Introduction
CHAPTER 1

INTRODUCTION

*If you want anything said, ask a man*
*If you want something done, ask a woman*

*Mrs. Margaret Thatcher*

Every woman is rewriting the equations at home and within herself, discovering a new world of ambitions, a sense of self and the desire of achievement. The demographic and technological progress has alleviated the burden of housework and women have started to get fulfillment outside the home. This pattern of employment has changed the status of women in marital and family structures.

The social status of women has been considerably enhanced in our country during the post-reform period. The women population has been gradually enabling itself to overcome the shackles of a custom ridden, basically orthodox society. This could be observed from the increasing enrolment of female population in educational institutions at all levels, increasing number of female job-seekers on the live registers of employment exchanges, steadily rising rate of women employment in public and private sectors, growing rate of female participation in voluntary associations and organizations promoting women welfare and social service activities, etc. (Sabanna, 2002). Now women have plunged into all male-dominated professions and are proving themselves to be successful. This emergent new woman is the most significant landmark of the 21st century. Despite many hurdles faced by the woman, she has elbowed her way just about in every career and profession.

Every working woman is placed on a continuum that runs from total dedication to career at one end to a balance between career and family at the other. Both the categories of women – those with career as primary and those with career and family as equivalent, are of value to the organizations. For all women who want
to contribute to career and family, the key to retention is to provide the flexibility and family support they need in order to function effectively. Today, Indian women have taken up multiple roles. A single woman functions as a homemaker, wife, daughter-in-law, daughter, mother and probably later in life, a mother-in-law too. Further, many women take on the added function of being a professional of some kind outside the house.

These multiple roles expose today’s women to a multitude of situations, most of which cause pressure and stress on their personality. This role extension creates strain and tension in the time management of working women. Changes in the work patterns of women are accompanied by changes in marital and child rearing patterns. There is more overlap between private lives and work lives than is generally acknowledged (Kalpana, 1993). Most women today are on a continuous struggle against time, which leaves them little or no time for the upkeep of their personal psyche.

There are not only personal differences in awareness of time among women; there are also variations in different cultures. American emphasis on speed and punctuality comes from thinking of time as worth money. Some women accept the limitation of time and there begins a process of sorting out those things that a person wants to do most and letting the rest go till some future date when she hopes she will be able to do them. Homemakers in particular are freer than employed person to handle their time as they wish. One’s time is a commodity of which she gets a fixed amount each day to accomplish maximum results.

1.1. IMPORTANCE OF TIME

Time is irretrievable
It can’t be preserved
It can’t be purchased
Dost thou love Life?
Then do not squander time,
For that’s the stuff life is made of.

Sir Walter Scott
For centuries the word ‘time’ has attracted the attention of mankind. Man can manipulate the atom, but he cannot harness the tide nor inhibit the flow of time. The wheel of time is moving all the time; it never stops, whatever may come or whether one is ready to move with it or not.

Man has discovered time to be elusive, to be relative, to be equitably distributed without discrimination, to be spendable although it cannot be bought, to be friend, to be foe, to be constant and sure, to be displaceable but not replaceable and to be usable. George Bernard Shaw has remarked that “those who make worst use of their time, will complain of its shortness”. Supply of time is inelastic. Even though time is an endless commodity, it is the one resource that is constantly depleted, cannot be reproduced and once lost can never be recovered.

In fact, one cannot manage time; one can only manage herself/himself in relation to time. By keeping track of time, one will have a more responsible approach towards one’s activities. The secret to control time by any individual lies in controlling the activities one displaces it with. Life and time are synonymous with each other for all practical purposes, simply because when one sums up all the time spent during each day, month and year, the total will comprise of the individual’s life span.

*Time is the school in which we learn.*

*Time is the fire in which we burn.*

*Delmore Schwartz*

Among all the human resources, time is one of the easiest to measure but one of the most difficult to understand. Our time is handled much like a material; we earn it, we spend it. “You can always make more money but you can never make more time”, said *Spud Harris.*

Though time is an universal concept, systems of time differ in various disciplines. (a) Clock time stems from the regular movements of the earth in relation to the sun. (b) Biological time or Evolutionary time is the cyclical occurrence of certain bodily symptoms which has never been systemized as has sidereal time. (c) Psychological time to the lay person means awareness of the passage of time, but psychologists think that it is a kind of judgement developed through practice, particularly in early life (Gross, 1967 and Randall, 1998).
1.2. **Concepts in Time Awareness**

(i) **Peak Loads:** For most people, activities pile up at certain times of the day, the week, the month or the season. These "packed periods" are called peak loads. The wise home maker of time, will, if possible, level off peaks either by starting the piece of work early through to avoid the last minute rush, or by completing other regular work in advance, or by delegating some work to others.

