TIME MANAGEMENT-A MAJOR STRESS BUSTER -A STUDY CONDUCTED IN 5 STAR HOTELS OF KOLKATA

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ABSTRACT

Background: *Time is an important factor in everyone's life as it is a key tool helping one in organizing, planning, prioritizing and completing any task successfully. One of the most valuable tools for the hotel industry is efficient and effective time management.* **Objectives:** *To identify the effect of time management on employee performance and concentration. To determine whether time management helps in professional development of employees.* **Methodology:** *Survey research design was used in this study in order to collect data. Questionnaire instrument was administered on the sampled respondents and respondents replied using Likert Scale. Simple random sampling techniques were adopted. The sample size was 113 respondents working in different hotels and the population was categorized on age and experience in years of the staff members. Data was analysed using graphical percentage of responses.* **Results:** *Through graphical data analysis it was deduced that time management has considerable impact and there are various factors influencing proper time management. The factors would include but not limited to unplanned day, unpleasant tasks, employee drop-ins, lack of manpower and coordination, social media, handling calls and mails etc.* **Conclusion:** *These issues are to be analyzed as it is crucial for any organization to keep up the time management skills to complete tasks and achieve target on time. On average, it was found that time management behaviors were not significantly different across gender, age, entry qualification.*

Key Words: *Time Management, Stress Buster, Employee Productivity, Employee Satisfaction, Hotels*

INTRODUCTION

Time Management is the process of organizing, planning and mastering how to divide your time between specific activities or in other words refers to managing time effectively so that the right time is allocated to right work. Good time management enables you to work smarter rather than work harder so that you get more work done in less time, even during tight deadlines and high pressure situations. Failing to manage time destructs one's efficiency and effectiveness to deliver the desired results and causes loads of stress. Time management plays a vital role not only in organizations but also in personal lives. Time management includes but not limited to vital planning, setting goals or targets or objectives, setting time limit for the respective tasks, delegation of responsibilities, prioritizing activities and spending the right time on the right task etc. Like in any industry, time management plays a vital role in hotel industry as well. One of the most valuable assets for any hotel operations is how its managers spend their quality time at work. Schedules and structures are important aspects in each and every business day. There are certain conditions that may vary from hotel to hotel due to the size, kind and the level of service, the number of different departments as well as other management requirements that have to be coordinated, conducted, while being supervised.

Time management, defined as deliberate actions aimed at the effective use of time to achieve specific, goal-directed activities, is a skill necessary to maintaining scholarly productivity. Furthermore, the benefits of effective time management may extend to improved job satisfaction and stress-related outcomes. Strategies for time management fall into three broad categories: time assessment behaviors, planning behaviors, and monitoring behaviors (Claessens et al., 2004).

Researchers have also stated that an efficient person does not spend time but he/she invests it. An efficient person uses tacts, facts, skill, thoughts, time and imagination. The essence of time management lies in knowing the art of delegating and planning time intelligently. The average knowledge worker, which includes researchers, has been observed to switch tasks every 3 minutes, and once sufficiently distracted may require up to an average of 30 minutes to resume the original task. Interruptions and the requisite recovery time have been reported to consume 28% of a worker's day (Aloher, 2008).

(O'Connell, 2014) also suggests that the balance between sleep, exercise, and appropriate diet alongside an increase in "downtime" would lead to a decrease in student illness, therefore suggesting the link between time management and physical health. Good time management skills have been identified as having a "buffering" effect on stress (Misra & McKean, 2000).

(Kelly, 2002) proposes that examining time use efficiency involves three primary assumptions: an awareness of time, an awareness of the elements that fill time, and positive working habits. Typically such awareness is developed through self-regulation and the development of goals and action plans. While Kelly (2002) highlights the importance of individuals having an awareness of time and the activities that fill up one's time, Kelly (2002) also noted that not only do individuals typically underestimate or overestimate how long it takes to complete a task but that they rarely give an accurate estimation. Making effective use of time involves maximizing functions such as starting a task, staying focused, and balancing one task against another.

The key elements of time management are goals, organization, delegation and relaxation. Effective time management is the investment of time in such a way that suitable results are achieved from activities within a specific period of time range and it emphasizes on effectiveness rather than efficiency. One's ability to choose between the important and unimportant has to be determined to follow the correctly chosen sequence which is the key determinant of effectiveness in time management.

Increasing focus is one of the keys for effective time management. Increased focus along with properly prioritizing the schedules will help to achieve more and thus become productive and keep moving towards one's goal. It is also a known fact that leaders have huge responsibilities in managing time because only effective leaders can expect effective followers. Leaders have to take more initiative in managing time and organizing and coordinating events. They can also encourage their followers to be future leaders and often challenge tasks.

