

# Tango! Managing self and leading others

## Time Management in the Workplace: A Case Study

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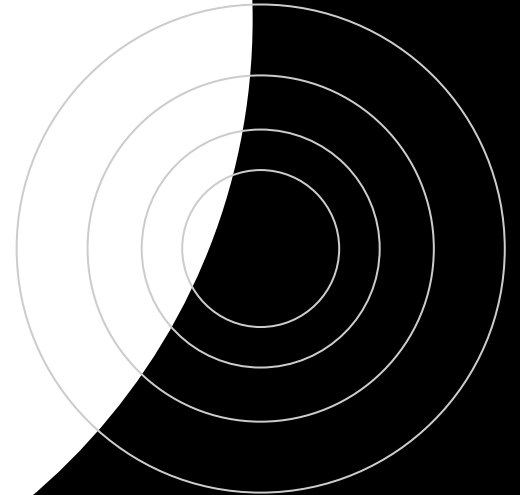
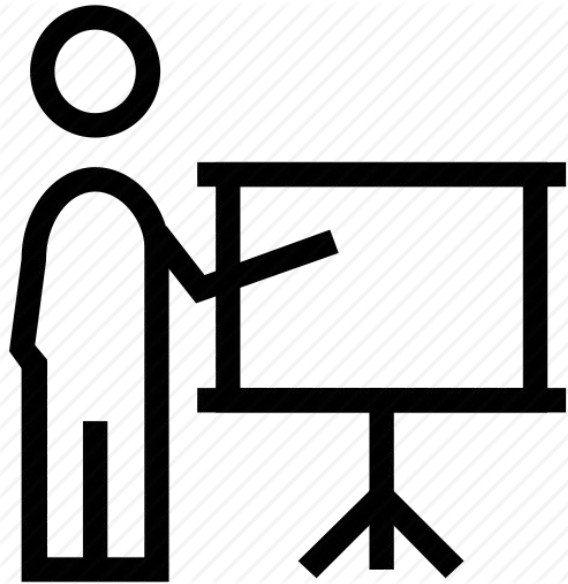
# Presentation Outline

- Introduction
- Literature review
- Methodology
- Results
- Discussions
- Reference list



1

# Introduction



# What is Time Management?

**Time Management:** the coordination of tasks and activities to maximize the effectiveness of an individual's efforts.

**Time Management includes:**

- Planning
- Organizing
- Prioritizing

**Work smarter, not harder!**

Accomplishing goals = sense of well-being.



*"Hold on a second, Bob. I'm putting you on a stickie."*

T. (2015, January). What is time management? - Definition from WhatIs.com. Retrieved March 18, 2019, from <https://whatistechtarget.com/definition/time-management>

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[https://www.allposters.com/-sp/Hold-on-a-second-Bob-I-m-putting-you-on-a-stickie-New-Yorker-Cartoon-Posters\\_i9165902\\_.htm](https://www.allposters.com/-sp/Hold-on-a-second-Bob-I-m-putting-you-on-a-stickie-New-Yorker-Cartoon-Posters_i9165902_.htm)



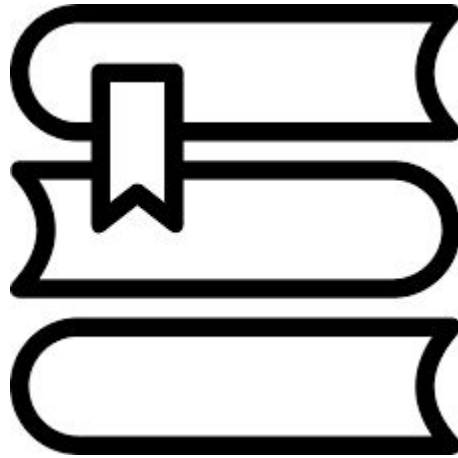
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## ***Research question:***

Whether, why and  
how **time  
management** may  
facilitate success in  
the workplace?