(ii) **Work curves:** A tool for managing work time is the work curve, a device that originated in industry to study changes in output of work over a period of time. It has been found that the rate of production follows a somewhat typical form. Work Curves, may vary for individuals as each person has typical patterns of alertness throughout the day called as diurnal rhythms.

(iii) **Rest periods:** Rest periods are "breaks" taken from the normal routine work. Rest period need not mean complete cessation from work, although that is indicated after heavy manual labours. Alternating types of work, a sitting-down job after a work, which involves walking, or a mental task after physical exertion will prove restful to any individual. The greatest results can be expected if one's rest period involves complete lying down and relaxation.

(iv) **Leisure:** The International Group of the Social Sciences of Leisure states that, "Leisure consists of a number of occupations in which the individual may indulge of his own free will whether to rest, amuse himself, to add to his knowledge, or to improve his skills disinterestedly or to increase his voluntary participation in the life of the community after discharging his professional, family and social duties" (Torkildsen, 1999).

(v) **Time Norms of a Home Maker:** The first key to time management is to obtain a REALISTIC estimate of the time taken for one to accomplish most of the tasks (Jacqueline, 2001). An inexperienced homemaker can quickly find out her norms by recording for a few days the amount of time she uses on each job. The averages of these individual records become her personal time norms (Reynolds, 1994). Although the use of time will differ from home to home, these time patterns are a good guide for homemakers who wish to evaluate and analyze their own
time expenditures, so that a woman can see where her time costs may be reduced or where more time might well be used (Nickel and Dorsey, 1960).

(vi) **Work Units:** A work unit in homemaking is the amount of household work done in one hour under normal conditions by an average worker (Walker, 1940). The **workload** is the sum of work units. Individual and family time patterns vary from day to day and week to week. But for each individual the 24 hours of a day must be divided and the time balanced between sleep, work and other activities (Nickel and Dorsey, 1960).

(vii) **The Time Log:** The time log is a tool that can reflect one’s time habits (Sahgal, 1987). It is a simple technique, which proves useful in analysing the activities that a person is involved in, during the day. Keeping a log of one’s time can help a homemaker discover how she uses her time. Rather than planning the use of one’s time, the first step is to find out where time is going. It is a good idea to do a time log for the total day, not just work, so that an individual can see if enough time is spent, especially, with the family. Having done this, one can start to re-think and re-plan one’s priorities; it is then that one has begun to use time in the way one wants to and not in the way other people dictate (Allcock, 1995).

1.3. **TIME MANAGEMENT**

*Who loses time loses life*

*Ralph Waldo Emerson (1803-1882).*

“Time can be defined as endless series of decisions, big and small, which shape our lives on day-to-day basis, whereas effective time management (ETM) means one’s ability to make correct and effective decisions in a chain process which are responsible for giving directions and shape to one’s life” (Agarwal, 1993). The key to time management is to work smarter not harder. In fact, it is an important part of life management (Bhatia, 1994).
Time management is just part of self-management. Time Management is actually a personal form of scheduling (Robbins, 1998). It is flexible and adaptable. The schedule should be adjusted according to work loads, social activities, meetings, and exercise plans (Prochaska, 1995). This is not seen purely as a work issue - it is a personal issue, and spans both work and home and the balance between them.

Personal time management is at the root of effective management. As organizations become more reliant on effective minimal management, time becomes the factor that enables the critical work processes to be accomplished as required. It can help individuals become masters of their destiny and to achieve their goals and objectives. It involves utilizing time to create maximum personal effectiveness and efficiency. This is achieved by planning how best to use one's time and successfully implementing the plan (Hodder, 1999).

The concept of time varies from woman to woman. It is important that a homemaker achieves a balance between work time, time to spend on maintaining herself and the discretionary or uncommitted time she has at her disposal. Good time management demands a degree of commitment and perseverance and a readiness to stay with each advance, no matter how small (Fontana, 1996).

When a working woman manages her time effectively, she would have assessed the potential for improving her effective time management, she would have selected defensible (value-added) objectives and priorities, applied appropriate disciplines in order to make things happen and then implemented performance improvements and managed change (Pearson, 1982).

The crucial point of managing time effectively, ultimately, means managing one's physical and psychological resources in a way that enables one to pace herself properly and remain able to function efficiently. Thus, good time-management has a dual function in which it allows a woman to operate effectively in life and protect her from that great enemy of professional life, psychological and/or physical burn out. Time analysis is a pre-requisite to time management (Drucker, 1996).
1.3.1 Laws of Time Management

The laws stated by various scientists give a better understanding about time management.

**Pareto's Principle**

The significant elements of a set usually constitute a relatively small percentage of the total elements. Popularly referred to as the '80-20 Rule', 80 percent of the value comes from 20 percent of the items, and 20 percent of the value comes from 80 percent of the items.

**Parkinson's Law**

Work tends to expand to fill in time available for its accomplishment

**Douglas's Law of Clutter**

Clutter tends to accumulate to fill the space available for its retention

**Murphy's Three Laws**

Nothing is as simple as it seems

Everything will take longer than you think it will

Anything that can go wrong will go wrong [or already has].