Because the hospitality industry is one of the fastest growing sectors in the world, it has been characterized by continued technological advancements. These advancements have done wonders to improve organization, efficiency and customer experience. Also there are issues which create bottlenecks which impede the expected growth. A better understanding of these management issues would give the hoteliers and hospitality

managers a clear edge over the competition. The work that comes with hotel management is not always easy. Hotel managers are often forced to juggle a number of tasks at any given time from making sure that the books are balanced to ensuring that everything is running smoothly.

As per O' Connell (2014) simple tips that help to improve time management are preparing a checklist, using a timer, eliminating distractions, time for planning, taking breaks for better concentration and scheduling rewards.

Day to day life is full of stress- both on the personal and the professional fronts. Pressure of time often results in people reporting to their workplace with migraine attacks, body aches, mental strains, etc. Stress, therefore, is a costly business affair, that affects two aspects-first, the employee's health –which directly affects the second-the organization's profits. This is so because, if the health does not allow the body to function normally, it will lead to increased absenteeism, late comings and short leaves in the organization's growth and profit since employees are the main source of profit generation for an organization.

Stress is strain, force, tension, emphasis, difficulty, break down, anxiety, depression. A man's life today faces all sorts of challenges and obstacles that hamper his normal functioning, and most of the times, the pressure is too hard to handle. When one is expected to meet the changing demands, they undergo stress. The word stress is derived from the Latin word "stringi", which means, "to be drawn tight". Stress is simply a fact of nature - forces from the outside world affecting the individual. The individual responds to stress in ways that affect the individual as well as their environment (UKEssay, 2018).

In general, stress is related to both external and internal factors. External factors include the physical environment, including your job, your relationships with others, your home, and all the situations, challenges, difficulties, and expectations you're confronted with on a daily basis. Internal factors determine your body's ability to respond to, and deal with, the external stress-inducing factors. Internal factors which influence your ability to handle stress include your nutritional status, overall health and fitness levels, emotional well-being, and the amount of sleep and rest you get.

Generally in hotel industry the stress is a major factor to reduce the employees' level of involvement to fulfill the objectives of the management like, low involvement on satisfying and delighting the customers. The stressful employees may not fulfill the objectives. It may affect the industry's mission and vision statement. So the management needs to identify the level of stress among the employees and to reduce it. The hotel industry is generally seen as a sector whose working environment involves many stresses and strains. It is very important to measure the stress level among the employees and to identify the factors that create stress in order to lessen its impact on employees work and health.

There are certain factors which consider whether time management affects the productivity of the employees. Employees may divide their work judiciously and systematically or do the proper job scheduling which can affect the employee productivity. Time Management in the longer run can affect the concentration at work. If an employee does not schedule the work it is likely he would not be able to concentrate on the tasks properly and thus would result making more errors in work. This would reduce the employee productivity and would affect the organizational performance too. Also if effective time management is done it would help in creating interest in work. If an employee gains more interest in work it would result in enhancing his creativity and his performance. Employees interest in work would helps in professional growth and in turn affects the job output. All these stated factors that create stress in order to lessen its impact on employee work and health.

Thus, the objectives of the study were:

- To identify the effect of time management on employee performance and concentration.

- To determine whether time management helps in professional development of employees.

METHODOLOGY

Research Design: The study was done using majorly a quantitative research design. A structured questionnaire with close ended answers was designed to collect the data for the research. It consisted of various questions which helped in collecting opinion about

time management as a stress buster from the employees and helped in analyzing the data which was obtained. In this research, the combination of quantitative and qualitative data collection methods was used. Data related to the previous existing literature review of the research area were gathered from different secondary sources.

Locale: The hotels were mainly star hotels of Kolkata and the employees were from different star hotels of Kolkata.

Sampling Design: In this research, simple random sampling technique, which is a type of probability sampling technique has been applied. The sample size is 113 respondents who were employees working in different hotels and the sample was selected from different age groups and experience. This technique to a large extent is representative of the population chosen and that is why it has been chosen for taking responses. Data was analyzed using graphical percentage of responses.

Tools and Technique: Sample population from hotels was selected and database was formed. Chain hotels and individual hotels were viewed and existing practices were identified. Since the project was based on primary data, a non biased structured questionnaire was framed which was filled up by the employees of the individual hotels.

