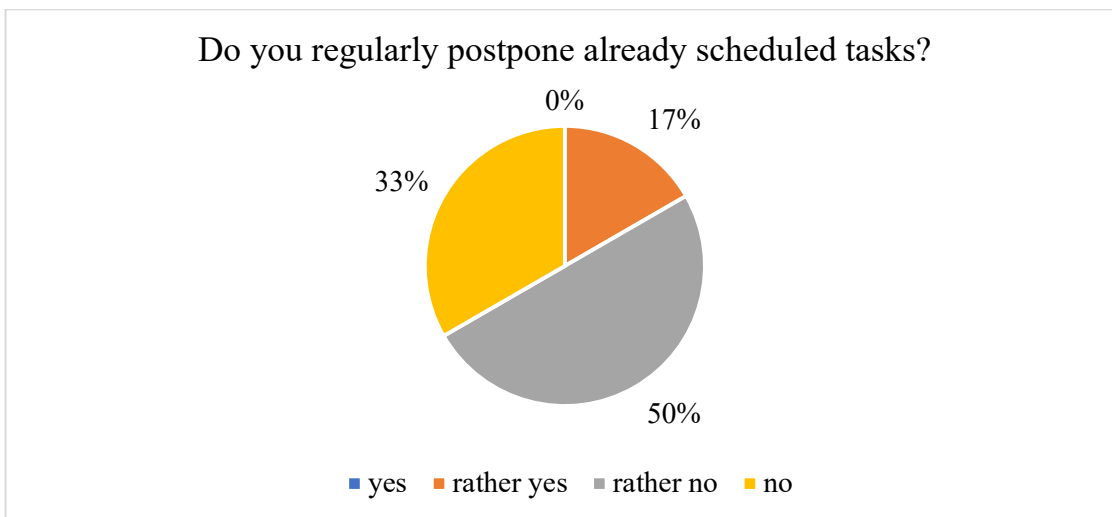
Figure 11 Fulfilling of plans in there are sudden and unexpected facts



Source: results of the questionnaire TMF Czech, a.s., 2020.

Similar answers are obtained on the next question – managers mostly rather not postpone already scheduled tasks.

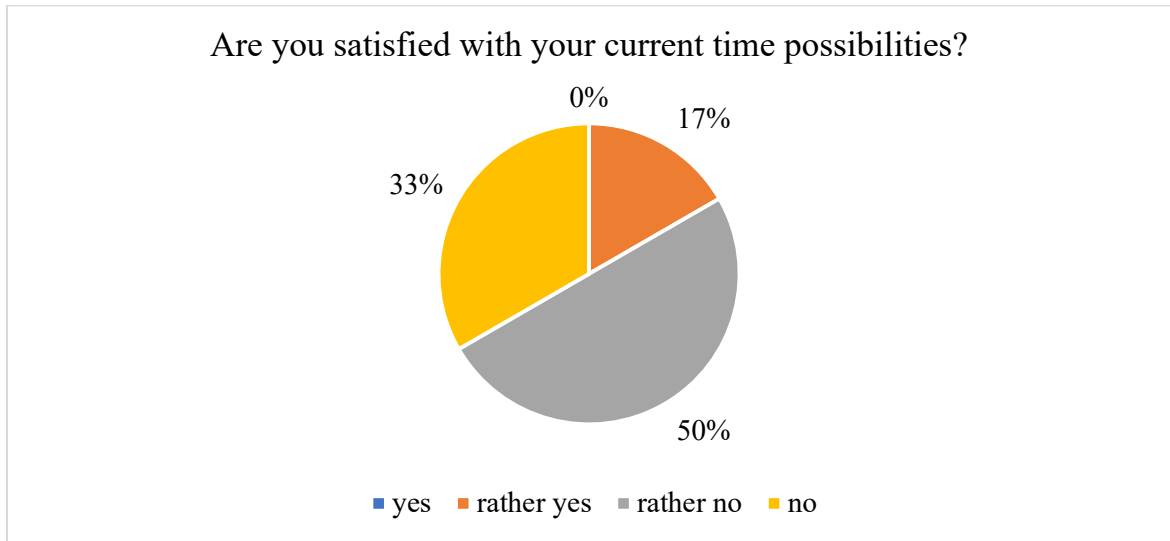
Figure 12 Postponing of already scheduled tasks



Source: results of the questionnaire TMF Czech, a.s., 2020.

