

The principles of time management in the management activities of business organization leaders.

Eleonora Doronina*, Akmal Khudaykulov

ISMA University of Applied Sciences, Uzbekistan

**Corresponding author's e-mail: lanamitchell7902110@gmail.com*



Abstract

Guided by the principles of business organization managers based on time management techniques, it is possible to make decisions more quickly and increase labor efficiency. A set of principles can be compared to a well-constructed manual for achieving results over a specific period of time. The purpose of this article is to identify the main principles of business organization managers' activities when using time management techniques aimed at improving efficiency. The main directions of the Manager's principles are analyzed and the influence of time management on the success of management activities is revealed

Key words: time management; time management principles; time management manager; delegation; planning; goal setting; control; manager; social responsibility; economic responsibility; competitors; staff; partners.

1 Introduction

The rhythm in which most of us live can hardly be called calm and measured. The severe time pressure is a challenge that not everyone can handle. To manage your time rationally and successfully, it is necessary to use the mechanism of planning. Time management is a set of planning techniques used not only by the manager, but also by the employee of the organization to increase the more efficient use of working time. But, we must not forget that every day the head of the organization makes many decisions, most of which must be developed in the shortest possible time. The relevance of this topic is that the time spent on the adoption and development of management decisions should be minimized for more operational work of the organization. This condition is fulfilled through the application of time management tools. Before starting to apply time management, a manager should ensure the efficiency of his work. According to Gleb Arkhangelsky, the components of a senior manager's effectiveness are:

- delegation of authority
- a system of assignment control;
- the secretariat of a top manager.

Currently, the problem of using, selecting the right techniques, time management methods is being studied by various sciences. Interest in the study of time management occurs in areas such as management, sociology, psychology, pedagogy, which consider diverse aspects of the principles of human activity. Of great importance are studies on the identification of the basic principles of managers, aimed at the competent use of time resources and the implementation of time management in the activities of different social groups. The basis for the formation of time management managers are principles based on the allocation of time

resources, the main of which interact in the principles of the manager, considering which increases its effectiveness of employees, and gives certain results in the training of managers. If we analyze the principles of time management in terms of modern management theory, the existing practices of time management identify several basic principles that are repeated from one technique to another regardless of the structure of the organization, the number of employees, cultural, moral and value principles of the head of a business organization, including prioritization, goal setting, planning, making to-do lists, concentration and focus, time management, delegation and preservation of organizational. These principles are mentioned in the works of almost all experts in the field of time management: Alan Lacan, Taylor Frederick, Gleb Arkhangelsky. These principles are based on the management functions of business organization leaders and can be applied in absolutely all organizations. At consideration of principles of the head connected with time-management, as social activity of the individual, to emphasize a number of principles directed on construction of a number of interactions of the head with other subjects (employees, customers, partners, competitors). Properties of these social groups and institutions are important for this sequence of actions itself. Taking as a basis the criterion related to interaction, we can distinguish the principles of time management, implemented in the relationship:

- with partners (principles of punctuality, principles of cultural attitude to time, considering the difference in time zones if required, mutual trust, equality, adherence to commitments, finding compromise solutions in case of conflicts, etc.)
- with competitors (principle of timely identification of new competitors in the market, principle of

cooperation, principle of correct calculation of time costs for performance of a particular type of activity, principle of loyalty)

- Personnel (principle of corporate troubleshooting, principle of delegation, principle of punctuality, principles of clear determination of time costs for work performance and its payment; principle of proportionality; forming of comfortable labor conditions, contributing to social welfare and creative growth of employees, principles of publicity, clear realization of obligations to colleagues, overtime payment)
- State authorities (principles of interaction, timely implementation of the requirements of the legislation);

It is possible to divide the principles of time-management related to the consideration of the head, namely, his role in the interaction with different groups, organizations:

- depending on the personal characteristics of the head (principles of dignity, respect for the opinions of employees, respect for the time of participants in business relationships, etc.)
- characterize him as a professional qualified manager (principles of planning management activities with the available funds, the principle of timely response to materials received from partners, etc.),
- are manifested in his actions as a citizen (compliance with legitimacy, legislation, timely payment of taxes, benefiting society, etc.)

