

## Managerial Efficiency in the Perspective of Time Management: Practice of the Youth and Sports General Directorate of Turkey

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**Abstract:** The efficient time management is one of the key points to gain the organizational success and obtain the competitive advantage. The performance levels of the directors in such matter have the structure affecting the general organization starting from the employees. This study was carried out to determine the approaches of the sports directors related to the efficient time management concept. The directors from the Youth and Sports General Directorate Organization were selected as the application field. When the results of research were analyzed, it was noticed that the directors remained at medium level efficiency by 60. 35%, that there was meaningful difference between the efficiency levels depending on the civil status and management status variables; no meaningful difference was determined depending on the age, sex, educational level, working time and duty duration.

**Key words:** Time, time management, director, efficiency, educational lenal

### INTRODUCTION

The time understanding of the people plays an important role in the success of the employees. This concept is also considered for each unit of the public. It is known that the organizations, which have designed their organizational structure and the relations consciously depending on the time understanding and the societies in that parallel are more developed ones compared to the similar ones. The decisions, which are taken to use the time that means the most valuable treasure of the human being as the past and future, rationally shall increase the quality of the life. The effective time management as an important richness source is important for all sections of the society. If the time is managed effectively, the effectiveness shall also be ensured for using the other own resources as well.

One of the biggest problems of the organization directors grown up in the society is to use the time efficiently. Obviously, it is the fact that the most of the working time has been passed null due to various time traps. It means there is a very few time focused on the research during the working hours. When the loss affects managerial effectiveness, the time management ability is seen as compulsory.

The rapid developments in the sports activities as well as in every field of the life increase the working intensity of director in this field. Since the big-sized international sports organizations have been held in

Turkey during the recent years and the similar rapid developments have occurred accordingly, the Youth and Sports General Directorate became the most important authority in such scope. One of the most important factors to imply the success of such institution, which undertakes key duties in the international organizations among the regular duties i.e. to grow up the sportsman and to ensure the continuity of sports success in the country, is the efficient time management of the directors. Therefore, this study has been intended to research the approaches of the sports directors related to the effective time management.

### TIME CONCEPT AND IMPORTANCE

The time is a fact and truth with the physical, philosophical and sociological dimensions that is not possible to be perceived through the sense organs (Demirel and Ramzanoglu, 2005). The time is the life. Wasting time means wasting the life. Controlling the time also means controlling the time. Controlling the time means exactly controlling the happenings in our life. Time means cash however it is not possible to save and collect the time as the money. Moreover, it is also not possible to purchase, stop or turn back the time. Drucker described the time as the most insufficient and the most unique source; For Mackenzie time is the kindest source and for Lakien, time is the most fundamental source in the world. Time is the whole

period given us. It is possible to fill up such frame by making it concrete. The time can be a slice of life for only one day or the time required for a certain job as well as the lifetime given us. From the point of view of this thought, it can be suggested that the time concept, which is considered for a director can be different from the time concept thought for a factory worker, or the sportsman or an academician (Sabuncuoglu and Tuz, 2001).

### **TIME MANAGEMENT CONCEPT**

It is ideal to describe the managerial time concept before describing the time management concept. The managerial time concept can be expressed the total of machine time and the working time including the planning, organization, implementation, coordination, supervision and management training activities to be fulfilled for an aim to be determined to gather many people together (Sabuncuoglu and Tuz, 2001; Simsek, 1999).

It is seen that the time, which is deemed as the most insufficient source has a direct relation with the organization and management. The using manner of the time shall affect the results of the managerial activities directly because the results of any research are determined by the most insufficient source used in such research (Demiral and Ramazanoglu, 2005). This insufficient and unique source becomes real at a base consisting of yesterday, today and tomorrow in scope of the life circle. The relation among such concepts requires making a careful time planning for each one (Sevinc, 2003). Such expressions support the view that indicates time has to be accepted as a source to be managed.

Using the time appropriately means managing the time. It should not be deemed to make the time slower for such expression. In order to be the sufficient and productive for the people or the organizations to reach their targets, each source including also the time should be used through the most efficient way (Ferner, 1995). The time management can also be described as the application of the management functions (planning, organization, orientation, coordination, supervision) to the activities of the directors. All descriptions become together at the truth that the individual or the organization activities instead of time should be managed from the time perspective (Demir, 2003).

### **MANAGERIAL EFFECTIVENESS AND EFFECTIVE TIME MANAGEMENT**

The effectiveness is one of the indicative factors of organizational success. It means the realization degree

for the targets of the organization (Deniz, 1996). It is also possible to describe the managerial effectiveness concept as the realization degree of the managerial aims. The organizational effectiveness can be ensured by allocating the most part of the working time to think about the strategic subjects by the directors. The manner of time using by the directors is an important key for the strategic developments (Goddard, 2001).