Despite the positive findings of the previous questions, managers are not mostly satisfied with their current time possibilities. This indicates the timeliness of the research.

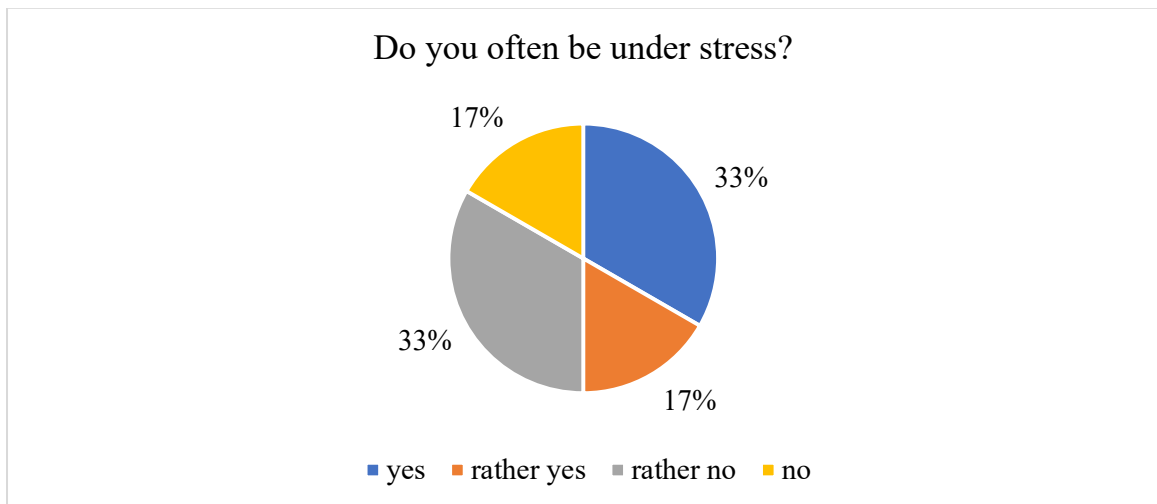
Figure 13 Managers satisfaction with their current time possibilities



Source: results of the questionnaire TMF Czech, a.s., 2020.

Moreover, this is confirmed by the finding that half of the managers say they are often under stress.