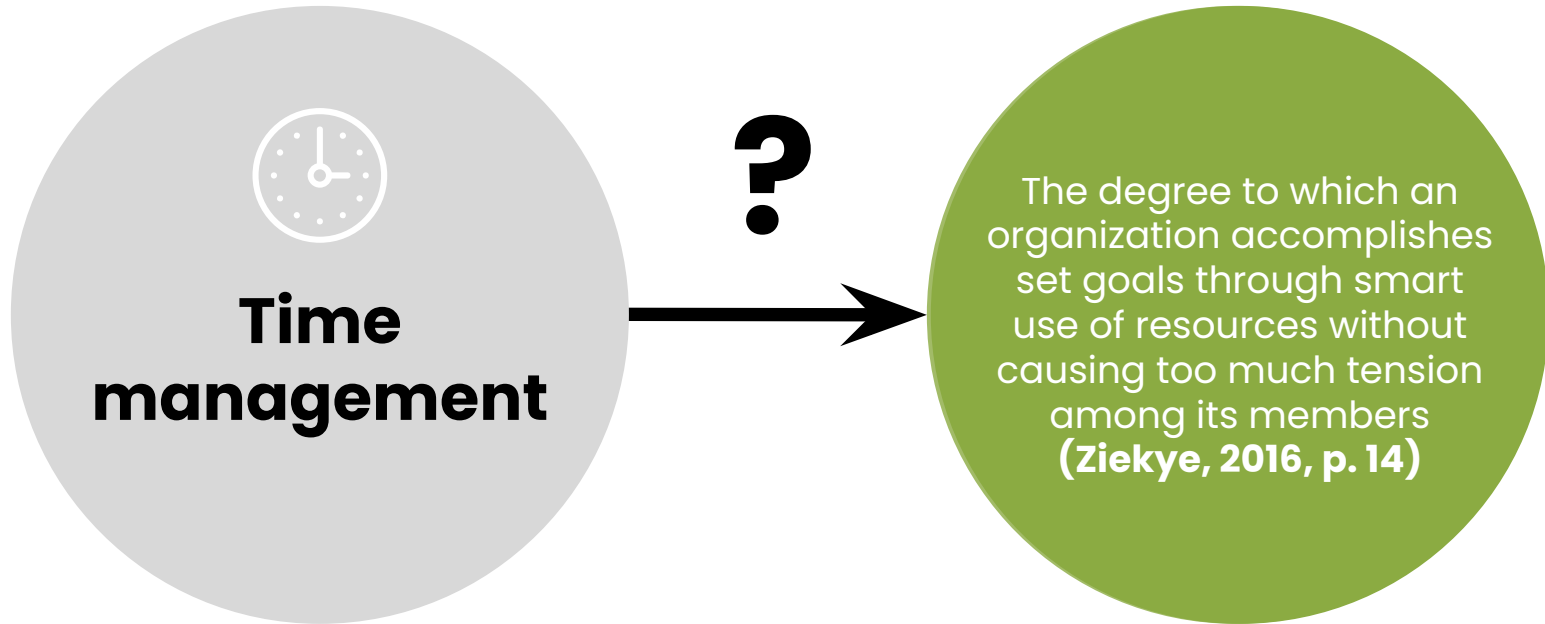
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# Literature Review





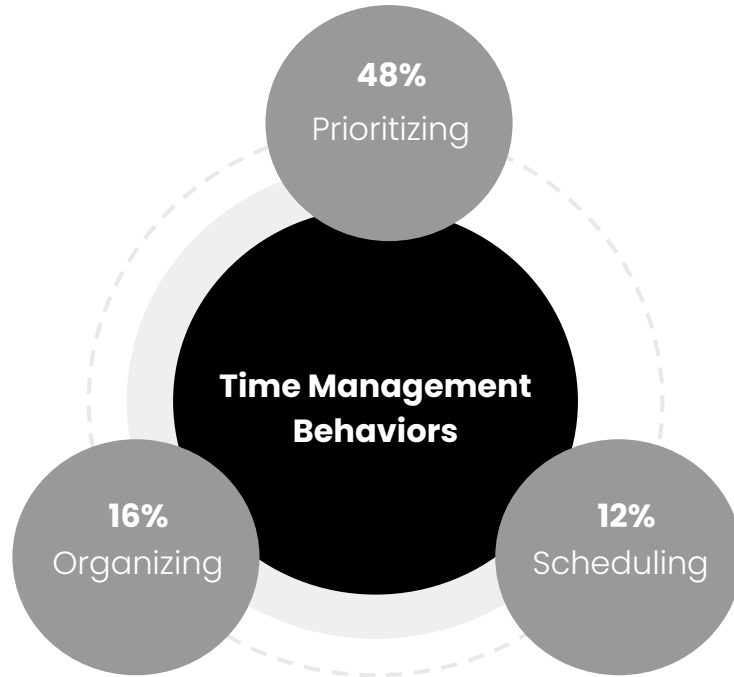
# Research topic



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Ziekye, J. (2016). Impact of Time Management on Organizational Effectiveness. *Texila International Journal Of Management*, 2(1), 11-19. doi:10.21522/tijmg.2015.02.01.art003





