

MISCONCEPTION RELATING TO TIME MANAGEMENT EFFECTIVENESS- A STUDY ON JUTE MILLS IN WEST BENGAL

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ABSTRACT

In this article effective management of time has been identified as one of the most important behavioral competencies necessary for managerial excellence that need to be possessed by an administrator. It also attempts to identify the major time- wasters as pre received by them. Further, the study intends to assess their perception with respect to some commonly-held misconception about the time management. The study attempts to come out with some specific suggestion with a view to make an administrator/ management of time effective through development, time utilization pattern. This study reveals the major area related misconceptions of time management; it is also the fact that all the organizations are more or less are suffering the same problem. It is clear from the study that it is high time now to revamp the organizational policies and strategies so to give importance at each level of the organization.

KEYWORDS:

INTRODUCTION

Time has assigned many meaning to suit our ideas and requirement. Frequently we come across different expression like “Time is the Best Leader” time and tide waits for no man, time marches on , when time stood still, etc Some of the ancient philosopher have ascribe to it the idea of unique timelessness. Yet, in today age of electronic revolution we can conceive of very small fragment of time.

Many renowned person have describe time in different ways. Plato has called time that imagine of eternity. According to Iman Wel Kant, it has no real existence outside the human mind. Voltaine has called it the in explicable raw materials for everything. Shakespeare has written about recorded time. Einstein has referred to it as the fourth dimension

Time, in the Operational Sense, is a system of reference by which the occurrence and sequence of activities and events can be understood and describe. As per Webster time is ‘The period during which actions or process continues’.

The great paradox of time is that no one has enough time, yet everyone has all there is. Thus time is not the problem; the problem arises in its utilization

In the words of P.F. Drucker ,”Time is the scarcest resource and unless it is managed, nothing else can be managed . Here in lies the importance of time & management. Time lost is

lost for ever, it cannot be retrieved, it is irreversible and irreplaceable. While time is the most predictable resource, it is also the most neglected, misused and misunderstood

RELEVANCE OF EFFECTIVE TIME MANAGEMENT

Time, as we all appreciate, is a priceless resource which is to be rationally in order to obtain maximum benefits in any sphere of life. Time management implies effective use of time as distinct from its efficient use. Effectiveness is often confused with efficiency. P.F. Drucker has suggested that efficiency may be viewed as doing the job right while effectiveness can be viewed as doing the right job right. The key to Time Management is gaining control of or managing our time rather than passively letting time happen upon us. It is concerned more with thinking than doing. In essence, time management is concerned more with working better and smarter than with working harder and longer. Time management is essentially concerned with findings answer to following

- (a) Where does a person's time go?
- (b) Where should the person's time go?

Simply speaking, Time Management aims at obviating of minimizing wastage of time and there by setting free the time that a person needs to take care of complex problems.

TIME WASTER

A time waster may be said to be any thing that prevents a person from utilizing his time and achieving his objectives in the most effective manner possible. High thinking become a Time waster only when it is not managed effectively but is allowed to waste one's time. A given tool or technique may be a great time-saver when used properly but can be turn into time waster if improperly handled. The common example is of telephone which can save considerable amount of time through effectiveness use but can usurp a big slice of a person's time through improper handling.

REVIEW OF PREVIOUS STUDY

Berg (1978) very appropriately stated that "Literature in any field forms the foundation upon which all future work will be built".

A review of the literature gives the researcher an understanding of the previous work that has been done. It enables the researcher to know the means of getting to the frontier of the field problems under study. The present chapter attempts to cover the studies at India in West Bengal with respect to Jute Mills in West Bengal. For the study related to time management, there was not much literature available. The literature available was on the integrated, which has been helpful in terms of the strategic adaptation. Some of the **Literature** recorded in this regard is as follows:

- The measurement of experienced burnout, Christina Maslach, Susan E Jackson- 1981
- The impact of interpersonal environment on burnout and organizational commitment, Micheal P. Leither, Christina Malbacha- 1988
- New hire perceptions of their own and their employee obligation-A study of psychological contract- 1990
- Alumni and their alma mater- A partial test of reformulated model of organizational identification, Fred Mael, Blake E Ashforth- 1992