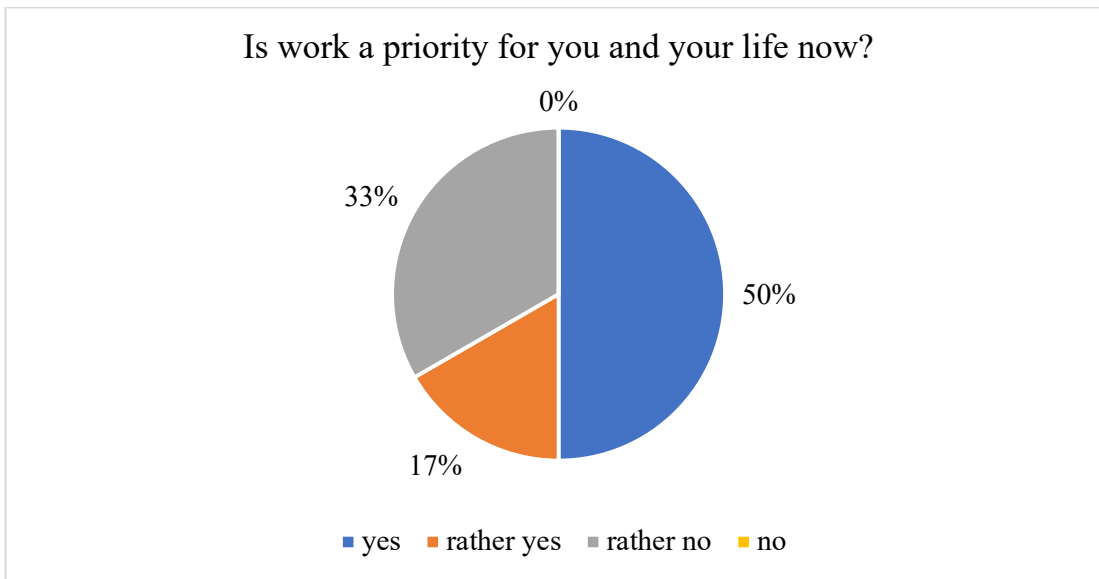
Figure 14 Managers under stress



Source: results of the questionnaire TMF Czech, a.s., 2020.

Managers have a strong focus on work – they said work is a priority for them in their lives.

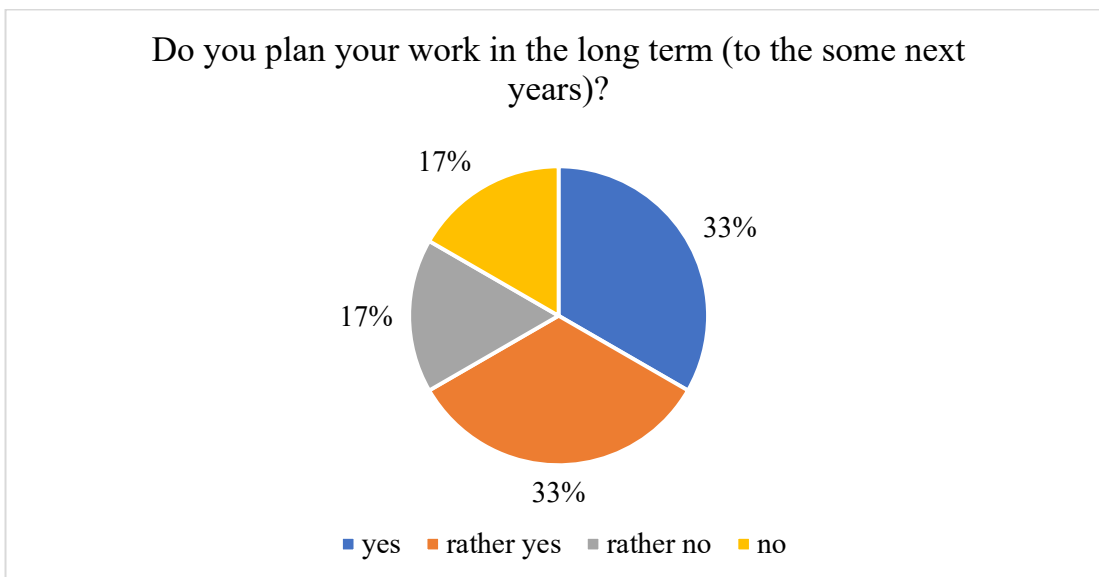
Figure 15 Work as a life priority for managers



Source: results of the questionnaire TMF Czech, a.s., 2020.

Managers tend to plan their work in the long term (to the some next years).