## Prioritization categories:

- Importance (Ziekye, 2016, p. 13)
- Importance & urgency cluster (Adebisi, 2013, p. 166)
- Relevance to core values (Adebisi, 2013, p. 166)

Ziekye, J. (2016). Impact of Time Management on Organizational Effectiveness. *Texila International Journal Of Management*, 2(1), 11-19.  
doi:10.21522/tijmg.2015.02.01.art003

Adebisi, J. F. (2013). Time Management Practices and Its Effect on Business Performance. *Canadian Social Science*, 9(1), 165-168.  
doi:10.3968/j.css.1923669720130901.2419

Adebayo, F. A., & Omojola, I. (2012). Influence of Time Management on Administrative Effectiveness in Higher Institutions in Ekiti State, Nigeria.

*International Journal of Educational Research and Technology*, 3(1), 61-65.

# Process Model



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Macan, T. (1994). Time Management: Test of a Process Model. *Journal of Applied Psychology*, 79(3), 381-391. doi:10.1037/0021-9010.79.3.381

# Time Management Benefits



## Employees

- Decreased stress levels
- Increased job satisfaction
- Increased job performance
- Better work-life balance



## Business

- Better quality services
- Customer satisfaction
- Increased productivity
- Faster development

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Ziekye, J. (2016). Impact of Time Management on Organizational Effectiveness. *Texila International Journal Of Management*, 2(1), 11-19.

doi:10.21522/tijmg.2015.02.01.art003

Macan, T. (1994). Time Management: Test of a Process Model. *Journal of Applied Psychology*, 79(3), 381-391.

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doi:10.3968/j.css.1923669720130901.2419

# Procrastination

“[...] a delay of relevant and timely task, and results often in sabotaging task performance” (Ferrari, 2005, p. 140)

**Avoidant  
Procrastinators**

Fear failure

Adversely affect productivity

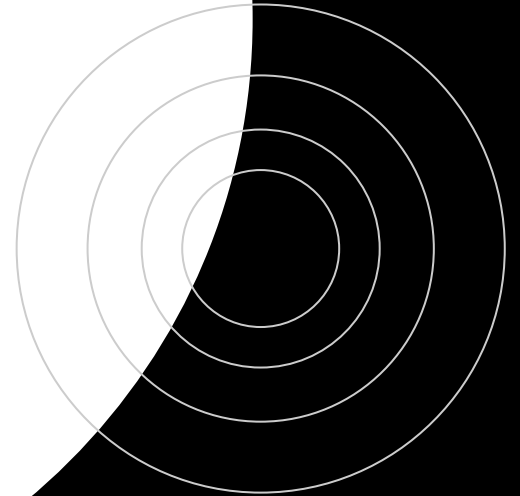
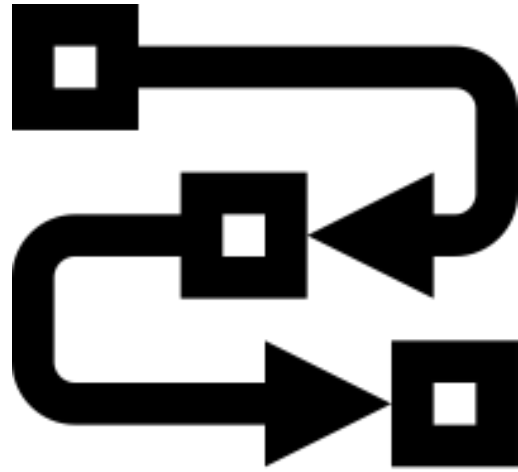
Perceived as social loafers in teams

