

The Relationship Between The Success and Time Management of Executives and a View to Executives of Turkish Top Companies

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ABSTRACT

One of the limited and valuable resources which are "Time" and "Time Management" are examined by this paper. With this view, time management of top executives of the successful companies of Turkey is studied. The central message of the article that is proposed in this study is to put the relationship between the success and the time management of top executives clearly with a numerical analysis. In the first section, the manager and the leader conceptions are emphasized and the definitions of these two concepts are given. Then, the conceptions of time and time management are given. Also, the reasons of losing time which are originated from individuals or from work are explained and time planning techniques which are used to abolish the effects of these reasons are given. In the end, a questionnaire is applied to the top executives of Turkey which are the managers of top 300 companies (according to their sales out of their production) and the results of the study are presented.

Key Words: Leadership, managership, time management, time management of top executives.

1. INTRODUCTION

Productivity is defined as the ratio of output to input. So it is only possible by working productively for the manufacturing companies by providing maximum output in the right time, at the right quantity and in a desired quality by using less resource. Material, labor force, machine and energy become at the top of manufacturing resources and the usage of these resources are limited. However, the other limited resource which is generally omitted is time. The differences of time from other limited resources are the unreplacement and the continuous flow of it which comes from past and goes to the future. So it is necessary to define time as a limited manufacturing resource and to use it productively without extravagance.

Using the time of the labour force, who are the staffs at the lowest stages of the company up to the top executives, with an efficient management means that time of the company is managed efficiently. When the labour force uses their time efficiently, they will get more output when compared to the past and they will reduce the costs. However, top executives are the individuals who have to use their time more effectively when it is compared to

other staff. Because top executives and the leaders conduct the organization and activate it as it is planned. If the organization doesn't progress in the right way, most of the effort will be lost although it works productively in itself.

Time management does not mean the management of real time which has a constant and continuous flow. What we mean by time management concept is to fit more activities into time, which is considered to be the indispensable component of doing every work and activity.

An individual, who wants to manage his/her time effectively, has to take time traps into account and has to strive the effort that is needed for not to fall in to these time traps.

Time is one of the limited and valuable resources. However, top executives are the individuals who have to use their time more effectively when it is compared to other staff. Because top executives and the leaders conduct the organization and activate it as it is planned. If the organization doesn't progress in the right way, most of the effort will be lost although it works productively in itself. So the managers have to manage their time

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effectively for the health of the organization that they managed. This is possible if and only if they consider the time traps that affect them seriously and the time management techniques which are used to reduce the effects of these time traps.

In this study, the relationship between time management and the success of managers who are the top executives of top companies, and also how efficient time management affects the success of managers, are tried to introduce. The central message of this study is to put the relationship between the success and the time management of top executives clearly with a numerical analysis. An expansive search is performed on the top executives of top 300 big companies of Turkey according to their sales from production. A questionnaire that is about the time management of executives is conducted on the target audience that consists of different sectors, different citizens, etc. By looking over this study, the managers will be able to get general information on time management and also will be able to compare the time management of executives who are managing different companies that displays activity on different sectors. The study aims to find out how the top executives of the successful companies, spend their personal and managerial times. And for feedback, managers should ask themselves whether they are managing their time effectively.

2. THEORY

2.1. Time Management

At first, the leadership concept should be defined, as the top executives are assumed to be leaders of the companies and then the time management of executives will be considered.

A leader is defined as a person who motivates and manages the whole system through the organization's aims and maintains the continuity [5].

Leaders use one, two or all of the different leadership styles that they require to conduct the organization. These leadership styles are; the visioner leadership, instructor leadership, relational leadership, democratic leadership, velocity determiner leadership, autocrat leadership, bureaucratic leadership.

Visioner leaders provide a vision and share this vision with all staff. In the instructor leadership style, leader gives advises to increase the performance and the capability of the staff. Relational leaders have especially strong friendly relations in the team, getting the communication better in the organization and to boost the morale. Democratic leaders give importance to human resources and provide dependence by participation. A velocity determiner leadership brings successful results when the staff is eager and don't need any direction. Leaders who struggle with straightening the bad situation may use autocratic leadership style to demolish old customs and may also use it in adapting the staff to new working methods. Bureaucratic style wants staff to work in determined standards and with behaviours which show standardization. This style is suitable for unqualified staff [6].

Managers and leaders are the people who give the directions. That's why; they need more time to make plans which shed light on the way that goes to the future and directions that are suitable for these plans. If these people don't manage their time effectively because of the work or their accustoms; it is impossible to manage and direct the organization effectively. So, it is necessary to manage the time effectively and to use time management techniques for the managers and the leaders in order to have a successful organization.

First of all, it is necessary to define the time concept shortly. According to the physicists and mathematicians; Newton says that time is an absolute existence and isn't connected to universe. On the contrary to Newton's definition, Leibnitz defines time as the order of the events and so that Einstein [7].

Literal meaning of time is, a process which is not under the control of a person that comes from past and goes to the future with an order of following events [7].

Time is an extremely unique and valuable source which is owned at equal standards by every one but not used in the same way. However it is impossible to store, stop or substitute time. In considered limits, a source can be substituted by another source such as using machines in order to use human force but there is no source to substitute time. To head a list of the properties that separate managers from each other is the importance that they give to time and ways of using it.