Figure 16 Planning the work in the long term by managers

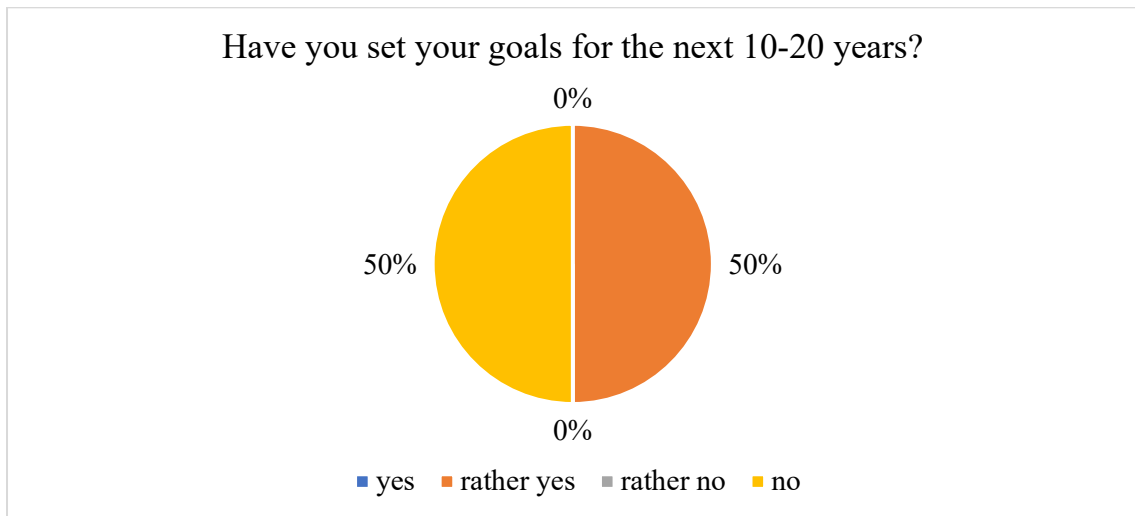


Source: results of the questionnaire TMF Czech, a.s., 2020.

Unlike the propensity to plan their work, only half of the managers have planned their goals for the future - 10-20 years.



Figure 17 Setting the goals for the next 10-20 years by managers



Source: results of the questionnaire TMF Czech, a.s., 2020.

#### 4.4 Profiles of managers

Given that the sample of respondents is small – only six managers (it is the entire payroll team), the profiles of each manager are drawn up separately.

##### Manager A

Woman, working at TMF Czech, a.s. less than 1 year.

She has heard and knows what Time Management means. She plans her working time and uses the following planning tools: calendar, diary for notes, outlook. She declares the usefulness of these planning tools, but do not try to acquire new tools. She hasn't ever heard of the Pareto rule and Priority Matrix. There was a discrepancy in the responses of her answers: she says that she has never heard of the Priority Matrix, but uses it in practice.

Despite this, she is the only manager who indicates that she is not often under stress and is always capable to fulfill her plans even there are a sudden or unexpected fact. Almost one of managers also states unequivocally that she was never postponing already scheduled tasks.

It seems that this manager is quite confident in her abilities and planning skills, does not see any shortcomings. Unfortunately, this can be assessed rather negatively, since this means that the manager has limited ideas about further development.

The manager, however, says that work is a priority for her, which she plans a few years ahead, as well as set targets for the 10-20 year in the future.

It can be concluded that she is enough sure manager, but she could focus on opening up space for further education and development in the field of planning and time management.

### **Manager B**

Woman, working at TMF Czech, a.s. more than 3 years.

She has heard and knows what Time Management means. She rather plans her working time and uses the following planning tools: calendars, reminders in calendar (e.g. outlook), daily to do list.

It seems that it gives more truthful answers than respondent A – admits that it does not have enough time and sometimes poorly planned tasks. However, it uses a number of planning and TM techniques, which is positive.

Manager B knows, what the Pareto rule means, but doesn't use it. She knows, what is Priority Matrix, as well uses it. Like other managers, with the exception of Manager A, she is more capable of performing the planned activities. Like manager A rather plans her life in the long term. There are enough clear answers that work is a priority for managers.

### **Manager C**

Woman, working at TMF Czech, a.s. during 1-3 years.

She has heard and knows what Time Management means. She rather not plan her working time and do not use any planning tools. In connection with this, she considers, that she would work without planning tools the same way and effectiveness.

She uses the Priority Matrix, but doesn't use the Pareto rule. Sometimes she is under the stress, but it doesn't depend on her possibility to postpone already scheduled tasks.

Work is rather not a priority for her and for her life in current time. She also doesn't like to set her goals for future work and life.

It can be considered, that this manager does not pay attention to the planning and development of her ability to manage time at work. Her existing skills are sufficient for her practice, but it is not yet possible to rely on her willingness to further develop her skills.

### **Manager D**

He is the only man in the managers surveyed in the TMF Czech, a.s. during 1-3 years.

He has heard and knows what Time Management means. He plans her working time and uses the following planning tools: calendar, day planner, reminders.