**Law of Effective productivity versus time Invested (Agarwal, 1997)**

It is a common observation that of the activities that we do in a particular day those that involve low-priority jobs take away three-fourths of the time and the activities carried out in the remaining one-fourths of the time provides three fourths of the rewards.
1.3.2. Principles of Time Management

The following principles of Time Management will help individuals achieve mastery over the time they possess and become masters of change and not victims of change. They are Principles of “Brevity, Habit, Proper planning, Prioritization, Effectiveness, Equal Distribution, Time Estimates, Completed staff work, Delegation of Authority, Analysis, Management of Exception, Interruption and control, Implementation and Follow up”. The Principles of Time Management once followed would help in streamlining procedures, cutting down unnecessary work, effective delegation and making proper use of time. Besides, it facilitates clear thinking and problem solving (Bhatia, 1994). As one enjoys more family and personal time, one can bring more productive energy, clearer and creative thinking, and a better attitude to every thing one does. An individual will become a better listener and will less likely become grumpy, preoccupied or impatient. Learning to create a system with which to see one’s life, not as a series of notes to be played, but as a symphony to be harmonized, will help a homemaker find more time and deeper enjoyment of the time she has (Cooper, 1992).

1.3.3 Goals, Objectives and Priory Setting in Time Management

Effective time management begins with the establishment of goals and objectives so as to make the most effective use of the time and resources available (Smith, 1984).

(a) Goals of time management are more often implied than defined. Goals are specific and measurable accomplishments to be achieved in a given time frame within a given cost structure. One should always adopt a realistic attitude while fixing the target for oneself (Agarwal, 1997).

(b) Objectives are the tactics and techniques to be used in order to achieve the goals. They must be complementary to the goal and to the mission (Panaia and Smith, 1994). Objectives prevent aimless wandering and enable one to stick to the right direction. They are also important in maintaining one’s personal stability (Sahgal, 1987).
While managing one's workload, in all areas of dual career life, objectives should be regularly reviewed, revised and augmented, with new ones replacing those that have been achieved. Objectives worth having are those, which meet the TRAMPS criteria (Johns, 1994), i.e.,

- Time Bounded
- Result oriented
- Attainable
- Measurable
- Precise
- Stretching

(c) **Priority setting** is a process of deciding which objective requires immediate attention and which requires attention at a relatively later date. After clarifying the objectives, one should place them in order of priority, namely, priorities of time, priorities of importance, and priorities of time and importance (Seiwert, 1994). For priority setting, a 'to do' list should be prepared each morning, listing all the tasks that are to be completed that day. As those tasks are completed, they should be checked off and the priorities for the remaining tasks reviewed. To make the best use of the time available one has to follow a schedule, which requires a great deal of concentration.

### 1.4. TIME MANAGEMENT PROCESS

Time management is the distribution of one's time in a manner that helps one to accomplish tasks on schedule and with efficiency. It requires steps such as Planning, Controlling and Evaluating (Gross and Crandall, 1967).

#### 1.4.1. Planning

'Planning' can be defined as the ability to foresee the entire picture of events, pros and cons and making advance provisions to handle the problems that may arise, in future. It means defining goals for future organizational performance and deciding
on the tasks and use of resources needed to attain them. Planning is a must for goal accomplishment.

Edwin, a writer, says that without a plan one winds up dealing with problems instead of opportunities (Sahgal, 1987). Effective planning minimizes unproductive activity. Reynolds and Mary (1994) have compared the process of planning to look through a camera with two-kinds of lenses - a wide-angle lens and a telescopic lens. Wide-angle Planning sets long-term objectives and breaks it down to short-term goals. Long-term plans describe what one expects to accomplish during the next three months as well as any project whose duration exceeds a week. Telescopic planning focuses on specific problems and tasks. These short-term plans cover what one expects to accomplish today or this week, although these may be steps towards longer-term objectives.

A written plan forms the framework of time in which the various activities of the family take place. It is one means of helping the homemaker locate herself in her environment with reference to time. Part of the usefulness of a time plan lies in the fact that it leads one to think through many work problems in advance. Alternating the heavy and more fatiguing tasks with the lighter, less fatiguing ones and planning only comfortable periods of heavy work at one time helps distribute the energy cost during the day. Long-time planning keeps tasks from piling up and eliminates the natural strain and fatigue. There are three chief advantages of a written plan:

- it serves as a time and work guide during a busy day;
- it helps one to analyze and evaluate one’s daily time practices;
- it serves as a check on time-spending patterns.