The effective time management means using each time slice towards the aims in scope of good planning (Simsek, 2003). If the time is accepted as identical to the life, the fact indicating that when the time is used useful, the life shall be made productive occurs accordingly (Lakein, 1997). To manage the time effectively means to manage the research on a certain slice of time effectively instead of making much research in a short time (Tutar, 2003).

It shouldn't be forgotten that preventing the stress that may arise under the time restrictions by the effective time management shall cause reaching to a more balanced life, obtaining the opportunity to focus on important research, developing the ability to research faster, reaching to the competitive advantage, completing much research during the same time of period, increasing self-confidence of the directors and improvement of the time conscious of the workers in the organization (Jones, 2000; Smith, 1998).

### **MATERIALS AND METHODS**

**Universe and exempling:** This research was carried out to expose the efficiency levels of the directors, who research for the central and rural offices of the Youth and Sports General Directorate, on time management and if such efficiency levels differ depending on some variables or not (Table 1).

The research universe is consisting of the directors working for the central and rural offices of the Youth and Sports General Directorate. The total number of directors working in the organization is 552 as of the end of the year. The questionnaires were sent randomly 120 directors and 88 of returned 90 forms were taken into evaluation. The number of questionnaire taken into evaluation was forming 15.94% of the universe. It was deemed that this number represented the research universe (Table 2).

**Data collection and analysis method:** The data resources of the research were consisting of the literature scanning and responses to the questionnaire. A questionnaire related to time using of the directors was applied and the effectiveness degrees

Table 1: Titles efficiency levels differ depending on some variables

Title	Number	(%)	Title	Number	(%)
Deputy General Manager	2	2.3	Branch manager [rural area]	44	50
Branch Manager [Center]	8	9.1	Youth Center Manager	4	4.5
Federation general Secretary	24	27.3	Sports Training Manager	2	2.3
Province Executive	4	4.5	Total	88	100

Table 2: Personal information

	a		b		c		Total	
	Number	(%)	Number	(%)	Number	(%)	Number	(%)
Age	66	75	22	25	—	—	88	100
Sex	2	2.3	86	97.7	—	—	88	100
Period of charge	4	4.5	26	29.6	58	65.9	88	100
Duration	50	56.8	32	36.4	6	6.8	88	100
Education	6	6.8	74	84.9	8	9.1	88	100
Civil status	82	93.2	6	6.8	—	—	88	100
Management stage	2	2.3	36	40.9	50	56.8	88	100

Age: a (between 30-50 (middle-aged)), b (above 50 (above middle age)); Sex: a(female), b(male); Period of charge: a(10 and below (less experienced)), b[between 11-20 (middle experienced)), c(above 20 (well experienced)); Duration: a(10 and below [less experienced)), b(between 11-20 (middle experienced)),c(above 20 (well experienced)); Education: a(low educated (high school)), b(middle educated (graduation of 2 years university and graduation of 4 years university)); C(high educated (post graduation)); Civil status: a(married), b(single); Management Stage: a(top level), b(middle level), c(bottom level)

Table 3: Effectiveness levels

Approach	Expected point	Observed point	Effectiveness level (%)
Planning	1936	1280	66.11
Working	704	221.5	31.46
Personal organization	2772	1661.5	59.93
Self improvement	704	469	66.61
Assignment and training	1100	650.5	59.13
Postponing and hanging about	396	261	65.91
Capability to manage the people	1232	938	76.14
Resting time	352	135	38.35
Time of taking decision	264	190	71.97
Supervision time	836	407	48.68
Total	10296	6213.5	60.35

were calculated depending on the comparison of the expected points with the observed points. The effectiveness degrees were also calculated for ten separate categories consisting of planning, working, personal organization, self-improvement, assignment, training, postponing and hanging about. It was also tried to determine if there was a relation between the specified efficiency levels and various variables (education, seniority, age etc.) The statistical analysis were done by means of SPSS program and the Frequency Analysis, T-test, Single Factor Variance Analysis (ANOVA) tests were applied.

### Findings related to the effective time management approaches of directors

**Effectiveness levels:** The time is a vital resource that maximizes the organizational effectiveness due to managerial effectiveness when used efficient and causes the managerial and organizational failure when used inefficient. The findings related to the indication what degree such vital resources are used by the directors are given in Table 3.

The effectiveness of the directors related to the planning approach of the directors represents the success at a medium level by 66.11%. It is thought that some

factors caused such low level of success in such matter that the directors do not or can not separate enough time to the planning, that the directors do not separate additional time for unexpected or emergency cases, that the target and priority are not predetermined and that the time pressure.

It is seen that the directors have been found at rather low level by 31.46% from the point of view of working approaches. It is estimated that such unsuccessful occurrence has been happened due to some factors such as long time of working, not to be interested in details as required and care for the research of others.