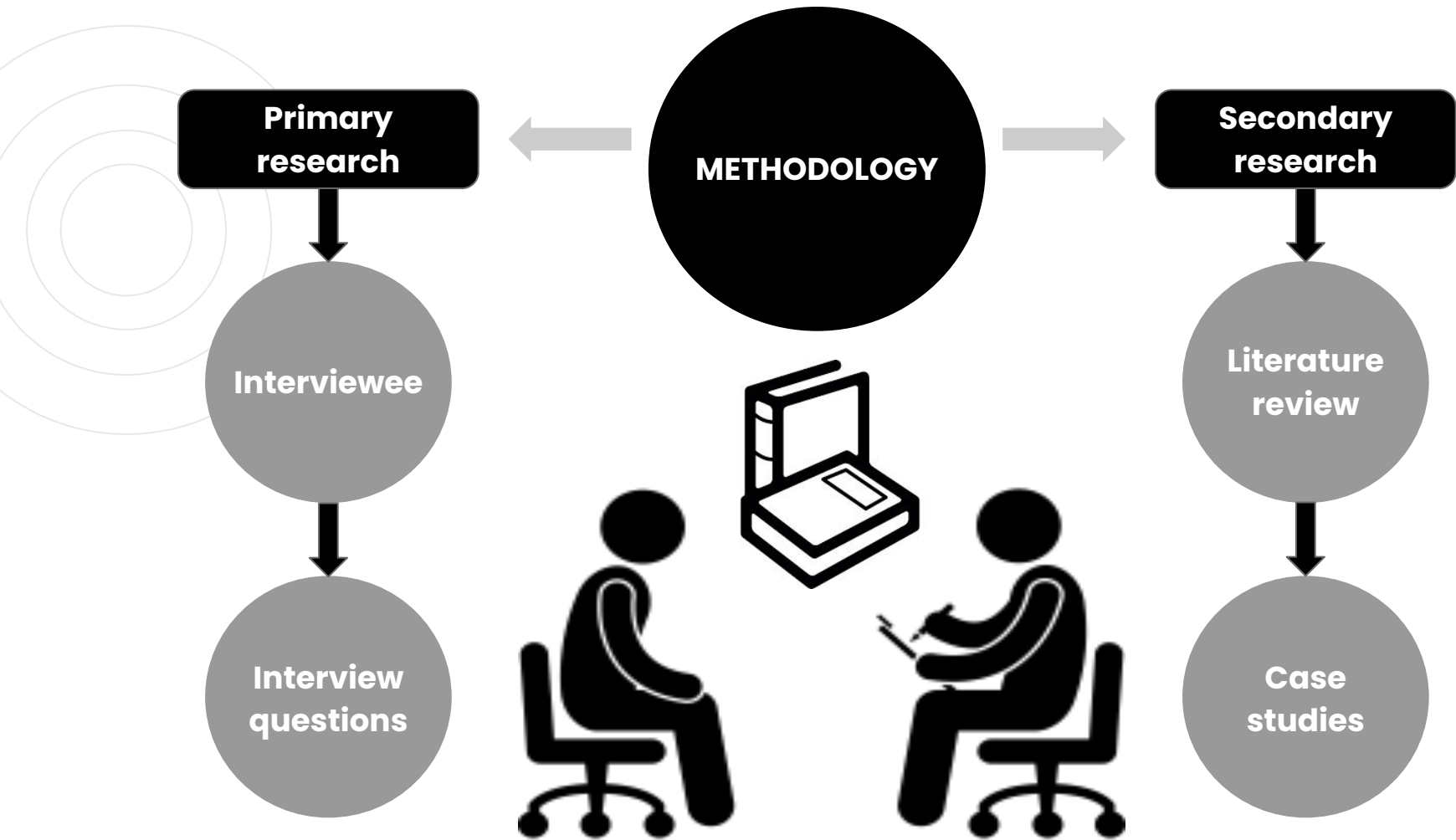
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Ferrari, J. R. (2005). Exploring Procrastination in Corporate Settings: Sex, Status, and Settings for Arousal and Avoidance Types. *Individual Differences Research*, 3(2), 140-149.

**3**

# **Methodology**





# Primary Research: The Interview



## Interviewee

Hung Yan (Peter) Ng



## Company

EN Group Limited



## Position

Founder and CEO



## Job History

Garment Business

Hotel Chef and  
Waiter



## Date and setting

EN Tsim Sha Tsui, March  
7th 2019, approx. 1 hour





# EN Group Limited

Branches of Japanese restaurants in Hong Kong (3),  
Singapore (4), Indonesia (1), Macao.

Trading in Hong Kong and Japan

The logo for En Dining Hong Kong features the word "En" in a large, white, serif font with a stylized orange and yellow circular graphic to its left. Below "En" is the word "Dining" in a smaller, white, serif font, and at the bottom is "HongKong" in an even smaller, white, serif font.