The importance of time concept can be discussed in three topics as personal time, management time and the organizational time. If personal time is considered at first, the individuals who manage their time effectively will be more successful and productive because of spending this insufficient source for their privileged duties and accomplishing more works in less time. Secondly, executives need more time when compared to their staff, in making plans and giving directions because of their duty. If the organizational time is considered, an organization which completes a duty earlier than to its competitors will be more successful.

Time management is a struggle of productivity in spending time which is an important source in reaching aims.

Time management does not mean the management of real time which has a constant and continuous flow. What we mean by time management concept is to fit more activities into time, which is considered to be the indispensable component of doing every work and activity [8].

An individual, who wants to manage his/her time effectively, has to take time traps (that will be explained in the section 3) into account and has to strive the effort that is needed for not to fall into these time traps.

2.2. Time Traps and the Techniques to Manage Time Effectively

It is possible to classify time traps in two headlines as "time traps that are sourced from individual" and "time traps that are sourced from management" [9-26].

2.2.1. Time Traps that are Sourced from Individuals

Time traps that are sourced from individuals can be summarized in headlines as: lack of self discipline, undescribed individual aims, postponement, unhealthy and non ergonomic working environment, untidy table and disordered office, bureaucracy, difficultness at saying “no”, excessive social relationships, high level doubts about decisions, doing works excellent, open office politics, ambiguousness of priorities, stress and time impression, rashness.

2.2.2. Time Traps that are Sourced from Work and Management

Time traps that are originated from management can be summarized in headlines as: telephone conversations, unexpected visitors, unwillingness in devolution of authority, unnecessary gatherings, crisis, inadequate communication, uncertain managing aims and conception of central management, lack of coordination.

2.2.3. Time Management Techniques which Provides to Use Time Effectively

Preparing time record and night analysis: Individuals must take down notes of activities which they have done during the day and must measure self productivity by a night analysis.

Giving importance to planning, scheduling the time, dealing with excessive work: Uncompleted works and duties and extravagance of time are prevented by planning the work which one will be completed in which time window by whom and with which tool and by which method. Individuals must have a programme for his/her time and transfer his/her activities, which help to implement the prior aims, to the application plans.

Devolution of authority and avoiding from inversion of it: There must not be a routine work that the managers have to do. Because of this, the works that can be done by staff have to be forwarded to them by an adequate authorization and accountability.

Preventing the interruptions and planning the visitor's traffic: Unexpected visitors demolish the time schedule of managers. Because the time, that have been demolished by the visitor, is allocated to another work previously. So, the secretary must be interviewed with the visitors before the manager do. Managers do not have to serve to all visitors.

Effective communication and using the communication tools effectively: The communication tools like telephone, fax, pager, recorder, and internet provide time savings. So communication tools have to be used effectively.

Avoiding from postponing: The individuals, who have the custom of postponing, always perform the work of earlier day's or weeks. By postponing the works to an other time, which is unknown if it is suitable or not, individuals leave themselves to the flow of time. To avoid from postponing, the works which are unlike must be completed at first, complex duties must be divided into small parts and self awarding system must be used.

Working environment, untidy table and filing system: Working environment must be ergonomic and designed

as the person performs his/her works conveniently. Working desk must be tidy and shouldn't be used as a storage area. A filing system must be developed for the documents.

Learning to say “No”: The work lists of individuals, who cannot say “No”, is endless but the time they have is not enough to complete all the works that they have accepted to do. So the works which are completed by these individuals will be faulty, missing and not creative. If you order to say “No” frequently and “Yes” rarely, you will have extra time to complete the works which you are assumed to complete.

Defining the individual aims: Time is an insufficient source and flows continuously. Therefore, the time that has been owned be used for the prior aims. The 20% of time must be used to complete the 80% of works. This is called pareto analysis.

Working with a qualified secretary: A secretary is the most important assistant of an executive. The secretary of the executive must have the ability to organize the executive's daily activities, reconnoitre for the works, follow up executive's uncompleted works and complete them, and also have to use office tools effectively.

Open door policy: Interruption of the manager's time flow by the staff has to be prevented by determining specific meeting hours instead of unplanned hours during the day.

Using the staff's time effectively: The success of executives is directly proportional with the success of the staff. Therefore it is necessary to respect staff's time and staff should not be waited or separated from their work. Also it is necessary to manage the staff's time effectively.

To be aware of self energy periods: Some individuals are being energetic in the mornings while the others are energetic in the afternoons. Individuals must be aware of their self energy periods and have to spend their time to solve the complex works when they have the maximum energy.

Developing effective and rapid reading techniques: Before starting to read a text, reader should look over to the; topics, the necessary parts and the drawings of the text. During reading process, the necessary parts of the text must be read and major importance must be given to the first sentences of the text. Important rows must be underlined and the reading action must be as rapid as possible.

Developing the memory and redoubling the efficiency of memory: *Learned information should be repeated several times in mind and a photograph of them must be composed in mind. The habits like drinking coffee, smoking etc. must be given up.*

Managing the top executive: If an executive works under a top executive, he/she must behave him/her as if he/she is a customer. The executive has to know what the top executive wants. Before beginning to work, it is necessary to prepare a summary of the work and it is necessary to come to a common agreement on it with the top executive. On the described term points, the work

must be reviewed by the top executive and a related work plan must be provided.