The first step in making a plan is to list the everyday, weekly, special, seasonal, and recreational activities of the family. The second step is to make a plan for everyday, or every routine and have a skeleton plan or work pattern around which the rest of the plan is built. The third step is to complete the daily and weekly plan. The fourth step, which decides who will do the different-tasks, calls for a group discussion and planning.
Nine-Tenths of wisdom consists of being wise in scheduling time

Theodore Roosevelt.

After a plan is framed, the next step would be to schedule time. Planning is deciding what to do; Scheduling is determining when to do it. Schedules and deadlines give urgency to the activities that might otherwise drag. While scheduling activities, it is important to keep one’s objectives and priorities in mind, especially in the case of a working woman. Specific deadline dates should be set for completion of work by each person. The following points serve as a key to schedule one’s plans:

- Rewards should be included in one’s planning

- Blocks of time should be set aside whenever one can

- The tasks should be dovetailed (grouping of more than one task at a time)

- A good storing unit (cabinet/shelf), kept up-to-date, should be maintained, which is an essential safeguard against time lost in hunting. Unnecessary things should be planned to be thrown away to avoid a cluttered working place.

- Planned lists should be reviewed regularly. A plan to protect oneself against interruptions and during one’s absence is necessary.

- One hour of uncommitted time of the day should be scheduled to take care of unexpected work or to catch up on routine work (Fleming, 1998).

Dual-Career Women Executives need to have three appointment calendars - a pocket calendar (to be carried with the individual always), a desk calendar (to remain at office), and a daily plan (to save time and make appointments productive) for effective time scheduling. Planning one’s work and working one’s plan daily is a good advice for the executive who wants to use time wisely. Just as well-run business follows a budget in spending money, an effective dual career woman should also follow a budget (or schedule) in spending her time (Reynolds, 1994).
Diary Systems (Pearson, 1992; Fleming, 1998) in many forms such as slim pocket diaries (that basically include a record of dates) and Formal time management Systems (that often include a range of techniques for managing projects), Hand-held Electronic Organizers, Software packages for both planning and analyzing time, are readily available now-a-days. These are very useful in scheduling time.

Setting goals, breaking them down into manageable chunks, allocating the chunks to specific time slots in one’s schedule, ensuring that one is working effectively on important tasks and keeping oneself on track may seem like more work than it is worth. To keep the amount of work involved in perspective, it has to be remembered that one’s goal setting will take considerable time. But once the goals are set, planning for the next week should take no more than an hour or so. So it is better to organize the hours one has. When it is done so, one might just be surprised at how elastic they can become.

1.4.2. Controlling

Time management involves taking more control over one’s day (and indeed often life). However, in a working day, many things are out of one’s control, such as accidents, emergencies, breakdowns, neighbour’s visits, sickness, family members, weather, traffic and acts of God. What is left is the amount of time to do one’s job. A system for denoting priorities should be established.

Controlling, aids in putting plans into action, helps in carrying them out to ensure successful completion, and in conserving time and energy. It thus calls for flexibility in thinking and planning and not for a rigid, set pattern of action. Directing and guiding are means of controlling the plan in action (Nickel, 1960). The first step in controlling is to make sure one’s to-do list and schedule are in plan-sight.

Certain points listed in the original time plan can be used as factors of control, such as (i) Catch-up periods: its control is simple and the decisions made during the catch-up period are less difficult; (ii) Task breaking: a second factor in the time schedule which may determine the success of controlling the plan is the extent to which jobs were broken down before allotting time to them; (iii) Frequent checks: checking frequently enough so that the situation can be remedied if necessary; (iv)
Time record: an additional device which is used to check the balance in the usage of time. It must however, cover the entire 24 hours period into the accepted three-fold divisions of work, rest and leisure (Gross and Crandall, 1967).

1.4.3. Evaluating

A step in planning the use of time, energy, and abilities is to decide which activities in consumption, production and leisure are most important to us. One way of reminding ourselves to follow through, and of convincing others what we intend to do, is to use some kind of form to keep track of assignments and deadlines.

Evaluation is a flexible mental tool in time management. Evaluation helps in formulating and execution of plans, as well as in reviewing the results. In planning possible ways of reaching goals in time management (such as meeting the time and work demands of daily living, satisfying the desires for rest, leisure activities and mental growth, and saving time from one task for use in doing another), one is constantly evaluating different lines of action in the search for the best one to follow. As time and work plans are carried out, there is constant evaluation of performance and checking of accomplishments to be sure that things are going about as planned. Conscious or unconscious evaluation of one's use of time and accomplishments shapes and improves new plans (Nickel and Dorsey, 1960).

In evaluating the management of time, goals and values must be considered. As they vary, so do the methods of evaluation. Whether the goal is to secure balance in use of time, or to accept the limitation of time, or to minimize work time, accordingly there are evaluation devices besides subjective questions. One should set time aside every week to re-evaluate one's goals and roles.