The efficiency average in the matter of personal organization was calculated at the level by 59.93% and it showed a medium level of success. It is thought that such insufficiency occurred due to some factors as not to supervise the interruptions and time traps, not to plan the visitor acceptance times, meetings exceeded the purpose, not to take benefit from secretaries as required and the lacks in reading habits.

It is seen that the effectiveness is ensured by 66.61% in self-development. At such level, it indicates a medium level of success. It is thought that such result has occurred since the directors do not follow up the occupational developments.

The efficiency level of the assignment of the authority and the training approaches is found by 59.13%. This result is also far from the ideal level and indicates a medium level of success. It is thought that this failure is caused since the directors are not volunteer to assign the persons from the bottom management, the persons from the bottom management remain insufficient and the authority and responsibilities are not specified clearly.

The directors have the efficiency by 65.91% in the matters of postponing and hanging about. In parallel to the previous findings, the result related to this approach implies a medium level of success. It is also thought that postponing and hanging about are the common national habits so the insufficiency occurs in such matter accordingly.

The directors reached to an effectiveness by 76.14% in connection with the controlling capability on the people. This result indicates high efficiency in such matter.

It is seen that the directors have the low level of relaxing time by 38.35% and they are unsuccessful. Therefore, it is obviously seen that not to separate relaxing time affects time using ability negatively.

The efficiency rate related to taking decision becomes 71.97%. Such result that may be deemed successful is the positive conclusion for the directors. However, when this result is considered together with the other results [planning, working approach etc] it is thought that it contents a little bit contradiction.

The efficiency rate related to the supervision is 48.68%. It is also seen that the directors become unsuccessful in such matter as well. It is thought such failure occurs since the directors become interested in unnecessary details in supervision.

Generally it is seen that a medium level of efficiency is caught in efficient time using by 60.35%. This result also shows a similarity [62.90%] with the results of a similar research carried out on the directors of textile plants among the biggest 500 plants in Turkey. It is meaningful to obtain the similar results from two researches carried out on different times, different director groups. It is thought that such similar result occurred to our cultural structure related to time perceiving approach and it affects all sections of the society at similar levels. Since the societies of eastern culture including our country as well focus on the past from the point of view of time and believe that the dominant factor on the world is only the death, the time anxiety is not much and the concrete techniques are not oriented sufficiently thus it also supports such view (Tutar, 2003).

**The evaluations related to the efficient time management approaches:** It was not seen a meaningful relation between the ages of the directors and the time

management efficiency levels statistically. ( $p>0.05$ ) It was not determined that there was a meaningful difference between the female directors and male directors statistically according to the sex variable. ( $p>0.05$ ) It was not seen a meaningful difference between the groups from the point of view of duration of working. ( $p>0.05$ ) There was no meaningful difference between the groups according to the time spent in the current duties. ( $p>0.05$ ) It was noticed that there was no meaningful difference between the groups from the point of view of education. ( $p>0.05$ ) It was seen that there was a meaningful difference statistically between the married directors and single directors according to the marital status of the directors. ( $p<0.05$ ) It was thought that since the marriage union caused the people to gain the regular living capabilities, these people also learned to use the time efficiently. It was determined that there was a meaningful difference between the groups depending on the management level variable. ( $p<0.05$ ) There was also seen a meaningful difference between the directors from the bottom level and the directors from the medium level. ( $p<0.05$ ) It was thought such difference occurred since the research loads of the directors became variable due to management levels and the effectiveness of used materials [secretary, communication technologies, office automation systems etc.] directed the performances. The similar results were also observed in a research carried out on the directors of the Youth and Sports general Directorate in a similar subject. (Demir, 2003). The similar results obtained in a study finalized recently are seen important to support the consistency and validity of this research.

## CONCLUSION

Generally, it was seen that the directors reached to the medium level of efficiency by 60.35%. It was determined that the efficiency of working approach, relaxing time and supervision became very low; planning, personal planning, personal organization, self-improvement, authority assignment and training, postponing and hanging up criteria became medium level and the efficiency of controlling on the other people and taking decision time become good level.

From such findings, it is suggested to give the trainings have in the matters of efficient time using techniques, use of personal communication techniques, to increase the number of computers, to pass over the time traps, to employ the secretary and auxiliary personnel in sufficient number in order to prevent the directors worked overtime to complete the research, to separate the certain times for the visitor acceptance, phone conversations and the document approvals, to specify the authority and responsibilities clearly and definitely,

to improve the time using conscious by determining the priority and planning, to reduce the time for the supervision arising under seeking the excellency and lack of confidence to the persons at lower management. When such suggestions are taken into consideration and applied accordingly, the directors will become released from the stress created by the time pressure seriously. Therefore the organization success shall also increase properly since the directors will allocate the saved energy to their major duties as planning and thinking up.

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