Crisis management: The decision mechanism does not work effectively during the crisis and the decisions are delayed. The works that cannot be completed because of indecisions during a crisis, extract the time sourced costs. The reasons that cause crisis must be solved before everything else.

Stress management: The works that have been completed under stress will be lack of creativity. They will be faulty, and ordinary. So stress management techniques must be used and reducing the stress must be tried. Saying “No”, devolution of authority, developing social relations etc. reduces the stress level.

Meeting management: Meetings are necessary for an organization. However staffs think that the only duty of executives are making meetings, but on the other hand executives think that they can't work as they wish because of frequently performed meetings. The real matter is ineffectively managed meetings. Before organizing a meeting, the necessity of it must be examined, and by taking the participators salaries into account the cost of the meeting must be calculated. If it is necessary to make meeting, appropriate participators, suitable date, time, and suitable place must be selected for the gathering. Participators must be prepared for the meeting and a chairman must be chosen. The starting and ending times of the meeting must be determined sharply. After the end of the meeting, a record must be prepared which includes the sources and staff that will apply the decisions.

3. EXPERIMENTAL STUDY

This part of the study aims to find out how the top executives of the successful companies in Turkey, spend their personal and managerial times. Their names are referred from first 300 companies among the top 500 big companies according to their sales out their production from the publication named “500 Big Industrial Enterprise 2003” which is published by the “Istanbul Chamber of Industry – Istanbul Sanayi Odası (ISO)” [27] and a specially prepared questionnaire has been posted to these top executives. The questionnaire has been used for the collection of related information. Hard copy of the questionnaire was sent to selected addresses. Major part of the study has been completed for Turkish top executives in August - September 2004 term. In November 2004, the study has been completed for the foreign citizen top executives.

Each questionnaire composed of 6 pages (including front page) and 32 questions. In the front page, importance of time and time management are explained. Moreover from which source the names of the top executives are taken

from and according to which criteria are they selected are explained as the front pages were prepared according to the executives names. Lastly, the contact number and e-mail addresses are given (see appendix).

Questionary has been prepared in four parts as; personal time management, managerial time management, time management techniques and inspection questions. But the questions are composed in a mixed order. Likert measurement (5 sized) is used in the validation of the answers that are given to questions of the questionnaire.

SPSS (Statistical Package for Social Sciences) has been used in the evaluation phase of data. MINITAB package has also been used for the confirmation of the results which are obtained from SPSS. The reason of using SPSS is, being used numerical values which are transformed from oral answers by using Likert scale in the study and SPSS is an advisable program for such data and having the ability to make the reliability analysis effectively instead of many other statistical packages.

The constraints of the research are grouped in two headlines as “the constraints sourced from the working method” and “the constraints sourced from the studies application field”. The constraints sourced from the working method are listed as; having difficultness in interweaving with the participants to fill the questionnaire. Also putting demographic questions like name, surname, signature in the questionnaire may cause not to get correct answers to the questions. Having no time to spare for the managers and etc. are other reasons of the constraints which sourced from the working.

The constraints sourced from the studies application field are, having missing data in the report “500 Big Industrial Enterprise 2003” which is published by the “Istanbul Chamber of Industry – Istanbul Sanayi Odası (ISO)”. Missing variables would cause problems in cluster analysis in the following stages of the study. So the companies which have missing data that they didn't want them to be published in report are excluded. On the other hand, top executives are working in a high speed tempo so they have no time to participate in the study.

Because of these constraints which are explained in two headlines, seven companies are excluded from the study and main mass decreased to 293 companies. After posting the questionnaires, 106 of them are posted back after answering.

Before searching that 106 completed questionnaires represent the main mass (top 300 companies according to their sales out of their production), the general profile is determined in Figure 1. The full name of *Activity Codes* and *Industrial Codes* can be seen in the publication named “500 Big Industrial Enterprise 2003” [27].

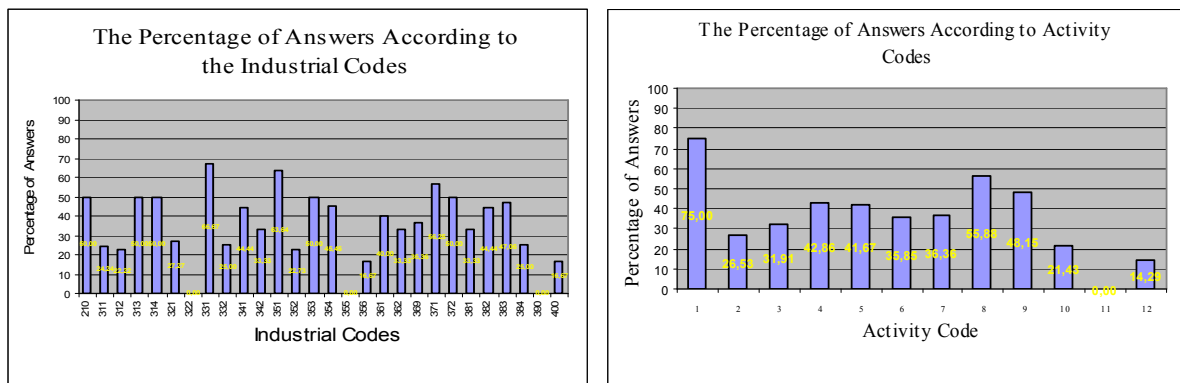


Figure 1. The ratios of answers according to the activity codes and the industrial codes [28].