RESULTS AND DISCUSSION

The details of the employees are as follows:-

Table 1: Representation of age group of the respondents

Age	No. of Respondents (n)	Percentage
Below 25	76	67
25-35	24	21
35-45	11	10
Above 45	2	2
TOTAL	**113**	**100**

The total sample size was 113 respondents. Out of the total respondents, 76 respondents were below 25 years of age which comprised of 67% of the total respondents. 24

respondents were in the age group between 25-35 years which was 21% of the total respondents. 11 respondents were between the age of 35-45 years which were 10% of the total respondents. 2 respondents were above 45 years of age which comprised of 2% of the total respondents.

Table 2: Representation of experience of staff members

Experience	No. of Respondents (n)	Percentage
Below 1 year	26	23
1-5 years	78	69
5-10 years	5	4
Above 10 years	4	4
TOTAL	**113**	**100**

The total sample size was 113 respondents. 26 respondents were having experience below 1 year which was 23% of total respondents. 78 respondents had experience between 1-5 years which is 69% of total respondents. 5 respondents had experience between 5-10 years which was 4% of total respondents. 4 respondents are having experience above 10 years which was 4% of total respondents

The below mentioned table 3represents that data where the employees were asked whether time management affects the concentration at work. It is inferred that 4% of respondents strongly disagree, 5% of respondents disagree, 9% of the respondents moderately disagree, 14% of the respondents agree, 68% of the respondents strongly agree to the question asked to them. The above analysis shows that employees who have been able to do effective time management have more concentration in workplace and leads to better employee performance.

Table 3: Time management affects the concentration at work

Particulars	No. of Respondents (n)	Percentage
Strongly Disagree	5	4
Disagree	6	5
Moderate	10	9
Agree	76	14
Strongly Agree	16	68

In the below mentioned table 4 it was inferred that 7% of respondents strongly disagree, 11% of respondents disagree, 13% of the respondents had moderate response, 27% of the respondents agree and 42% of the respondents strongly agree that time management helps to create interest in workplace. The analysis of the result deduced that time management helps in creating interest in the workplace which helps the employees do the work easily and systematically, which affects the employee productivity and creativity and the tasks are done in the stipulated time.

Table 4: Time management helps to create interest in work

Particulars	No of Respondents (n)	Percentage
Strongly Disagree	8	7%
Disagree	12	11%
Moderate	15	13%
Agree	30	27%
Strongly Agree	48	42%
TOTAL	**113**	**100**

From the Figure 1 it is inferred that 6% of respondents strongly disagree, 10% of respondents disagree, 12% of the respondents moderately disagree, 31% of the respondents agree, 41% of the respondent strongly agree. Thus the results depict that time management helps in the professional development of employees which comprises

of factors like it adds value to the work the employee handles, boosts the employee performance and employee morale and all these factors benefits the organization in the long run.
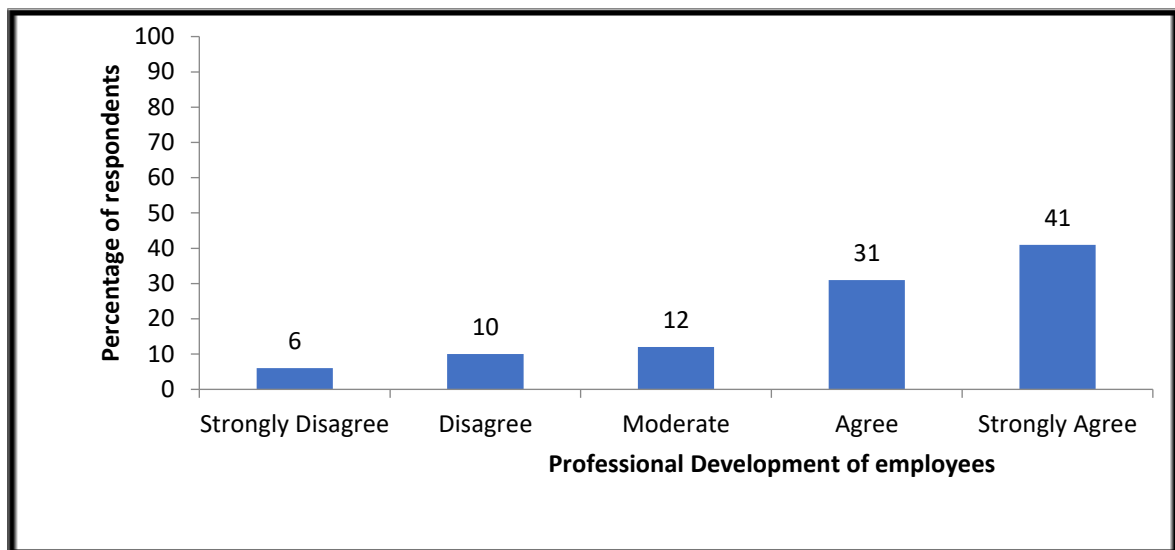