If we consider the principles of time management from the perspective of economics, we should note the principles of competition (getting ahead in order to obtain competitive advantages), manifested in the timely correct response to new information, innovation. The principle of efficiency, competitiveness, preservation and development of business. In the case of consideration of time management from a social position, the principles of reliability are formed, which, can also serve as a social utility to society. If the source of formation of time-management principles is cultural values, then the principles of morality, norms of morality and respect in labor and business interaction. The principles of time-management, which are the rules that determine the norms of behavior of its subject, have a number of characteristics: dynamism, since they can change considering the time resource, modality, since they express the need to comply with the prescribed norms of behavior. Taking advantage of more inherent to him criteria, the manager builds a prototype of his professional behavior, resorting to one or another of the principles of time management in his practice. One criterion is the compliance of an organization's economic system with legislative requirements, which implies the implementation of the principle of legitimacy. Another criterion may be the accuracy, the explanation of the content of which may be particularly individual. Another important criterion can be considered a criterion related to the assessment of the specific market environment in which the business organization is in a given time period.

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THE PRINCIPLE OF THE SOCIAL SETTING OF TIME MANAGEMENT.

Even A. M. Stolyarenko in his works fixed that the laws of the system of any social structure consist of social laws and properties of society with which they are interconnected. For effective management and functioning of any organization its activities should reflect the ideals of a developed society, spirituality, humanity, universal norms and values. In this regard, through the use of time management, the head can make decisions, management actions aimed at the development and maintenance of an appropriate organizational culture, which pays due attention to the management of time resources

THE PRINCIPLE OF UNIFIED PURPOSE.

This principle was substantiated by A. Fayol. He believed that the alignment of personal, group and general interests of the company is one of the most important management tasks. Creativity and efficiency of a business organization will always be at the highest level if individuals (staff, managers) in a particular social group direct their actions to solve common problems not under pressure, not because of fear of punishment, but with the desire to do the job with the right motivation, interest, desire and appreciation of all responsibility. In this regard, time management helps to implement the principle of unity of organizational and personal goals will be the right motivation aimed at effective, creative, fast execution of the task, as personal interests and goals of the individual will coincide with the goals of the business organization. The convergence of interests of the business organization and the staff of the company, when using this principle of time-management, assures not only a professional result, accomplished in a shorter period of time, but also the moral satisfaction of the employee from the work done, which, in turn, positively affects the emotional climate within the

business organization and provides favorable conditions for the functioning of the social group, which greatly affects its productivity.

THE PRINCIPLE OF HUMANITY.

This principle is based on the fact that the management of time resources of employees in all its forms and methods should be based on the rights, characteristics and personal advantages of each member of the team. According to the humanistic principle, the human factor is decisive and the employee is the highest value of a given social group. Consequently, the selection of appropriate time-management techniques for employees of a business organization should consider the values, individual characteristics and preferences of each individual (employee), not only all kinds of methods to achieve the effectiveness of the business organization. Given this principle, managers of business organizations should not only provide the conditions for the rapid completion of tasks for employees, but also consider the value priorities of each individual (employee).

THE PRINCIPLE OF CONSIDERING THE MENTALITY OF EMPLOYEES WHEN CHOOSING APPROPRIATE TIME MANAGEMENT TECHNIQUES.

The social orientation of time management of employees manifests itself in its interaction with the social conditions of society, mentality, cultural traditions in which it is implemented. The choice of appropriate techniques,

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time-management methods should consider national peculiarities in absolutely all interacting parties. As A.M. Stolyarenko notes, there is no type of management which is suitable for all companies, which can be applied in any state and at any time without losing its efficiency. There is only the basics of management, which must be adapted to the specifics of the company, to the individual characteristics of employees and also consider the mentality of the people of the country. In this regard, the principle of accounting for the mentality of this social group will be very important in developing an effective strategy with the use of time management practices.

2 Conclusions

Thus, we can conclude that all of the above principles of time management in the right combination and application are to form a professional managerial activity of the head, determine his personal psychological idea of management and are regulators of managerial activity. Not unimportant is the study of principles of time-management by managers, which can act as a tool for planning the management process and the formation of a professional managerial outlook. It should be noted that, on the one hand, the principles of time-management of managers are universal and can be applied both to influence a certain individual and to manage any social group. It is desirable to consider that the principles and their combination can vary in the correlation of the specifics of the organization's activities and the influence of external and internal factors. Also, they will vary depending on the hierarchy of the leadership position, age and gender characteristics of the leader.

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