As seen in Figure 1, we couldn't able to take answers from the companies which are grouped in Activity Code 11 which is called "Other Manufacturing Industries". Its percentage in top 300 companies is 1%. This is a very low percentage so this situation would not cause problem for the reliability of the study. Alike according to the Industrial Codes, the companies which are grouped in Industrial Codes 322 (0.6%), 355 (0.6%) and 390 (1%) didn't give answer to the questionnaire. Also their percentages in the main mass are very small so this situation would not cause problem for the reliability of the study. As seen in Figure 1, we could able to take answer to the questionnaire from all the other group of companies accept the industrial codes and activity codes mentioned above.

Figure 2 shows the general profile of the companies according to their proprietorship distributions of the main mass which is formed of 293 companies.

As seen in Figure 2, 11 of 293 companies (4%) have public proprietorship, 8 of 293 companies (3%) have public-private sector mixed proprietorship, 176 of 293 companies (60%) have private proprietorship, 77 of 293 companies (26%) have foreign proprietorship companies, 21 of 293 companies (7%) have foreign proprietorship.

From the 11 of 21 (52%) companies which are foreign proprietorship, the 25 of 77 (32%) companies which are foreign sector-private sector mixed proprietorship, the 4 of 11 (36%) companies which are public proprietorship, the 6 of 8 (75%) companies which are public-private sector mixed proprietorship, the 60 of 176 (34%) companies which are private proprietorship, have given answer to the questionnaire. This distribution shows that different groups according to their proprietorship have been represented in the study.

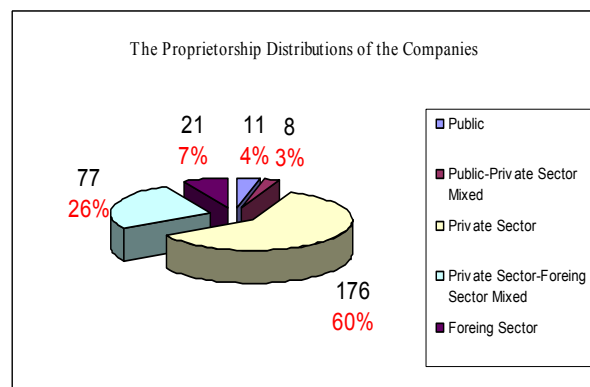


Figure 2. The proprietorship distributions of the companies in main mass [28].

The general situation of companies according to their activity codes, industrial codes and proprietorship is presented in this study and the figure 1 and figure 2 shows that there is a homogeneity. It is calculated that the 106 answered questionnaires have the ability to represent the main mass according to the research results which have been calculated as the 78 answered questionnaires are enough. While determining the enough sample size which represents the main mass, the difference between main mass mean and sample size mean, and also the variance value of main mass are used. The problems in the research that the questionnaires have been posted to each company's executives but it could not able to take answers from all. So the full count is not possible therefore there is no random selection. So it is certainly necessary to prove the homogeneity of the sample mass according to different criterias by using statistical techniques instead of the calculations performed in Figure 1 and Figure 2.

To implement this, cluster analysis is used. The 293 companies out of top 300 companies are grouped and graded in 8 criterias. These criterias are sales form production, proceeds from sales, gross value added, net asset amount, term profit, proprietary interest, working by wages amount and exportation amount. The distance measure which is selected for cluster analysis is squared euclidean distance. At first dendrograms, agglomeration

schedules and proximity matrixes are composed by using hierarchical clustering analysis. The next stage is, to find out the cluster amount. Composing seven clusters is adequate to get balanced clusters according to their member amounts. After this stage, k-means cluster analyses have been applied to 258 companies which haven't got missing values according to eight criterias. The companies which have got missing values according to determined eight criterias before are clustered to adequate sized clusters according to dendograms, proximity matrixes and agglomeration schedules computed by hierarchical clustering analysis. At the end of the cluster analysis, it is seen that the clusters have homogeneity in each other and that all the clusters are balanced.

From now on, the ability of representing the main mass by 106 companies is searched and it is computed that 106 companies are enough to represent the main mass.

In the reliability analysis, croanbach alpha is computed as 0.7151. Croanbach alpha changes between 0-1 and it is used to measure the reliability of questionnaire. By factor analysis, fewer factors got from more variable and the fundamentals of the relations are searched between each dependent variable.

After the reliability analysis, it is determined that the question numbers 1, 12, 14, 15, 16 and 18 deal with personal time management, the question numbers 19, 20, 21, 24 and 26 deal with managerial time management and the question numbers 4 and 5 deal with time management techniques; provide reliable data for the study.

Furthermore, as a result of factor analysis, related to the personal management "excessive social relationships" and "indefiniteness in individual aims", "untidy table" and "indecision", also "stress and time impression" and "saying no" are grouped under the same factor and it is assumed that these variables measure the same thing. Similarly related to the managerial time management, "inadequate communication" and "lack of coordination", "inadequate communication" and "telephone conversations", "unexpected visitors" and "devolution of authority" are grouped under the same factor and it is seems that these variables measure the same thing. Finally related to the time management techniques "night analysis" and "attach importance to planning" are grouped under the same factor and it may be accepted that these variables also measure the same thing.