- Using self report questionnaire in Organizational Behaviour- A comment on the use of a controversial method, Paul E Spector- 1994
- Why negative affectively should be controlled in job stress research: don't throw out the baby with the boil water, Paul E Spector, Diectez Zofp, Peter Y Chem Micheal Frese- 2000
- Self determination theory and work motivation, Marylere Gagne, Edward.L Deci 2005
- The impact of Dark Leadership on Organizational Commitment and turnover, Sana G. Weaver, Norfolk Iron, Metal and George B Yacey- 2010
- Ethic training: Impact on corporate liability, Lamar Odem, J.D Robyn Ferguson 2003

OBJECTIVES AND METHODOLOGY

The study has been pursued to achieve the following objectives:

- To examine the relevance to time management
- To know the misconception of time management
- To know the views of the people working in the organization

To achieve these objectives, the interviews were taken from the seven Jute Mills in West i.e the mills near by kolkata that lie in same line from Shealdha to Naihati Railway Station. The views were taken from the following groups which are as follows

1. Owners includes : Partners, Relatives who are running the Jute Mills, Jute Mills Owners who are running the Mills on Lease basis
2. CEO refers to Chief Executives Officers who are next to Babu in Jute Mills
3. GM refers to General Manager on whose instruction the Mills runs
4. Sr. Manager refer to the people in top management who takes all the decisions for proper functioning of the Mills and they have more than 30 years of experience in this area
5. PM refer to Personnel Manager/Officer who are related to Personnel Department
6. Jr. Manager refer Asst/ Junior Manager who heads the department and they have 0 to 25 years of experience in this field
7. Others include Supervisor, Consultant, Suppliers, Government department or otherwise.

The discussion had 11 subject questions/phrases apart from introductory and reference questions. The numbers of phrases were deliberately kept low taking the suggestion and sample survey from the respondents with the objective of attaining a high response rate on the issue on Time Management.

Care was exercised while discussing the subject matter so that the people from all areas & department be covered to arrive more authentic results.

LIMITATION OF THE STUDY

No research is devoid of limitations, and this one is no exception. A critical examination of the conceptual frame work and the mode of carrying out the research, the sample size and the pressure of time lead to following limitation .

1. The study was confined to kolkata based Jute Mills
2. Only 7 (Seven) jute mills were selected who were in private hands

3. Comparison between the above said mills was not done.
4. The questionnaire might not have tapped all dimensions of the close variables
5. The study did not consider the educational background and cultural of the manager.

Besides, the researcher had to face many snags which sometimes become in surmountable hurdles. The official to whom one has to communicate with, perhaps, fails to understand the significant of a study like this. The study has taken into account only the Jute Mills because it is the major determinant to meet the part of the research and to the challenges of the changing environment and demand

At the industrial unit level, generally answer are given by proxy and in the process their significant lose the touch of originality to some extent

Therefore it would be unwise to treat the answer true in spite, rather, more often then not, they are concocted and lack verity. The researcher had undergone these experiences time and again.

Even interview were difficult to seek and often unrevealing. It was difficult to find creative thinking on the part of interviewer. They posed to be extremely busy. They preferred to brush the interviewer aside. They were wiser and niggardly in discussing relevant matters.

ANALYSIS & RESULT

Misconception relating to time management effectiveness

While time is the most predictable resource at the disposable of manager, it perhaps, also is the most neglected misused and misunderstood resource. There are many misconceptions about time. Studies in various concept of time & managerial implication have led to the collective of a number of misconceptions relation to time & managerial effectiveness. Mackenzie and Le Boeuf on the a basis of their extensive work in the field of time management has brought out clearly the adverse effects of the commonly held beliefs which strike at the root of proper management of time. Some of those misconceptions are discussed on brief. The list is only indicate and not exhaustive.