A simple and more effective system is always useful. Some formats that enable a dual career woman in evaluation are a Project schedule, Planning Guide, Reference calendar, Daily Organizer, Future plans and Appointment, Mail summary, Tickler file, Time record and Analysis, Manager's profile of time used and Professional assistants' profile of time (Pearson, 1992).
Bhatia (1994), Kenzer (1997) and Hodder (1999) have summarized the following steps for effective time management:

- Establish clear cut goals
- Set time priorities
- A pro-active or planning stance is preferred to a reactive or “fire-fighting” stance.
- Delegate when necessary
- Maintain a to-do list and a daily time log
- Establish deadline
- Utilize mechanical devices, which will be good investments
- Handle each piece of paper only once.
- Simplify overwhelming ‘A’s by the ‘Swiss cheese’ approach – break the large job into smaller manageable tasks.
- Achieve control over activities and increase the efficiency of work.
- Achieve a good balance between work, rest and play.
- Build in time for constructive personal development.
- Have time to listen to others.
- Reduce pressure and stress.
- Do the tough part first
- Control telephone time
- Refuse to do the unimportant

The benefits which accrue from good time management in dual career life are increased effectiveness and efficiency, higher productivity, increased leisure time, enhanced job satisfaction, reduced stress, more opportunity to switch off (to relax)
after hours, more room for forward planning and for long-term solutions and higher creativity (Fontana, 1996).

The Time Management Model offers a useful range of skills; improvements in each will have an impact on how a working woman spends her time. According to Fleming (1998), getting organised and managing oneself can significantly improve his/her chances of managing time (Fig 1).

Fig. 1

TIME MANAGEMENT MODEL

1.5. OBSTACLES TO EFFECTIVE TIME MANAGEMENT

Time is largely a function of understanding sometimes, inter-related things such as personal time wasters, organizational time wasters, environmental time wasters and family time wasters. To manage time well, we need to know the personal barriers that are managing our time, what our personal motivation is and how they relate to our goals and objectives (Bhatia, 1994). One does not generally realize that the seeds of time wastage are embedded in his/her behaviour. This realization helps one to analyse one’s personality and habits.
1.5.1 Time Wasters

One contaminates time when one is not able to stay focused in the moment, or when one is trying to do a thing, but thinking about another. If an individual’s time is contaminated, she does not get the full benefit of either work (peak productivity) or play (total relaxation).

Time wasters are the obstacles which prevent one from achieving the objectives in the most effective way possible. They are hurdles which pull one down. The hurdles can be major or minor. Time killers and time displacers are the time wasters that affect one’s time. **Time killer** is an activity that kills one’s time. They are internally generated and are self-imposed. An individual consciously performs certain activities, fully being aware that they are irrelevant or are not appreciated, such as gossiping, spending extra time during coffee breaks, sitting for long periods in front of the television and so on. The time killers are grouped as lack of self-discipline, inconsistency, inefficiency, insecurity & poor goal setting.

**Time displacer** is an activity which may be relevant or irrelevant but is forced to perform. They are activities that are compelled by the individual’s character or by the authorities or by the environment, namely, personal time displacer, managerial time displacer and organisational time displacer. One cannot resist but do those activities. An important step in improving the efficiency of time utilization is the identification of these time wasters and to overcome them, which needs will power.

Some common types of time leaks that occur are over-supervising and/or under-supervising family members or employees, doing things that aren’t really part of one’s real job, doing easy, low-yielding tasks rather than concentrating on high priority tasks, starting a job before thinking it through, not planning well enough, creating unforeseen problems, too many interruptions, too much time spent on family members’ or employee’s problems, and not planning what to do tomorrow (Bhatia, 1994; Reynolds, 1994; and Mulligan, 1988).
The Time Waster Checklist that sabotage our efforts are explained below:

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<td>Procrastination</td>
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<td>Inability to say “NO”</td>
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a. **Internal Time Wasters**

These are to a large extent time killing and time displacing activities within one’s control such as personal traits or work habits.

(i) **Poor Communication**

Communication is a two-way affair. Poor communication occurs due to lack of clear objectives, lack of full attention, indistinct speech and failure to check with the other gender. A great deal of time is lost at all levels of professional life because channels of communication break down or are non-existent in the first place (Fontana, 1996).

(ii) **Procrastination:**

Procrastination is postponement of a task. It is a trap, which requires a firm resolve in order to overcome it. The reasons for procrastination could be many such as the task at hand is not urgent, one is afraid of failure, the task is too demanding, the task is boring or uninteresting, one needs more time, the job is not well defined or the requirements are too complex. Another reason could be that the job is unpleasant, or tough. It might involve either a lot of hard work (collecting facts or data), or it might involve taking an unpleasant decision, that one hesitates to take (Bhatia, 1994). Sometimes procrastination is identified with laziness. At times, a dual career woman
may have grown up in a family environment where speedy action was considered a
sign of "ill breeding". Indecision, which is another major cause for procrastination,
results from the fear of failure and desire to achieve perfection, giving little or no
significance to critical tasks (Sahgal, 1987).