By computing the descriptive statistics the results that are related to the **personal time management** show that, top executives are **unsuccessful** in "saying no" and "dealing with stress and time impressions". However they are **successful** in "composing the excessive social relationships" and "tidying up the table". Further more top executives are highly **successful** in "determining their priorities" and "dealing with indecision". Related to the managerial time management, results show that top executives are **unsuccessful** in "planning the unexpected visitor traffic" thus they are **successful** in "providing the adequate communication", "providing coordination", "composing the telephone conversations" and "providing the devolution of authority". Related to the time planning techniques results show that, top executives are very **successful** in "preparing time record

and night analysis" and "attach importance to planning".

After computing the descriptive statistics, the existence of difference of time management approaches of executives in different executive groups are searched by t-tests. The groups are classified as "Turkish executives – foreign executives", "Executives that work in companies which are shared more than 50% by public or shared more than 50% by private sector" and at last "executives work in SME 's and executives work in well established Companies".

As a result of t-tests, it is seen that Turkish executives are more successful than foreign citizen executives in "dealing with untidy table" and "composing the excessive social relations, neither foreign executives. The executives who are working in public, are more successful in "giving importance to planning" than executives working in private sector (50% or more shared by special sector), neither in "saying no". There are no differences in time management approaches of the executives who are working at SME's and executives who are working in well established companies.

After the t-tests multiple correlations and multiple regression analysis are performed and the relationship between dependent and independent variables and the direction of the relation are determined.

As a result of the multiple correlation and multiple regression analysis between personal time management and time management techniques; positive directed and linear relationship between "determining the priorities" and "giving importance to planning" are determined. Similarly, in the results of the analysis, which are performed between managerial time management and time management techniques, it is seen that there are positively directed and linear relationships between "composing the unexpected visitor traffic" and "giving importance to planning", "devolution of authority" and "giving importance to planning". In the results of the analysis which are performed between managerial time management and personal time management, it is seen that they are positively directed and linear relationships between "telephone conversations" and "determining the priorities", "devolution of authority" and "indecision", "lack of coordination" and "indecision", "preventing inadequate communication" and "indecision". Although the existence of relations, R² values shows that the relationship is not strong. This means that the dependent variables are affected from other independent variables which are not determined in this study.

4. DISCUSSION AND CONCLUSIONS

The fundamental aim of administrators of a company is to perform the production with less cost while supplying the customers' necessities. To provide this, the inputs of the production must be used effectively. Because these sources, which are mentioned as inputs, are limited sources. Time is also a limited source. Because of this situation, time should be used as effectively as possible.

It is impossible to interfere the flowing of time. So the time management means productive management of activities in the flowing time and completing more activities in unit time. The success of an executive of a

company doesn't only go through an effective time management but time management also provides executive to work productively and effectively in the flowing time periods. Increasing productivity brings the success along with. In this study, the time management of top executives which are managing the top 300 companies according to the sales out of production in Turkey, is analyzed. The success of top executives in using time management techniques is shown in Figure 3. According to the scale; 5 point shows the best, 3 point shows medium and 1 point shows the worst.

According to the results of this study, the top executives of the companies, which are the first 300 companies according to their sales out of production, are unsuccessful in struggling with the stress and time impression, in saying "no" and in composing the unexpected visitors traffic. However the executives, who are the main research field of this study, are the individuals whose specialization and success are proved. But the time they have is not enough to complete all the jobs and this situation affects the productivity and the potential of executives. To be effective and productive, it

is necessary to complete more duties in the owned time and this goes through an effective time management. Of course time management is not the only key of success and using time management techniques does not bring success just by it self. But it opens a way to be more successful to the individuals and so to the executives.

The executives who do not use their time effectively distress because of, not being able to complete the duties in their determined time schedule, the coincidence at urgent works and the impression by the carry of not being able to create quality works. A successful management goes through an effective time management. Because of this, executives must be aware of time traps and have to use time planning techniques effectively [28].

Using time management techniques work for all kinds of companies and it guarantees the efficiency. By being aware of the time traps that are mentioned in the literature and so on in this article and by taking time traps into account and striving the effort that is needed for not to fall into these time traps; an individual, would manage his/her time effectively and provide contribution to his/her business success.