1. Manager who are the most active get the most done

Manager confuse activity with result subordinate feel insecure & not sure of objectives even when objective is clear. Failure to keep goals in forces is where most manager fails.

2. The harder one works the more he gets done

An expert in this field has pointed out that the end results are seldom proportional to the amount of labour spent. Only hard work, in most of the situation, result in doing things in the hardest but least effective manner. Planning, no doubt , takes time initially, but only by investing that time much more time can be saved coupled with improved results. The approach should be 'work smatter and not harder' in order to get more work done in less time.

3. We work best under pressure

There is common belief that most people work best under pressure . But this is plainly a plea to justify procrastination. Hardly any of us ever do our best under pressure, even if many of us belief. A manager should consider the potential danger of the following this approach. Firstly, if he is forced to work at an accelerated pace, the chances of making mistake increases and if he makes a crucial mistake, he may not have time to identify and

correct it. Secondly, pressure situation make him extremely vulnerable. Thirdly , assuming that all went well and he did get a lot done in a little time, it only means that he knows how to be effective but dose not choose to unless he under pressure and, thus , he is deceiving himself by failing to realize his own potential. Lastly if he dose not finish the job which could have been finished by starting earlier, he will probably developed a sense of guilt and suffer a loss of confidenc.

4. Most executives are over worked

This misconceptions foster that belief that results and proportionate to the amount of time spent in pursuing goal. Many executives nurture illusions of indispensability along with competence. Their continuous refusal to let others take most any decision and their pre occupation with deals clutte their desk, their over-perfectionism puts abnormal pressure upon them and their subordinates and their unwillingness and failure to delegate authority effectively compels every one to come to them even for small things.

5. Work is not fun

Most people think that exertion of mental and physical energy is a very natural thing. Depending on the individual and the type of work, work can be very much enjoyable, highly unpleasant or something in between. But the trouble is that some managers think that work is totally unpleasant. Such manager at most always deprive themselves of some of life's happiest moments.

6. Delegation of authority saves time, worry, responsibility

Detail planning with what authority to be delegated, selected, training of subordinate, counselling to improve. Therefore any delegation of authority first required time and it ultimately saves time only when if it done in an effective manner. It is not a short at to save time, worry, responsibility

7. By doing it yourself tasks are achieved faster and better

Many manager belief doing it themselves, achieved for small it is good but not all Time.

8. The most efficient manager is the most effective

Efficiency is very often confused with effectiveness. To be effective on the work task or at the way time may be highly in effective. It is useless trying to do more cheaply what should not be done at all. Efficiency might be termed doing things right where as effectiveness would mean doing the right things. Effectiveness means achieving optimum result with the minimum expenditure of resources

9. Many managerial short cuts are time-saver

If one has no choice but to spend time at a predictor mined fixed rate, the point is how time can be saved. In fact, it cannot be saved. No person can decide not to spend time or to spend it at some other rate. Even then, many manager talk about savings time often in ways which are not desirable managerially and which ultimately result in duplication of working requirement more time, effort and many

10. There is only one best way of doing anything

Must of our formal education condition us to think this way. After learning the right way for years, many people carry this type of thinking into their jobs and other area of their lives . When it comes to work, this type of attitude often afferts manager because such inflexible thinking prevents then from finding creative and better way of doing any thing.

11. No one has enough time, yet every one has all there is

This apparent paradox compels manager to appreciate that they do have all the time there is but there is not any more. Since, time is not the problem, the problem lies in its utilization. In fact this misconception arises out of certain types of mismanagement of times like attempting too much in too little time, unrealistic time estimate, failure to set and stick to priorities, and in ability to say 'no' if necessary

CONCLUSION

From the foregoing analysis it may be concluded that there are various misconception related to time management with reference to Jute Mills in west Bengal. However for the growth of Jute Mills, Time Management had played a vital role. But all these measures have gone a long way in the development of Jute Mills in India. Time management as a blossom in the Indian Jute Industry, can become a fruit bearing tree, the only need is to nourish it properly.

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