(iii) Inability to Say ‘NO’:

With colleagues, friends, children or other family members, and clients alike,
one of the biggest problems many women face is how to refuse the many requests
they receive to do things. One feels that refusal disappoints people. Saying ‘No’ can
also sometimes suggest that one can’t be bothered to help, or is insensitive to the
needs of others. But it’s a fact of life that one cannot please everybody (Agarwal,
Reynolds, Sahgal, 1987).

(iii) Inadequate Planning:

A written daily plan is the tool for controlling how time is spent. Without it
the day is often lost to ‘crisis’, telephone interruptions and false starts. A woman tends
to become stressful, thereby becoming haphazard in all her activities for the rest of the
day, if she does not plan adequately.

(v) Failure to Delegate:

Delegation is one of the best ways of saving time and allowing an
executive/homemaker to put some of it to more productive “value-added” uses and
stop the displacement of time on non-executive trivia. (Reynolds, Fleming,
1998; Sahgal, 1987). When one does not delegate the daily routine activities or those
duties that can be assigned on a temporary basis or fact finding assignments or any
preliminary work, to subordinates/other family members, it will lead to time wastage.
It is a question of distinguishing between the urgent and the important.

(vi) Personal disorganization:

Personal disorganisation is mainly a result of lack of self-discipline.
Disorganised people find themselves constantly under pressure of work because they
leave tasks unfinished and tend to be indecisive and do things as they come. When a
dual career woman is disorganized, her goals move to the back ground when some thing urgent turns up. It becomes very difficult for a homemaker to be self-disciplined, if she is working in an environment of permanent ambiguity, confusion and conflict (Sahgal, 1987; Kamala, 1996; Johns, 1994).

(vii) **Negative Personal Traits:**

Perfectionism in doing every minute thing by oneself, indecisiveness, negative emotions (such as hostility, frustration, worry and excessive tension) which can disrupt thought processes and interfere with accomplishment, and insecurity, tend to make a woman subservient and unduly defensive. The insecure person is inclined to waste time to impress others (Bhatia, 1994). **Stress**, which is another major negative trait is the result of a person being pushed beyond the limit of one’s natural ability (Fleming, 1998).

b. **External Time Wasters:**

These are time displacing events or items caused by the environment and over which one has very little control. Interruptions are the timewasters at work that may be due to visitors, the telephone and the self-inflicted.

(i) **Visitors:**

Most interruptions are caused by people. Too many casual conversations on non-work topics (socialising) always block the way of getting anything done. When a working woman has reviewed the to-do list, knows what priority project to work on, one is ready to begin it. However, when she is interrupted with visitors, the train of thought has been derailed and getting back on track could be difficult.

(ii) **Telephone:**

The telephone is the greatest nuisance among conveniences and the greatest convenience among nuisances (Train.success.com, 2003). It reduces physical visits, correspondence and helps in assimilating information to arrive at a quick decision. Yet the tendency to talk of trivialities, or pleasantries for extended periods, wastes a lot of time and causes one to displace time unduly (Reynolds, 1994).
(iii) Meetings:

Meeting is a gathering of a team, group or unit and helps an individual understand the collective aim of the group, creates commitment to the decision it makes and the objectives it pursues and serves as a model for group interaction. Most women spend 15 per cent or more of their time in meetings and about half of that time is wasted. It is spent in three different time frames as-before the meeting, the meeting and the post meeting period (Sitterly, 1993; Alcock, 1995).

(iv) Paperwork and Correspondence:

Paperwork and correspondence, which are a part of written communication, take away a big chunk of an executive’s day. Paperwork includes reading reports, issuing memos within the organization, corresponding with clients, etc. Procedures which give rise to paperwork and correspondence spring directly from the culture of the organization/family to accumulate unnecessary details (Sahgal, 1987).

(v) Inadequately trained members at home/work spot

Boss/Spouse

Being tardy, late arrivals, long coffee breaks, having a poor attitude towards the job and the organization, and early quitting times may be prerogatives of the “boss”, but they also are trend setters for the rest of the work force. A non-cooperative spouse, and one who does not participate in familial issues smoothly, can also cause time displacement of a working woman.

Secretary/Assistant

Behind every successful executive is an efficient secretary at the work place or an assistant at home. The assistant screens the telephone calls, visitors, keeps track of appointment and cancellations, and brings the gainfully employed homemaker up to date on schedule. It is a job which requires vast understanding and above all, ability to retain confidentiality. An inefficient secretary or an assistant can cause a lot of time wastage for a dual career woman (Sahgal, 1987).
Subordinates/ Children

Carelessness, mistakes, loafing, poor quality of work, poor attitude, absenteeism, and delay of rest of the members at home or office - all add up to thousands of lost payroll money and also result in poor time management.