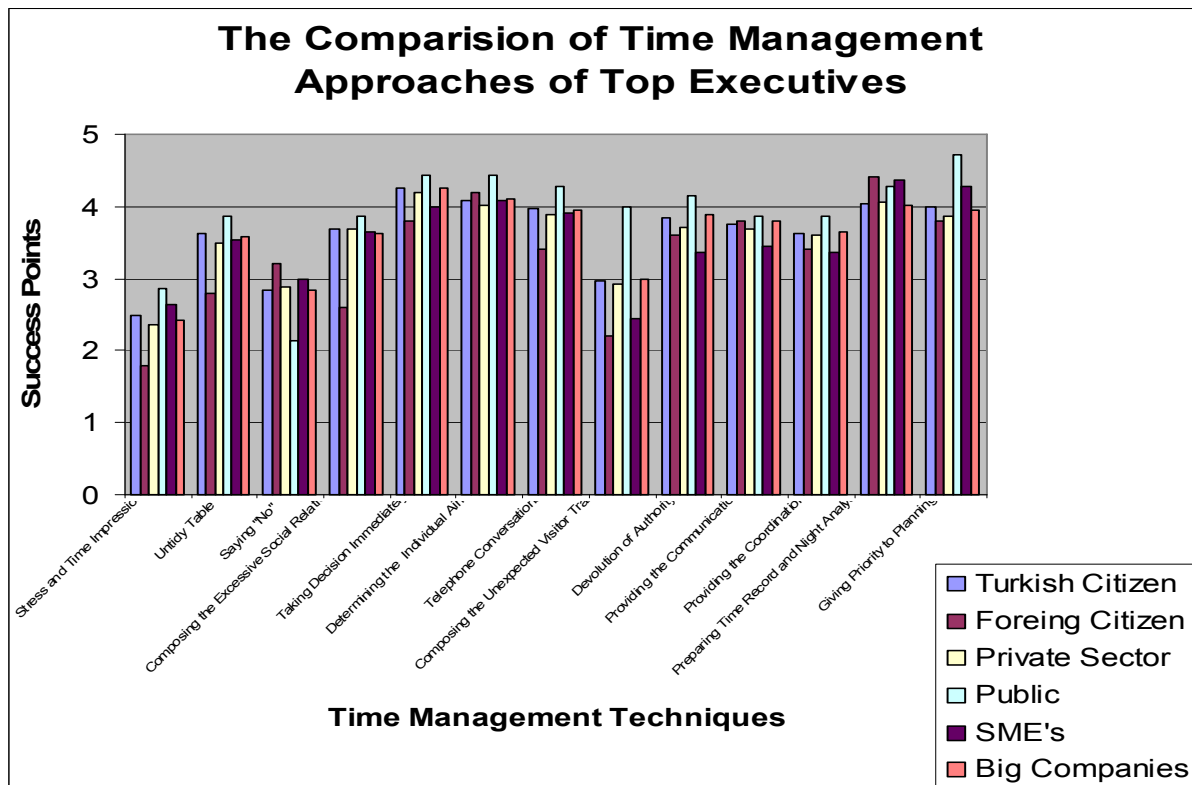


Figure 3. The comparison of time management approaches of top executives.

Table 1. Questionary evaluation summary [28].

Data Amount (Number) =		106	1 - 5	101	5	7	78	11	95
Question No	Managerial Time Management Variations	General	Point	Turkish Citizen	Foreign Citizen	Work In Public	Work In Special Sector	Work In SME 's	Work In Well Established Companies
1	Dealing with stress and time impressions	Unsuccessful	2.4528	Unsuccessful		Unsuccessful		Unsuccessful	
12	Dealing with untidy table	Successful	3.5849	Successful	Unsuccessful	Successful		Successful	
14	Saying "No"	Unsuccessful	2.8585	Unsuccessful		More Unsuccessful	Unsuccessful	Unsuccessful	
15	Composing the social relations	Successful	3.6321	Successful	Unsuccessful	Successful		Successful	
16	Behaving as in plan	Successful	4.2358	Successful		Successful		Successful	
18	Determining the priorities	Successful	4.0943	Successful		Successful		Successful	
19	Composing the telephone conversations	Successful	3.9434	Successful		Successful		Successful	
20	Composing the unexpected visitor traffic	Unsuccessful	2.9340	Successful		Unsuccessful		Unsuccessful	
21	Deployment of authority	Successful	3.8302	Successful		Successful		Successful	
24	Providing the effective communication	Successful	3.7642	Successful		Successful		Successful	
26	Providing the coordination	Successful	3.6226	Successful		Successful		Successful	
4	Preparing time record and night analysis	Successful	4.0566	Successful		Successful		Successful	
5	Giving priority to planning	Successful	3.9906	Successful		More Successful	Successful	Successful	

APPENDIX 1



**Balıkesir University Engineering and Architecture Faculty
Department of Industrial Engineering**

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E-mail:

01.11.2004

Address.....

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Mr. / Mrs.,

As you know, time restrains in time, forces our efficiency, potential and limits. To get success in work life for the managers, pass through scheduling their management time through their aim and goals, and using it effectively and efficiently. To stop the time is impossible. Time is a single directed flow, which comes from past and goes to the future. So, we can consider time as a production input, like labour force, material, equipment and energy and we have to use it effectively and efficiently, avoiding extravagance.

This questionnaire aims to find out how the top executives of the successful companies in our country spend their managerial times and to consider the effects on the success of the company and compose a model for the other top executives by this way. Also this questionnaire is the application section of my master thesis subjected "Time Management". You are one of the rare top executives whom we considered to refer your ideas. Your name is referred from the publication named "500 Big Industrial Enterprise 2003" which is published by the "İstanbul Chamber Of Industry – İstanbul Sanayi Odası (İSO)". It is important for us to get each questionnaire form back so that the results can represent the successful executives.

You can be sure about the secrecy of your answers. We will be pleased to answer all of your questions about the questionnaire. You can contact us from (0266) 6121194.