A photograph of a Japanese restaurant table setting. In the foreground, a bowl of dumplings (gyoza) is garnished with shredded white radish and a green chili. To the left, a plate of black spaghetti (carbonara) is topped with mushrooms and vegetables. In the background, there are several small bowls of dipping sauce and a glass of miso soup. The text "The Japanese word 'En' means celebration, connection, and harmony." is overlaid on the right side of the image.

The Japanese word "En" means  
celebration, connection, and harmony.

"Quality & Originality." *En Group*, [en.com.hk/main/](http://en.com.hk/main/)

# Why this person?

Has experience as  
both employee  
and employer



Understands how  
to manage his and  
others' time

Has been running  
EN Group for over  
18 years



Has successful and  
unsuccessful  
stories



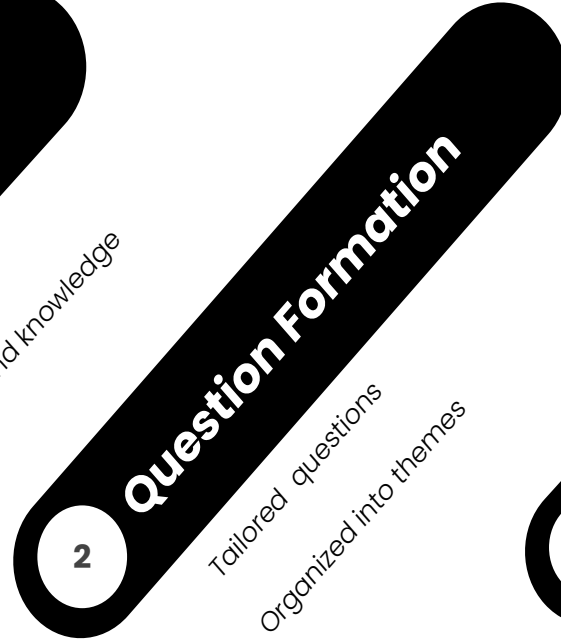
# Our process



**1** **Research on the interviewee**

Company history  
Interviewee's experiences and knowledge

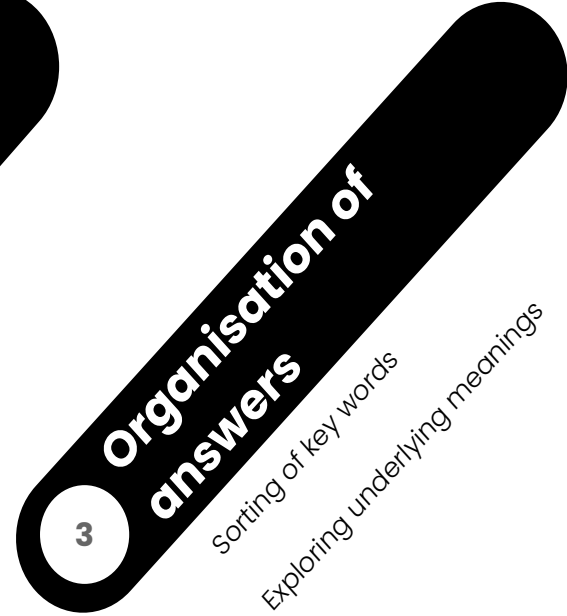
This block represents the first step of the process. It features a black rounded rectangular bar with a white circle containing the number '1' on the left. The text 'Research on the interviewee' is written in white on the bar. Below the bar, the sub-points 'Company history' and 'Interviewee's experiences and knowledge' are listed in a smaller, grey font.



**2** **Question Formation**

Tailored questions  
Organized into themes

This block represents the second step of the process. It features a black rounded rectangular bar with a white circle containing the number '2' on the left. The text 'Question Formation' is written in white on the bar. Below the bar, the sub-points 'Tailored questions' and 'Organized into themes' are listed in a smaller, grey font.



**3** **Organisation of answers**

Sorting of key words  
Exploring underlying meanings

This block represents the third step of the process. It features a black rounded rectangular bar with a white circle containing the number '3' on the left. The text 'Organisation of answers' is written in white on the bar. Below the bar, the sub-points 'Sorting of key words' and 'Exploring underlying meanings' are listed in a smaller, grey font.