(vi) Procedures and Systems

Inadequate equipments, lack of various facilities, lack of proper relationships, mismanagement, wrong information and poor guidance available at home or work spot are some of the reasons which can lead to time displacement among many working women.

1.5.2. Personal Factors Influencing Time Management

Certain specific personal factors such as the dual role adjustment of a working woman, personality type and the characteristics based on thinking styles and time management skills play an important role in affecting the time management practices of an employed woman.

a. Dual Role Adjustment

Dual role means the two roles played by a working woman as a home maker and as a career woman. While it is true that time management problems are commonly found among all working women (professional or otherwise), in varying degrees, it is expected that it depends on the facilities and constraints, freedom, working hour duration, commuting, job satisfaction and flexibility offered by each professional organization in varying measures (Kalpana, 1993). Work-life balance is about living a fulfilled life inside and outside paid work and having a control over one's time so that one can achieve it. Dual role adjustment enables one to attain this balance.
b. Type A and Type B Personality

Cardiologists Friedman and Rosenman (1969) speak of Type A and Type B personality, of which Type A is more prone to stress related illness such as heart disease than Type B personality people. They say that people with Type A behaviour pattern are extremely competitive, act impatiently with the rate at which most events take place, move, walk and eat rapidly, are always in a hurry, are polyphasic (i.e. try to do two or more things at the same time), set several goals at once, are rarely content with themselves working on just one project at a time, feel vaguely guilty when they relax, tend to set unrealistic goals for themselves and experience a chronic sense of time urgency. Being time oriented, they tend to make very strict and punctual schedules and list of activities for themselves, and they do not tolerate being late to appointments and meetings.

Type B people are generally easy going, are seldom impatient (they contentedly wait for success, for lunch time, for trains or buses), do not suffer from a sense of time urgency, are less concerned with schedules and deadlines, are able to see things in a longer perspective than Type A leaders, laydown long term goals contentedly, are realistic about what they can achieve and set goals that reflect realism. They tend to work on only one or two goals at a time, tend to play for play sake, know how to relax, seldom compete, relax without guilt, do not worry much and are not relatively anxious about their future (Kamala, 1996). One’s time management practices would depend on the type of behaviour (Type A or Type B) that one possessed.

c. Thinking Styles and Time Management Skills

Self-assessment of thinking styles and time management skills reveals two different types of characteristics of an individual - the character of a convergent person who would be well organized, systematic and disciplined and that of a divergent person who would be the other extreme of being very flexible, clumsy and cluttered. Depending upon this thinking style of a working woman, one’s time management practices could differ (Cooper, 1992).
1.6. RATIONALE FOR THE STUDY

Time is a functional act and as more and more women are becoming aware of the importance of time, they are using innovative methods to cut down on time wastage.

Time management helps one to face critical situations confidently. It helps to make better use of time. Though one has less control over "external" causes of wastage of time, one can have greater control of the internal factors, and therefore be able to manage herself/himself, by learning the time management techniques. Time Management techniques help an individual to understand one's time utilization for each day and to analyse one's personality and habits, one's own shortcomings and to control such behaviours. It is essentially, the ability to crystallize priorities for oneself and to apportion time to achieve them. The passage of time is not in our hands. Time is precious and one who also knows the art of how to manage time can make his/her life successful.

Being a woman by itself poses lot of problems for development and in addition to that, being a gainfully employed homemaker calls for a lot of adjustments to be made to accommodate the dual roles and one needs support from all sides to run the occupational and personal life smoothly. Time Management, perhaps more than anything, is one skill a woman needs to acquire.

This perpetuated the researcher to choose married, working women as sample for the study, since there is likely to be a high degree of time strain among them, in segmenting their demanding career life and family life.

Research in the area of time management has been done extensively but a study on the actual balancing of work and life by a gainfully employed housewife through the dimensions of Planning, Controlling and Evaluating time has not been done hitherto. Studies on how working women waste their time by killing or displacing it are also not available. Another important feature of the research emphasises that the inability of the gainfully employed professional and non-professional homemakers can be combated by providing training in the time management practices through an intervention given to them. Therefore, the
experimental part of the study which involves providing guidance to the women to improve their time management practices was also undertaken in the present study.

Certain occupations require special competence as they need to meet the increasing needs of technology. The needs that have to be met are too vital for a career woman who has to maintain the confidence of the public in their respective jobs. While there is certainly no doubt that women are effective in all professional roles and non-professional roles, how far professionalism in general and also in respect of the particular service, influences a woman’s time management is a point of investigation. Since occupational roles do differ from one another, the differences among professional and non-professional working women in respect to the variables selected also seem justifiable as the subject of exploration.

Dual role adjustment is a crucial issue in the life of a working woman in bridging the gap between one’s occupational career and her family life. It is not an independent problem of a working woman, but depends on several other influences emerging from her job, her home and within herself. The investigator makes a humble attempt to examine women with dual roles with regard to their awareness of time, their effective utilization of time to reach their goals, their way of identifying priorities and also by highlighting the time wasted by women due to various reasons in their different professions.