Figure 1: Time management helps in professional development of employees

From the Figure 2 it can be inferred that 5% of respondents strongly disagree, 9% of respondents disagree, 11% of the respondents moderately disagree, 35% of the respondents agree and 40% of the respondents strongly agree to the statement that time management reduces errors in work. This helps to understand that if proper time management at workplace is done employees can systematically and efficiently perform the jobs, they can do proper job scheduling and they can perform more tasks without or very minimum errors.
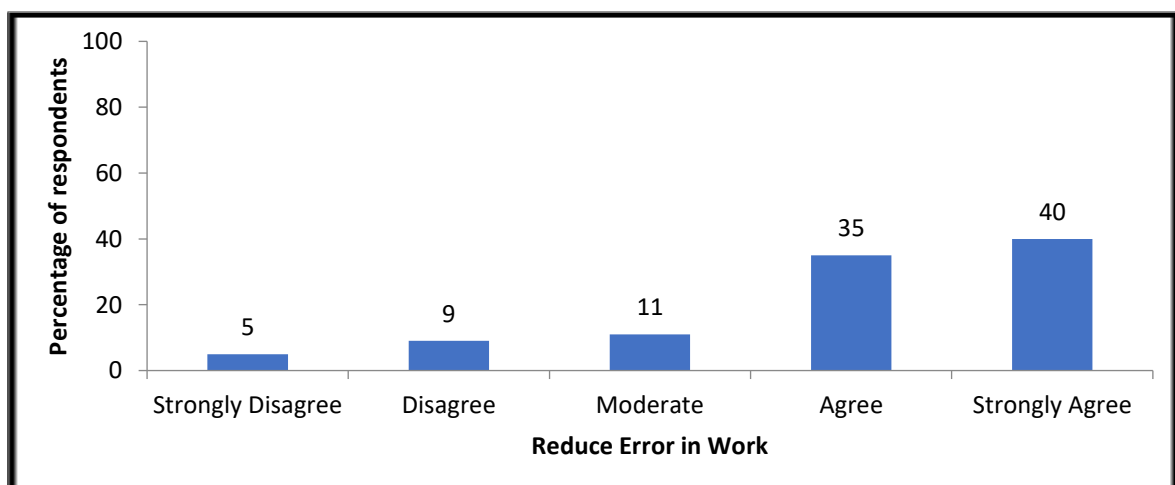

Figure 2: Time management helps to reduce errors in work

CONCLUSION

The primary focus of this study is to identify the effect of time management on employee performance and concentration and to determine whether time management helps in professional development of employees. Developing time management skills certainly enhance and improve the overall quality of work and life. Time management is very important in each and every industry and for every individual. Time is a very limited resource which once lost cannot be retrieved; hence one must always consider spending time as investing time. One must be aware of the time he/she is investing to have a better lifestyle. First step in using time more efficiently is to become aware of what wastes time. For improving time management in the workplace, one must safeguard one's peak performance time, learn to say "No", prioritize tasks kept for a day, delegate the work, consolidate and stream line tasks and stop procrastinating. From this particular data set, we have inferred that employees are very inclined to time management practices, but may not have the tactical time management skills to realize these goals and priorities efficiently. It was found that although time management behaviors seemed to influence employee performance but proper scheduling and planning and implementation has to be done. This study also suggests that other factors may also impact employees chances of attaining success and help in attaining better employee performance and boost their productivity and therefore deserve further investigation.

From key messages drawn from the literature, we find that for employees to successfully plan their behavior so as to be effective in their time management they need to have an awareness of the factors that fill their time; they need to have a good understanding of how long it takes to complete individual tasks; they need to be self-directed, and they need to be able to be involved in short-term planning. From this study it is also found that most of the people (respondents) are always interrupted during work and multitasking is the factor that mainly causes delay in work. Other factors that spoil time management efforts are multitasking, being indecisive and not removing distractions. It is learnt from the study that, time is the major factor for effective and efficient working and failing in time management may lead to insufficient workflow, poor work quality and high stress level. So one must always plan things in advance,

avoid multitasking and reduce the uncertainty, distractions and make sure the environment around is working to strengthen the focus and willpower. It only requires commitment to succeed. Yes, Time Management is a life management.

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