Like Managers B, E, and F, he knows about the Pareto rule. However, it is the only manager (with the exception of manager F) who uses this rule in practice. He claims, that he also uses the Priority Matrix and is usually able to perform his previously scheduled tasks, just like the other interviewed managers.

For this manager, work is a priority in his life. It is good that he plans his work goals for the future. Surprisingly, unlike work goals, he does not plan her life goals.

### **Manager E**

Woman, working at TMF Czech, a.s. less than 1 year.

She has heard and knows what Time Management means. She rather plans her working time and uses the following planning tools: calendar, to do lists.

From the results it can be said that this manager is not more attentive to planning his time than other respondents. The disadvantage of this manager is that she doesn't use the Pareto rule and the Priority Matrix. Given the responses of other managers, it seems that using these basic delegation tools is not important to managers at all.

## **Manager F**

Woman, working at TMF Czech, a.s. less than 1 year.

She has heard about Time Management, but don not what i tis. Despite of this she rather plans her working time and uses the following planning tools: reminders, calendar.

This manager is the only one who definitely wants to try new planning tools, and also the only one who uses Pareto hands and almost the only one who uses the Priority Matrix. Regardless, this manager stated that he was unable to fulfill her plans even if she is surprised by a sudden and unexpected fact. However, it is the only one of the interviewed managers who is rather satisfied with his time. Despite the relatively prospective discovery, this manager does not plan any specific goals for future work and personal life.

From the results of the evaluation of the last manager, it can be concluded that her work, as well as the work of other interviewed managers, would be worse without using floating methods. On the basis of the results, it appeared to the mind that the managers of the company under examination are quite limited in their possibilities. It is recommended to broaden their views – they should learn more about modern time management techniques.

## 5 Results and Discussion

The testing of three hypothesis is made in the beginning.

### 5.1 Correlation between TM knowledge and TM tools using and manager's work results

**H1:** The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, relate to their better work results.

**H01:** The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, do not relate to their better work results.

It was ascertained whether knowledge and use of selected planning tools and TM (TM knowledge, planning of working time, number of used planning tools, Pareto rule and priority Matrix knowledge and using: Variables 1) are reflected in the outputs of managers work (variables 2). The outputs were perceive as three variabilities: the ability to execute the planned program, the ability to fulfill plans even if there is a sudden and unexpected fact and the ability not to postpone already scheduled tasks.

The results of statistical analysis (Table 5) make it possible to say that managers achieve these better results if they usually plan their working time (medium correlation) and if they use more planning tools (strong correlation). Only partially reflects their knowledge and application of the Pareto rule into their outputs of work (weak correlation). On the basis of statistical analysis (independence test), it is not possible to say whether the general knowledge of TM and also the knowledge and use of Priority Matrix are reflected in the results of the managers work – whether positive or negative. The results of manager's work are presented by the next variables: ability to execute the planned program (q. 12), ability to fulfill plans even if there is a sudden and unexpected fact (q. 13), ability not to postpone already scheduled tasks (q. 14).

Table 5 Testing H1

H1	n	X2	$\Phi^2$	Independence test	Conclusion	P. coef.	Correlation
TM knowledge (q. 3)	18	1,418	0,0788	0,4921	H0 cannot be dismissed	0,2702	weak
Planning of working time (q. 4)	18	7,4318	0,4129	0,0243	H0 can be dismissed	0,5406	medium
Number of planning tools (q. 5)	26	19,650	0,7558	0,0002	H0 can be dismissed	0,6561	rather strong
Pareto rule knowledge and using (q. 9+q.10)	36	10,303	0,2862	0,0013	H0 can be dismissed	0,4717	rather weak
Priority Matrix knowledge and using (q. 11+q.12)	36	2,727	0,0758	0,0986	H0 cannot be dismissed	0,2654	weak

Source: author, 2020

## 5.2 Correlation between TM knowledge and TM tools using and manager's satisfaction and unstress in work

**H2:** The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, relate to their more satisfaction with the available time and less stress in work.

**H02:** The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, do not relate to their more satisfaction with the available time and less stress in work.