# Interview questions:

## The Business

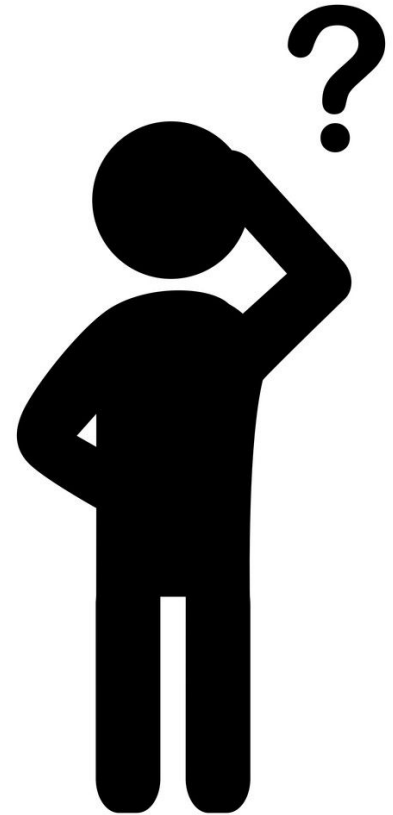
1. Was it difficult to start the business in the beginning? What obstacles did you encounter?

## The Leader

1. How have you developed your time management skills since you start your business?

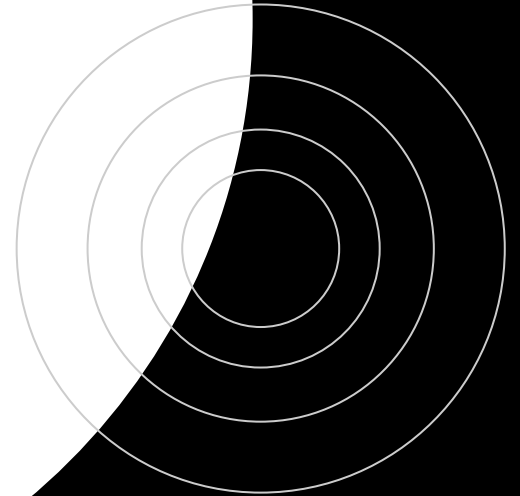
## The Employee

1. Do your employees in the office often complete tasks on time? If not, how does this affect the nature of the company?



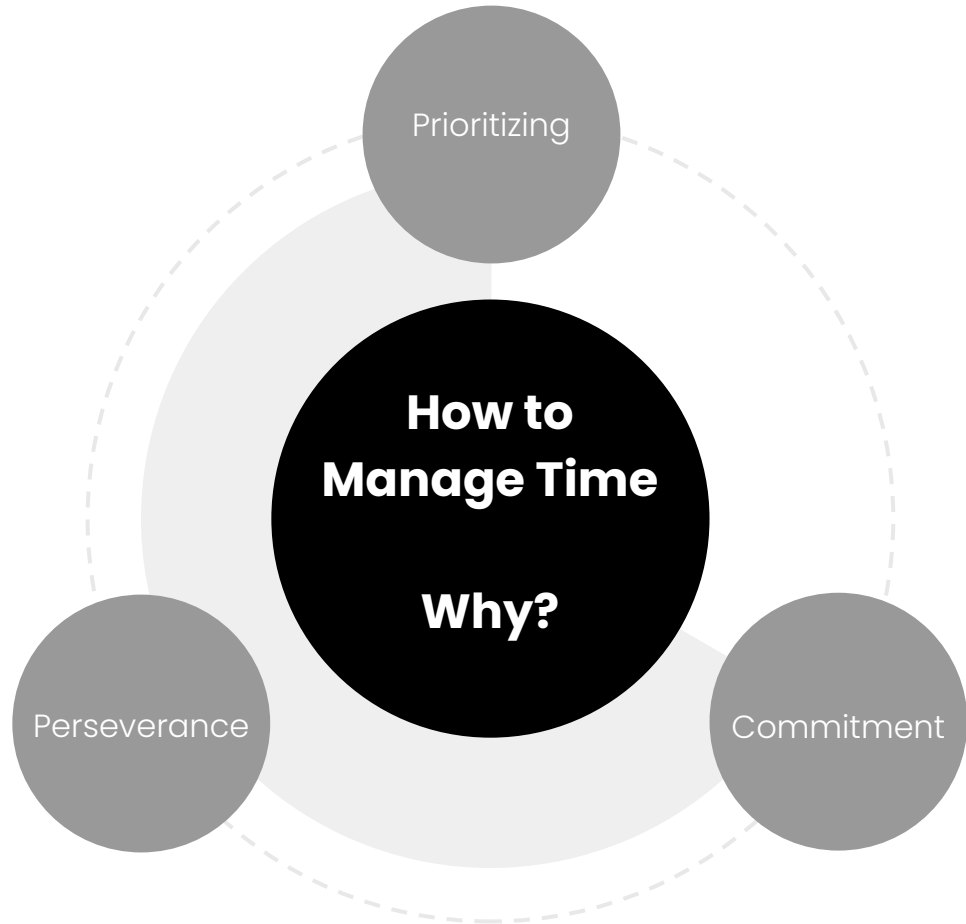
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# Results