By allocating your time to fill the questionnaire form, you will provide a great contribution to our researches and we will be grateful to you. Thank you for your contributions from now on.

Yours Sincerely

A. Deniz KARAOĞLAN
Research Assistant

APPENDIX 2

Please fill the blanks in front of the alternatives which best completes your answers to the questions

Q1. Do you have stress and do you worry about works to be done in time?

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES
- 4. RARELY
- 5. NEVER

Q2. Do your staff frequently come to you and break your working time in order to consult you?

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES
- 4. RARELY
- 5. NEVER

Q3. Do you take your workings to home or do you stay at your office until late hours in order to complete them?

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES
- 4. RARELY
- 5. NEVER

Q4. Do you list your important works which have to be done the following day?

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES
- 4. RARELY
- 5. NEVER

Q5. Do you make plans which show you to do which work to do in which order?

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES
- 4. RARELY
- 5. NEVER

Q6. Do you plan how long does it take to finish a work before starting to do it?

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES
- 4. RARELY
- 5. NEVER

Q7. "I prefer to solve complex works in time when my energy is in its highest point."

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES

- 4. RARELY
- 5. NEVER

Q8. When there is a work that I have to do...

- 1. I ALLOCATE ALL OF MY TIME TO IT AND COMPLETE THE WORK AT ONCE
- 2. I ALLOCATE MOST OF MY TIME WITHOUT BREAKS AND COMPLETE THE WORK AT ONE OR TWO TIMES
- 3. EVERY TIME I WORK ON THE WORK A LITTLE
- 4. RARELY I DEAL WITH THE WORK AND IF I WANT I WORK A BIT ON IT
- 5. I DON'T DO THE WORK AND TRANSFER IT TO ANOTHER PERSON

Q9. Do you have a list that shows your personal aims and a schedule to reach them?

- 1. YES, I HAVE
- 2. MY PERSONAL AIMS ARE DEFINED BUT MY SCHEDULE IS NOT WRITTEN ON A LIST
- 3. I DON'T HAVE A WRITTEN LIST BUT I COMPOSE THESE IN MY MIND
- 4. I DON'T NEED A LIST LIKE THIS FOR THE PRESENT, I MAKE MY PLANS IN MY MIND WHEN I NEED
- 5. I DON'T THINK IT IS NECESSARY TO DETERMINE A LIST LIKE THIS

Q10. Do you tend to complete the works, which seems to be more amusing to you rather than the ones which are more boring but have to be done by you because of your job?

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES
- 4. RARELY
- 5. NEVER

Q11. "My Office and my desk job are designed as comfortable as I can do my works in comfort."

- 1. I DEFINITELY AGREE
- 2. I AGREE
- 3. I'M NOT SURE
- 4. I DON'T AGREE
- 5. I DEFINITELY DISAGREE

Q12. Are there times that you have to look for a report or a document on your desk job that you need?

- 1. ALWAYS
- 2. USUALLY
- 3. SOMETIMES
- 4. RARELY
- 5. NEVER

Q13. There are too many application forms in our firm which increase the work load.

- 1. I DEFINITELY AGREE
- 2. I AGREE
- 3. I'M NOT SURE

- O 4. I DON'T AGREE
O 5. I DEFINETELY DISAGREE

Q14. Are there times which you can't say "No" although you are too busy?

- O 1. ALWAYS
O 2. USUALLY
O 3. SOMETIMES
O 4. RARELY
O 5. NEVER

Q15. Do you have customs to have conversations with the people who are close to you in the working hours, although you think that prevents you to do your work?

- O 1. ALWAYS
O 2. USUALLY
O 3. SOMETIMES
O 4. RARELY
O 5. NEVER

Q16. Does your decision period take much time than you expected, although you have all the data that you need to make your decision?

- O 1. ALWAYS
O 2. USUALLY
O 3. SOMETIMES
O 4. RARELY
O 5. NEVER

Q17. Is it important for you to do the work at first time and rapidly or to analyze the details with accuracy and complete the work with after a detailed study?

- O 1. IT IS IMPORTANT FOR ME TO COMPLETE THE WORK AT ONCE, RAPIDLY AND CORRECTLY
O 2. IT IS IMPORTANT FOR ME COMPLETE THE WORK AT ONCE AND RAPIDLY
O 3. IT IS IMPORTANT FOR ME TO COMPLETE THE WORK AT ONCE
O 4. IT IS IMPORTANT FOR ME TO COMPLETE THE WORK BY ANALYZING THE DETAILS ACCURATELY AND WITH A DETAILED WORK
O 5. IT IS IMPORTANT FOR ME TO COMPLATE THE WORK BY ANALYZING THE DETAILS ACCURATELY INSTEAD OF COMPLETING THE WORK IN TIME

Q18. A list of the works which I have to do because of my job...

- O 1. ARE ALWAYS PREPARED BY ME AND I APPLICATE IT TIME BY TIME
O 2. ARE PREPARED BY ME WHEN THEY ARE NEEDED BUT I APPLICATE THEM HARDLY IF I HAD PREPARED
O 3. ARE PREPARED BY ME, BUT APPLICATION PROCESS WHICH IS DETERMINED ON MY LIST ALWAYS

BREAKS UP AND I CAN'T COMPLETE THE WORKS

- O 4. ARE PREPARED BY ME, BUT I CAN'T COMPLETE MANY OF THE WORKS THAT ARE LISTED IN MY LIST
O 5. I DON'T PREPARE A LIST LIKE THAT

Q19. Do you take notes which you decide to say and take the documents which could be necessary for you, before you telephone some one?