It was ascertained whether knowledge and use of selected planning tools and TM (Variables 1) are reflected in the manager's satisfaction and less stress in work (variables 2). The outputs were perceived as two variabilities: the level of satisfaction in work and the level of unstress in work.

The results of statistical analysis (Table 6) make it possible to say that managers feel more satisfied and unstressed with work (rather strong correlation) if they plan the most of working time and use more planning tools. Medium correlation is between the specific TM tools knowledge and using (Pareto rule and Priority Matrix) and the manager's satisfaction and less stress in work. The results of independence test confirm that there is some dependency between these variables. It cannot be dismissed, that there is no correlation between TM knowledge and manager's satisfaction and unstress in work.

Table 6 Testing H2

H2	n	X2	$\Phi^2$	Independence test	Conclusion	P. coef.	Correlation
TM knowledge (q. 3)	12	1,8000	0,1500	0,6149	H0 cannot be dismissed	0,3612	rather weak
Planning of working time (q. 4)	12	9,2500	0,7708	0,0261	H0 can be dismissed	0,6598	rather strong
Number of planning tools (q. 5)	12	16,000	1,3333	0,0011	H0 can be dismissed	0,7559	rather strong
Pareto rule knowledge and using (q. 9+q.10)	24	8,5778	0,3574	0,0137	H0 can be dismissed	0,5131	medium
Priority Matrix knowledge and using (q. 11+q.12)	24	9,5556	0,3981	0,0084	H0 can be dismissed	0,5336	medium

Source: author, 2020.

### 5.3 Correlation between TM knowledge and TM tools using and manager's duration of work in the company

Hypothesis no. 3 (**H3**): The longer duration of the managers work in the TMF Czech, a.s. relates to the more theoretical knowledge and practical activities in the field of planning and TM.

**H03**: The longer duration of the managers work in the TMF Czech, a.s. doesn't relate to the more theoretical knowledge and practical activities in the field of planning and TM.

It was ascertained whether knowledge and use of selected planning tools and TM (Variables 1) are reflected in the duration of manager's work (variables 3). The outputs were perceive as the variability of the manager's duration in work.

The results of statistical analysis (Table 7) make it possible to say there is only one correlation – between manager's duration in work and the number of planning tools, that they use: managers, who work in the company more time use more planning tools and managers, who work in the company less time use less tools. There is no any statistic corelation between manager's duration of work and other TM knowledge, planning of working tools, Pareto rule and Priority Matrix knowledge and using.

Table 7 Testing H3

H3	n	X2	$\Phi^2$	Independence test	Conclusion	P. coef.	Correlation
TM knowledge (q. 3)	6	1,2000	0,2000	0,5488	H0 cannot be dismissed	0,4082	rather weak
Planning of working time (q. 4)	6	4,1667	0,6944	0,1245	H0 cannot be dismissed	0,6402	rather strong (error)
Number of planning tools (q. 5)	6	8,6667	1,4444	0,0131	H0 can be dismissed	0,7687	rather strong
Pareto rule knowledge and using (q. 9+q.10)	12	0,0000	0,0000	1,0000	H0 cannot be dismissed	0,0000	--
Priority Matrix knowledge and using (q. 11+q.12)	12	4,0000	0,3333	0,1353	H0 cannot be dismissed	0,5000	medium

Source: author, 2020.



## **6 Conclusion**

The main aim of this thesis was to apply the methods of time management (hereinafter “TM”) on selected business processes within an organization, and then to assess the measurable benefits when applied time management. A partial goal was to explore the state of awareness of the TM principles and the extent of their practical use in the selected company.

In the framework of the thesis the questionnaire survey among all payroll managers (a total of 6 managers) of the selected company – TMF Czech, was carried out. The company deals with the business support in the field of payroll, tax, regulatory and compliance services.

Based on the results of the questionnaire survey it was possible to verify the set assumptions. It was assumed that the TM knowledge and TM tools using are related to the results of managers' work, as well to their subjective feelings of satisfaction with the available time and stress at work. It was also assumed, that managers, who work in the same company for a long time, are more experienced in planning and TM, so the more planning tools they use.