Type A behaviour is a style of living characterized by competitiveness, aggressiveness, time urgency, and feeling of struggle against limitation of time and insensitivity to the environment. The Type B person is not caught in a constant struggle to be on time, but feels ambitious and confident and secure than the Type A person and is more relaxed. The investigator has assumed that women exhibiting Type A and Type B personality pattern differ in their time management practices.

On one extreme, a woman can be a convergent thinker being well organized, systematic and perfect in everything she does, whereas, on the other extreme, a woman can be a divergent thinker being very clumsy, disorganized, cluttered and very flexible in doing her work. The researcher is interested in finding out the variation in the time management practices of the two extreme characteristics of women.
In India, as there are very few studies, much literature is not available on this subject. Therefore, to explore this field and to conduct research on how far women can be competent and balance their time in a day between their dual roles- career and family and be successful in achieving satisfaction in the long run, will be worth its weight in gold.

1.7. SIGNIFICANCE OF THE STUDY

Time Management seems to be the focus of the 90’s and probably the new millennium as well. We have more time saving devices available to us. Yet we seem to have less time. We spend millions of dollars annually on time management books and seminars but we still seem to have too much to do in too little time. The real goal of time management is to organize one’s days more effectively so that one can create more time for himself/herself and the things that one enjoys (Jacquelene, 2001).

The growing interest in time management reflects a concerted effort amongst executives and organizations to optimize time utilization and improve productivity (Sahgal, 1987). However, the major problem with these efforts is that there is no concrete, reliable and valid information on how and on what, time is being spent by individuals or groups of individuals. Research in the field of time management has been done extensively. However, a study on the time management practices of married working women, including their time management skills to cope with their dual role conflict and to overcome their time wastage, has not been done so far.

It is essential to find out the type of responses that working women adhere to, in order to cope with the time strain induced in enacting the dual roles and to identify the factors (occupational or personal) that inhibit the achievement of one’s potential in a career. It is relevant to define one’s own characteristics and skills required to survive and be successful. Hence, the present study is taken up in an attempt to find out the time management practices of professional and non-professional, married working women.

Every individual talks or hears about time not being sufficient. Only some of them take relevant steps to curtail or organize their activities. Working women in different occupations reflect a diversity that defies generalization. As one learns more
about tips to manage their time, the less is the problem of work-life balance. Though most of them are aware of the vast potential and supreme importance of time, women do tend to kill time thoughtlessly. Many official and personal problems encountered by working women are directly or indirectly associated with how these women allocate their time. As a working woman's time is very precious, time killers and time displacers require special attention. Due to the dual career life of a working woman, one's control of time is affected frequently by terms such as interruptions, procrastination, lack of delegation, uncertainty and inability to refuse. Effective steps in time management and the techniques involved in conquering the wastage of time are a very essential skill every working woman needs to follow.

Time Management requires a balance between work and the outside activities that refresh and enrich one self. Time management problem is accompanied by examining the behavioral and psychological aspects of time management as well as the more practical organization of time and the habits, attitudes and beliefs that lead to the development of this problem. It applies to personal, social and working life of an individual.

Time management problem may result in various types of practices according to its intensity and nature of the individual. When coping strategies are applied appropriately by working woman, they effectively manage the time pressure. A homemaker's time management practices are related to the end purpose of increasing the understanding of time management strategies.

The present study aims to encourage working women through a training programme, to improve their awareness of time and to help them to achieve the goals they wish to pursue and to plan their daily time schedule to ensure that the most important tasks are given the highest priority. The knowledge gained and the attitudes modified would influence the way a working woman faces her career and family in future with respect to the management of time.

In relation to the time management variables, some of the relevant socio-demographic variables such as age, education, religion, type of family, size of family, number of children, top priority, working status, hours at work per day, years of professional experience and type of profession have also been classified, analysed and
studied. This helps one get an enriched idea about time management practices of employed women and also understand the influence of these socio-demographic variables on the time management variables. Moreover, the 'Executive Planning Book' (Appendix III) which was prepared for the intervention could also be utilized by various researchers in the future.

1.8. OBJECTIVES OF THE STUDY

1. To assess the level of awareness of time and the time log schedule of professional and non-professional working women.

2. To find out the extent of time management skills of married working women in Planning, Controlling and Evaluating their time.

3. To analyse the effect of the socio-demographic variables on the time management practices of working women.

4. To find out the extent of the internal and external causes that lead to time wastage among working women.

5. To study the effect of specific personal factors viz., Dual role adjustment, Personality (Type A or Type B behaviour), and Characteristics based on thinking styles and time management skills, on the time management practices of working women.

6. To study the effect of intervention on the time management practices of working women and to rectify the defects and regularize the practices, to the best of humanity.