# 3 Umbrella Themes

*Whether, why and how time management may facilitate success in the workplace: A case study of a leader*



# i. Prioritizing

**Example:** Starting a new Restaurant

- Planning
- Designing
- Construction
- Inspection
- License

\* Eliminate tasks unrelated to work (e.g. entertainment and social media)

## The Eisenhower Decision Matrix



"The Eisenhower Matrix: Introduction & 3-Minute Video Tutorial." *Eisenhower*, [www.eisenhower.me/eisenhower-matrix/](http://www.eisenhower.me/eisenhower-matrix/).





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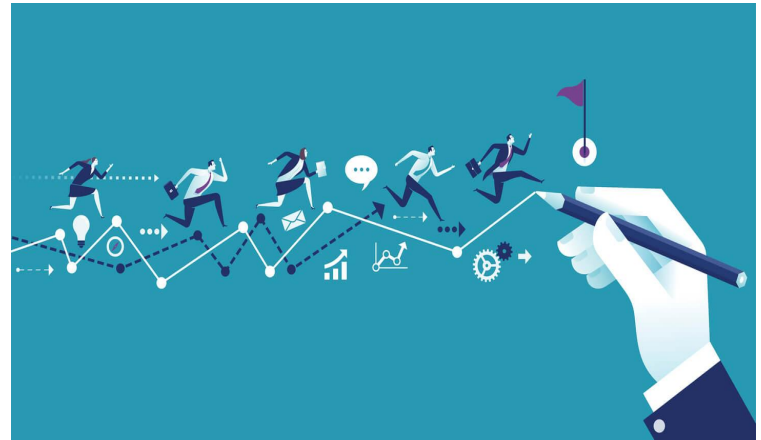
***Time may feel limited..."***

**- Hung Yan Ng**

## ii. Commitment

- Show **results** rather than verbal affirmation
- Work towards a **goal**
- Completion of task by the deadline
- Expected to be shown by employees

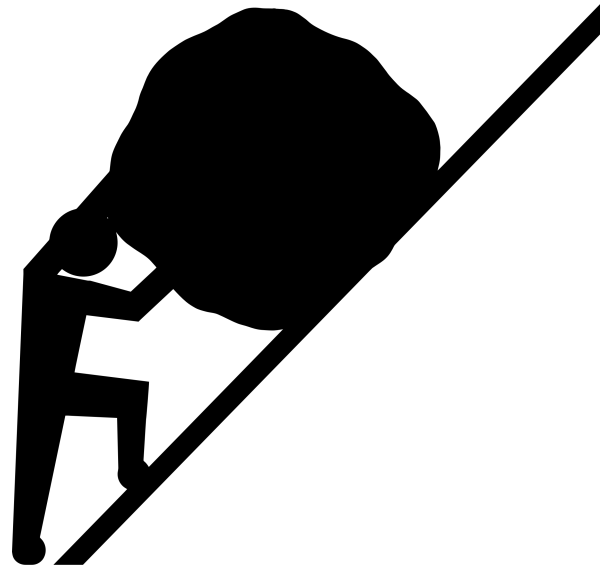
**EXAMPLE:** Finishing tasks to the end, not leaving it partially incomplete



### iii. Perseverance

- Process of starting up a business
- Learn from mistakes and continue **moving forward** to achieve success
- **Catching up** on schedule after a delay

**EXAMPLE:** Paused their restaurant's opening date due renovation delays



# How Time Management is Important

## Company:

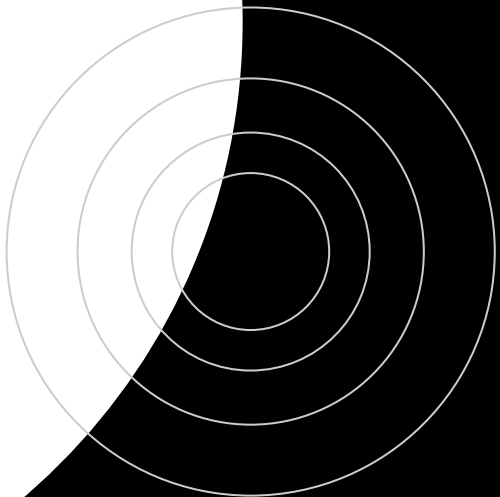
- Slows down the process
- Affects the bigger picture
- Business reputation