Based on the analysis it can be assumed, that more number of planning tools, used by managers relate to their better work results (rather strong correlation). Managers, who plan their working time also get best work results (medium correlation). Pareto rule knowledge and using are only little significant for the best work results achievement.

More significant results were achieved within the second assumption testing. The more theoretical knowledge and practical activities in the field of planning and TM, applied by managers, relate to their more satisfaction with the available time and less stress in work. Rather strong correlation between planning of working time and number of used planning tools and manager's satisfaction and unstress was detected. Medium correlation is between Pareto rule and Priority matrix knowledge and using and manager's satisfaction and unstress.

It can be argued, that there are no statistic significant dependence between the manager's duration of work in the company and their TM theoretical knowledge and practical TM

activities. Managers, who work in the company for a long time use more planning tools than managers, who work in the company for not so long time. There were no any differences between managers, working in the company during more or less time, due to their TM knowledges and practice.

It should be take into account, that the analysis was carried out by examining a smaller sample of respondents. The results cannot be applied to the entire company or other companies surveyed. However, the procedure used can be applied in more thorough surveys in any company. The fact that a smaller sample of respondents has been researched is due to the fact that there is no more manager in the company. The sample consisted of a whole team of payroll managers.

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## **8 Appendix**

### **List of appendixes**

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Appendix A Questionnaire for the payroll team of the TMF Czech, a.s.

Dear colleagues, I ask you to fill out this form, which will be used for my bachelors thesis at the Czech University of Life Sciences Prague. Questionnaires are anonymous and the results will not be transferred to other persons, including the employers and managers of TMF Czech, a.s. Thank you very much for your sincere answers and your time!

Regards, Kateryna Khalyavka

1. You are:
  - Man
  - Women
  
2. How long do you work in the company?
  - Less than 1 year
  - 1-3 years
  - More than 3 years
  
3. Have you ever heard about the Time management? Do you know its meaning?
  - Did not hear
  - Heard, but I don't know what it is
  - Heard, know its meaning
  
4. Are you planning your working time?
  - Yes
  - Rather yes
  - Rather not
  - No
  
5. Do you use diaries, calendars or other tools for planning? If so, please specify.
  - Yes, I use these tools: .....
  - No

6. How much do these tools help you at work?

- I couldn't work without them at all
- I would work less effectively without them
- I would work without them just the same

7. Are you trying to acquire new planning tools?

- Yes
- Rather yes
- Rather not
- No

8. Have you ever heard of Pareto rule (80/20 rule)?

- Yes
- No

9. Do you use Pareto rule (80/20 rule) at work?

- Yes
- Rather yes
- Rather not
- No

10. Have you ever heard of the Priority Matrix (dividing processes depending on their importance and urgency)?

- Yes
- No

11. Do you use the Priority Matrix at work?

- Yes
- Rather yes
- Rather not
- No



12. Are you usually able to execute the planned program?

- Yes
- Rather yes
- Rather not
- No

13. Can you fulfill your plans even if you are surprised by a sudden and unexpected fact?

- Yes
- Rather yes
- Rather not
- No

14. Do you regularly postpone already scheduled tasks?

- Yes
- Rather yes
- Rather not
- No

15. Are you satisfied with your current time possibilities?

- Yes
- Rather yes
- Rather not
- No

16. Do you often be under stress?

- Yes
- Rather yes
- Rather not
- No

17. Is work a priority for you and your life now?

- Yes
- Rather yes
- Rather not
- No

18. Do you plan your work in the long term (to the some next years)?

- Yes
- Rather yes
- Rather not
- No

19. Have you set your goals for the next 10-20 years?

- Yes
- Rather yes
- Rather not
- No

Source: author, 2019.

