



How do Managers Manage the Time: a Research in Ankara Hospitals

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Extensive Summary

In recent years, constant change and improvement in technology, information, and communication with extensive competition between companies, creates pressure on managers. Managers both try to cope with these hard situations and also try to attain organizational goals with limited resources. Time cannot be produced, hired, bought, and stored when compared with other resources on hand. So it is more critical for managers' success. A day is the duration of time it takes to the earth to rotate all the way around. Time is continuous and not stationary. Time is infinite, change is essential to time. Time can be classified as:

- Objective time,
- Subjective time,
- Managerial time,
- Organizational time,
- Existing time,
- Workout time, and
- Leisure time.

Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity. It is emerged in Denmark and spread out all over the world from there. Time management may be aided by a range of skills, tools, and techniques used to [manage](#) time when accomplishing specific tasks, projects and goals complying with a due date. This set encompasses a wide scope of activities, and these include [planning](#), [allocating](#), [setting goals](#), delegation, analysis of time spent, [monitoring](#), organizing, scheduling, and prioritizing. Initially, time management referred to just business or work activities, but eventually the term broadened to include personal activities as well.

In light of this fact, this study aims to measure time management skills of hospital managers in Ankara by using *Time Management Questionnaire*. It is consisted of 27 statements. The reliability and validity dimensions of the scale were taken into consideration, so as to be capable of obtaining reasonable results and making contribution to literature, and arithmetic means are also investigated. The purpose of this research was to determine time management skills of hospital managers. The research population of this study constituted hospital managers in six hospitals in Ankara. The sample was consisted of 152 middle and top managers.

Moreover in this study, statistical analysis was made. Independent t-test and analysis of variance tests were used to investigate differences among types of time management dimensions (time planning, time attitudes and time wasters) in terms of respondents' demographic characteristics. When we examine assessment of hospital managers; they strongly believe that the most of the meetings are unnecessary, because that they are not practical but traditional. So the biggest time waster is the meeting according to them. Hospital managers also state that, they use their time effectively and give the necessary decisions in a short time. We may believe that their time attitude is positive in general. They also believe that, they have a time limitation because of the work volume and intensity. The belief of hospital managers about their time management practices is another interesting finding. They believe that, they really don't need to develop their time planning skill.

The results also demonstrated several significant differences among types of time management dimensions in terms of managers' gender, marital status, age, and education. According to the results:

- Man managers are more successful than women in time attitudes.
- Woman managers are subjected to time wasters more often.
- Married managers are more effective in time planning and successful in time attitudes compared to singles.
- Managers' age over 50 are more successful in time planning than others.
- Postgraduate managers are more successful compared to other education groups in all time management dimensions.