- O 1. ALWAYS
O 2. USUALLY
O 3. SOMETIMES
O 4. RARELY
O 5. NEVER

Q20. Do you have special times for your quests?

- O 1. YES I HAVE AND I OBSERVE THESE TIMES DEFINITELY
O 2. YES I HAVE AND I OBSERVE THESE TIMES FREQUENTLY
O 3. YES I HAVE BUT I OBSERVE THESE TIMES SOMETIMES
O 4. YES I HAVE BUT I OBSERVE THESE TIMES RARELY
O 5. NO I HAVEN'T

Q21. If a work which is urgent and best known by you occurs, do you go to rear the staff that might complete the work best or prefer to do the work by your self?

- O 1. I ALWAYS FIND THE STAFF THAT MIGHT COMPLETE THE WORK BEST AND I REAR THEM
O 2. I USUALLY FIND THE STAFF THAT MIGHT COMPLETE THE WORK BEST AND I REAR THEM
O 3. I USE BOTH OF THE CHOICES FREQUENTLY
O 4. I USUALLY DO THE WORK BY MYSELF AND COMPLETE IT AS SOON AS POSSIBLE
O 5. I ALWAYS DO THE WORK BY MY SELF AND COMPLETE IT AS SOON AS POSSIBLE

Q22. Before making a decision to hold a gathering, do you interrogate if the gathering doesn't hold what would the losses be and it is possible to combine the gathering with the following one?

- O 1. ALWAYS
O 2. USUALLY
O 3. SOMETIMES
O 4. RARELY
O 5. NEVER

Q23. Decision has to be made with the data which are hold, without waiting the completion of the whole data in conjuncture?

- O 1. I DEFINITELY AGREE
O 2. I AGREE
O 3. I'M NOT SURE
O 4. I DON'T AGREE
O 5. I DEFINETELY DISAGREE

Q24. Do wrong completed works occur by a misunderstanding as a result of your directions?

1. ALWAYS
 2. USUALLY
 3. SOMETIMES
 4. RARELY
 5. NEVER

Q25. Do your staffs have the whole authorization in the works which are in their responsibility?

1. YES, THEY HAVE THE WHOLE AUTHORIZATION, THEY DON'T NEED MY CONSENT
 2. THEY HAVE MOST OF THE AUTHORIZATION BUT THERE ARE RARE SITUATIONS THAT MY CONSENT IS NEEDED
 3. THE NUMBER OF THE WORKS THAT ARE NOT NECESSARY TO BE CONSENTED BY ME AND THE WORKS THAT ARE NECESSARY TO BE CONSENTED BY ME ARE NEARLY EQUAL
 4. MOST OF THE WORKS HAVE TO BE CONSENTED BY ME
 5. ALL THE WORKS MUST BE CONSENTED BY ME BEFORE THEY COMMENCE

Q26. Are there any different applications on the same subject because of the missing coordination?

1. ALWAYS
 2. USUALLY
 3. SOMETIMES
 4. RARELY
 5. NEVER

Q27. "My secretary has the ability of management to do the works have been done which are not completed by me, by authorizing another staff."

1. I DEFINITELY AGREE
 2. I AGREE
 3. I'M NOT SURE
 4. I DON'T AGREE

5. I DEFINITELY DISAGREE

Q28. Do you make your staff wait for you because of different reasons?

1. ALWAYS
 2. USUALLY
 3. SOMETIMES
 4. RARELY
 5. NEVER

Q29. Are there times that you have to read the same passage for several times because of your inadequate concentration?

1. ALWAYS
 2. USUALLY
 3. SOMETIMES
 4. RARELY
 5. NEVER

Q30. Does your staff come to you frequently in order to take your consent?

1. ALWAYS
 2. USUALLY
 3. SOMETIMES
 4. RARELY
 5. NEVER

Q31. "Great importance has to be given while doing the job. Because the success is hidden in details".

1. I DEFINITELY AGREE
 2. I AGREE
 3. I'M NOT SURE
 4. I DON'T AGREE
 5. I DEFINITELY DISAGREE

Q32. Think of your first aim. In what time period do you plan to complete it?

1. IN 1 YEAR
 2. BETWEEN 1-5 YEARS
 3. MORE THAN 5 YEARS
 4. I HAVE NO TIME CONFINE FOR MY AIM
 5. I HAVEN'T DETERMINED MY FIRST AIM

NAME SURNAME
SIGNATURE

THANK YOU FOR FILLING OUR QUESTIONNAIRE. WE WILL BE PLEASED IF YOU PUT THE QUESTIONARY IN TO THE RETURNING ENVELOP THAT WE SENT TO YOU WITH THE FORM AND PLEASE POST IT BACK TO US. YOU CAN BE SURE ABOUT THE SECRECY OF YOUR ANSWERS TO THE QUESTIONS AND THANKS FOR YOUR GREAT CONTRIBUTIONS TO OUR RESEARCHES.

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