## Self:

- Self-efficiency
- Feel less stressed
- Organization and keep notes of meetings and deadlines

**5**

# **Discussion**



# Anticipated results

**#1. Task prioritization has highest influence on organizational effectiveness, which leads to business success**

<b>Literature review</b>	<b>Research findings</b>
<ul style="list-style-type: none"><li>● Prioritization as leading behaviour</li><li>● 3 prioritization categories</li><li>● Making lists brings discouragement</li></ul>	<ul style="list-style-type: none"><li>● Daily practice of prioritization</li><li>● Ineffectiveness of “to-do-lists”</li><li>● Usage of importance-urgency matrix</li></ul>

**Interpretation**

***Proper attention focus***

***Prevention of negative emotions***

# Anticipated results

## #2. Time management skill development is enhanced by personal experience

Literature review	Research findings
<ul style="list-style-type: none"><li>• Non-effectiveness of formal time management trainings</li></ul>	<ul style="list-style-type: none"><li>• Learning from own experience</li><li>• Preventing past mistakes</li></ul>

### Interpretation

*Time management training for employees is not a universal approach*

*Time management is acquirable skill*



# Anticipated results

## #3. Poor time management has negative effect both on stress level and success in the workplace

Literature review	Research findings
<ul style="list-style-type: none"><li>• Work-life balance</li><li>• Job satisfaction</li><li>• Feeling of stress</li></ul>	<ul style="list-style-type: none"><li>• Managed out employees</li><li>• Impact on the whole business</li></ul>

**Interpretation**

***Spread of the stress on different aspects of life apart from job***

***Complication of real situation***

# Unanticipated results

## Distraction from external factors

### Description

#### Factors :

Entertainment  
Social media  
Conversation

### Interpretation

#### Physiological perspective :

Lack of Self-control  
Poor planning skills  
Misjudgement of task

# Unanticipated results

## Quality in completing the task

### Description

"The best thing is to finish on time but the result is good"

"But in the end, it's always the results"

### Interpretation

Quality over quantity  
Result-orientated

## Tips

Do not procrastinate

Learn to say “No”

Set your own “golden” time period

## Suggestions for future studies

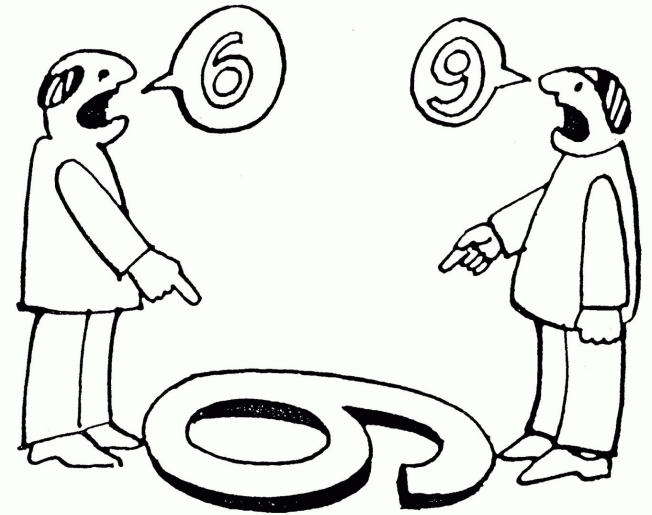
Relationship between  
time management  
and productivity

What and how  
external factors  
affect time  
management

Importance of  
quality in planning  
and managing time

# Problems and Limitations

1. Insufficient number of secondary sources
1. Primary data cannot be generalized, findings cannot be extrapolated on a broader scale
1. One-sided view





**//**

***For me it was trial and  
error. //***

**– Hung Yan Ng**

# References

- Adebayo, F. A., & Omojola, I. (2012). Influence of Time Management on Administrative Effectiveness in Higher Institutions in Ekiti State, Nigeria. *International Journal of Educational Research and Technology*, 3(1), 61-65.
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