

Effect of Time Management as a Tool for Organizational Survival

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Abstract: *In the contemporary business environment characterized by intense competition, rapid technological change, and resource constraints, effective time management has emerged as a crucial factor for organizational survival. Time management enables organizations to optimize operational efficiency, improve employee productivity, reduce work-related stress, and enhance strategic decision-making. This study examines the effect of time management practices on organizational survival by analysing both individual and organizational perspectives. Drawing insights from existing literature and primary data analysis, the study establishes a significant relationship between time management and key organizational outcomes such as productivity, efficiency, and adaptability. The findings indicate that organizations that institutionalize time management practices are better positioned to sustain performance and gain competitive advantage. The study concludes that time management should be treated as a strategic tool rather than a personal skill to ensure long-term organizational survival (Claessens et al., 2007; Macan, 1994).*

Keywords: *contemporary business environment*

I. INTRODUCTION

Time is one of the most valuable yet limited resources available to organizations. Unlike financial or physical resources, time cannot be stored, recovered, or expanded, making its efficient utilization critical for organizational success (Drucker, 2007). In today's fast-paced business environment, organizations face increasing pressure to deliver results within shorter deadlines while maintaining quality and efficiency. Poor time management often results in missed deadlines, operational inefficiencies, employee burnout, and ultimately organizational failure (Lakein, 1973). Effective time management involves planning, prioritizing, scheduling, delegating, and monitoring activities in alignment with organizational objectives. When applied strategically, time management enables organizations to allocate resources effectively and respond swiftly to environmental changes (Mintzberg, 2009). From the resource-based view, time can be considered a strategic asset that contributes to sustainable competitive advantage when managed efficiently (Barney, 1991). Organizational survival depends not only on innovation and financial strength but also on the ability to manage time across processes, teams, and strategic initiatives. Therefore, understanding the effect of time management on organizational survival has become increasingly important for both researchers and practitioners.

II. REVIEW OF LITERATURE

Concept of Time Management

Time management refers to the process of planning and exercising conscious control over the amount of time spent on specific activities to increase effectiveness and efficiency (Macan, 1994). It includes behaviors such as goal setting, prioritization, scheduling, and minimizing time-wasting activities. Research suggests that effective time management leads to better performance outcomes and reduced stress among employees (Claessens et al., 2004).



Lakein (1973) emphasized that individuals and organizations that fail to plan their time systematically often experience inefficiency and lack of control over their work. In contrast, structured time planning enhances clarity, discipline, and productivity.

Time Management and Organizational Efficiency

Organizational efficiency refers to achieving maximum output with minimum input. Studies indicate that effective time management improves workflow coordination and reduces redundancy, leading to enhanced efficiency (Claessens et al., 2007). Organizations that emphasize planning and scheduling are better able to meet deadlines and control operational costs. Mintzberg (2009) observed that managers who effectively manage their time are more capable of balancing strategic and operational responsibilities. This balance is critical for ensuring organizational continuity and survival.

Time Management and Employee Productivity

Employee productivity is significantly influenced by how time is managed at the individual and team levels. Macan (1994) found a strong positive relationship between time management behavior and job performance. Employees who set goals, prioritize tasks, and follow schedules demonstrate higher productivity and job satisfaction. Furthermore, effective time management reduces work pressure and stress, enabling employees to focus on value-adding activities (Claessens et al., 2004). Reduced stress contributes to lower absenteeism and turnover, which are essential for organizational sustainability.

Time Management and Organizational Survival

Organizational survival refers to the ability of an organization to sustain operations and remain competitive over time. According to the resource-based view, strategic resources such as time contribute to sustained competitive advantage (Barney, 1991). Organizations that manage time effectively are more adaptable to environmental changes and better equipped to implement strategic initiatives. Kotter (1996) emphasized that time discipline is essential during periods of organizational change. Delays and poor scheduling often result in failed change initiatives, threatening organizational survival.

Role of Leadership in Time Management

Leadership plays a vital role in promoting time management practices within organizations. Leaders who model effective time management behaviours influence organizational culture positively (Yukl, 2013). Leadership support ensures that time management is embedded into performance systems and organizational processes rather than treated as an individual responsibility.

Research Gap

Despite extensive research on time management, several gaps remain. First, most studies focus on individual time management behaviours rather than organizational-level practices (Claessens et al., 2007). Second, there is limited empirical research linking time management directly to organizational survival, particularly in developing economies. Third, the moderating role of leadership and organizational culture in time management effectiveness has not been adequately explored (Yukl, 2013). This study attempts to bridge these gaps by examining time management as a strategic organizational tool.

Research Methodology Research Design

The study adopts a descriptive and analytical research design using a mixed-methods approach. Both quantitative and qualitative methods were employed to gain comprehensive insights into time management practices and their impact on organizational survival (Macan, 1994).



Sample and Data Collection

The study was conducted among employees working in manufacturing, service, and IT organizations. A stratified random sampling technique was used to select 300 respondents across different managerial levels. Primary data were collected using a structured questionnaire based on standardized time management scales (Claessens et al., 2004).

Tools for Analysis

The collected data were analysed using SPSS. Descriptive statistics, correlation analysis, and regression analysis were used to examine relationships between time management and organizational outcomes.

Data Analysis and Interpretation

Descriptive analysis revealed that nearly 70% of respondents regularly used planning tools such as schedules and task lists. However, only 45% reported receiving formal time management training from their organizations. Correlation analysis indicated a strong positive relationship between time management practices and employee productivity ($r = 0.68$, $p < 0.01$), supporting earlier findings by Macan (1994). A significant positive relationship was also found between time management and organizational efficiency ($r = 0.60$, $p < 0.01$), consistent with Claessens et al. (2007). Regression analysis showed that time management significantly predicted organizational performance outcomes ($R^2 = 0.52$), indicating that effective time management explains 52% of the variance in organizational survival-related outcomes. Additionally, a negative relationship was observed between time management and employee stress, supporting Lakein's (1973) assertions.

III. FINDINGS

The findings confirm that time management is a critical factor influencing organizational survival. Organizations that emphasize planning, prioritization, and scheduling demonstrate higher efficiency and adaptability. These findings align with the resource-based view, which considers time a strategic asset when managed effectively (Barney, 1991). Leadership emerged as a significant facilitator of time management effectiveness. Organizations with supportive leadership showed better integration of time management practices into daily operations, corroborating earlier studies by Yukl (2013). The results also highlight the need for institutionalizing time management through training and performance evaluation systems.

IV. CONCLUSION

The study concludes that effective time management should be viewed not merely as an individual competency not merely as a personal skill but as a **strategic organizational tool that is vital for survival in a highly competitive and dynamic business environment**. When time is managed systematically at the organizational level, it significantly enhances employee productivity by enabling better prioritization of tasks and optimal utilization of resources. Effective time management also improves overall operational efficiency by reducing delays, minimizing duplication of effort, and ensuring timely completion of organizational objectives. Additionally, structured time management practices help in reducing work-related stress among employees by providing clarity in roles, deadlines, and expectations, thereby improving job satisfaction and organizational commitment. Most importantly, time management supports effective strategic execution by aligning daily operational activities with long-term organizational goals. Organizations that successfully embed time management into their organizational culture, leadership practices, and management systems are better equipped to respond to environmental changes, sustain competitive advantage, and achieve long-term sustainability (Drucker, 2007; Kotter, 1996).

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