Appendix B Answers of the questionnaire, 2020

	A	B	C	D	E	F
<b>1. You are:</b>						
<input type="radio"/> Man				1		
<input type="radio"/> Women	1	1	1		1	1
<b>2. How long do you work in the company?</b>						
<input type="radio"/> Less than 1 year	1				1	1
<input type="radio"/> 1-3 years			1	1		
<input type="radio"/> More than 3 years		1				
<b>3. Have you ever heard about the Time management? Do you know its meaning?</b>						
<input type="radio"/> Did not hear						
<input type="radio"/> Heard, but I don't know what it is						1
<input type="radio"/> Heard, know its meaning	1	1	1	1	1	
<b>4. Are you planning your working time?</b>						
<input type="radio"/> Yes	1			1		
<input type="radio"/> Rather yes		1			1	1
<input type="radio"/> Rather not			1			
<input type="radio"/> No						
<b>5. Do you use diaries, calendars or other tools for planning? If so, please specify.</b>						
<input type="radio"/> Yes, I use these tools:						
- Calendar	1	1		1	1	1
- Diary	1					
- To do list		1			1	
- Reminders		1				1
- Outlook	1	1				
- Day planner				1		
<input type="radio"/> No			1			
<b>6. How much do these tools help you at work?</b>						
<input type="radio"/> I couldn't work without them at all						
<input type="radio"/> I would work less effectively without them	1	1		1	1	1
<input type="radio"/> I would work without them just the same			1			
<b>7. Are you trying to acquire new planning tools?</b>						
<input type="radio"/> Yes						1
<input type="radio"/> Rather yes		1		1	1	
<input type="radio"/> Rather not						
<input type="radio"/> No	1		1			
<b>8. Have you ever heard of Pareto rule (80/20 rule)?</b>						
<input type="radio"/> Yes		1		1	1	1
<input type="radio"/> No	1		1			
<b>9. Do you use Pareto rule (80/20 rule) at work?</b>						
<input type="radio"/> Yes						1

<input type="radio"/> Rather yes				1		
<input type="radio"/> Rather not						
<input type="radio"/> No	1	1	1		1	
<b>10. Have you ever heard of the Priority Matrix (dividing processes depending on their importance and urgency)?</b>						
<input type="radio"/> Yes		1	1	1		1
<input type="radio"/> No	1				1	
<b>11. Do you use the Priority Matrix at work?</b>						
<input type="radio"/> Yes	1			1		1
<input type="radio"/> Rather yes		1	1			
<input type="radio"/> Rather not						
<input type="radio"/> No					1	
<b>12. Are you usually able to execute the planned program?</b>						
<input type="radio"/> Yes	1					
<input type="radio"/> Rather yes		1	1	1	1	1
<input type="radio"/> Rather not						
<input type="radio"/> No						
<b>13. Can you fulfill your plans even if you are surprised by a sudden and unexpected fact?</b>						
<input type="radio"/> Yes	1					
<input type="radio"/> Rather yes			1	1	1	
<input type="radio"/> Rather not		1				1
<input type="radio"/> No						
<b>14. Do you regularly postpone already scheduled tasks?</b>						
<input type="radio"/> Yes						
<input type="radio"/> Rather yes		1				
<input type="radio"/> Rather not				1	1	1
<input type="radio"/> No	1		1			
<b>15. Are you satisfied with your current time possibilities?</b>						
<input type="radio"/> Yes						
<input type="radio"/> Rather yes					1	
<input type="radio"/> Rather not	1		1			1
<input type="radio"/> No		1		1		
<b>16. Do you often be under stress?</b>						
<input type="radio"/> Yes		1		1		
<input type="radio"/> Rather yes			1			
<input type="radio"/> Rather not					1	1
<input type="radio"/> No	1					
<b>17. Is work a priority for you and your life now?</b>						
<input type="radio"/> Yes	1	1		1		
<input type="radio"/> Rather yes					1	
<input type="radio"/> Rather not			1			1
<input type="radio"/> No						
<b>18. Do you plan your work in the long term (to the some next years)?</b>						
<input type="radio"/> Yes	1					1

<input type="radio"/> Rather yes		1		1		
<input type="radio"/> Rather not			1			
<input type="radio"/> No					1	
<b>19. Have you set your goals for the next 10-20 years?</b>						
<input type="radio"/> Yes						
<input type="radio"/> Rather yes	1	1				1
<input type="radio"/> Rather not						
<input type="radio"/> No			1	1	1	

Source: results of the questionnaire TMF Czech, a.s., 2020.