

Managing Time Work in a Culture of Inaccuracy: What Success of the Time Management Matrix?

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ABSTRACT: The majority of research deals with the management of time work and the measurement of the contribution of working hours in production or productivity in different ways. Some approach is to measure the contribution of human resources by the number of workers employed, another is based on the use of the average number of hours per worker, the other involving the influence given to the technologies implemented, or The correlation between quality of work life and economic performance, while little approach takes into consideration the weight of the surrounding culture. By practicing the management of time working, politicians or scientists have invented the model called "the time management matrix", but at the level of practice we find that the difference is made according to the surrounding cultures or the people concerned. In reality, the use of this time management matrix is not understood and implemented by all managers and managers in all countries of the world, because it remains dependent on the particular culture (personal/ organizational/national) of each company or administration. Culture determines the priority of each quadrant according to the influence of these cultural components (personal, organizational, national, or international). This research reviews the literatures, the principles and methodologies used, the practical models used in the use of working time. As well as it presents the link between culture and the practice of working time. It proposes a practical model as a scientific contribution alive to enrich the subject and find relevant solutions to manage well the working time.

KEY WORDS : Timework management, organization, Organizational culture.

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I LITERATURE REVIEW

Eisenhower. Dwight D - American President (August 19, 1954), began using a method during his governance to accomplish his tasks by handling large responsibilities. His method used to prioritize tasks and manage time, and evaluate each task according to four priorities. Stephen Covey (1988) in his book (The 7 Habits of Highly Effective People) proposed and schematized the time work matrix. He made a plan to increase productivity and save time while using the priority matrix with two dimensions: urgency and importance and four Quadrants. CFDT Cadres (2012) conducted a survey entitled "travail et temps ,comment maintenir les équilibres ? " Which has collected the testimony of more than 3,000 executives, on the practices and behaviors of work, the porosity between the professional and private spheres, the balances of life. Patricia Blancard (2014) concludes with her study: The challenge is to change corporate cultures by promoting more efficient ways of working that are more respectful of the needs of women and men who benefit directly from this development, the latter in will become more willingly the engines. Emilie Bourdu, and All (2016) in their book (La qualité de vie au travail : un levier de compétitivité. Refonder les organisations du travail) mention the correlation and interaction between quality of life at work and economic performance, the quality of life at work Working life is a lever of competitiveness for companies because it helps to fully mobilize the potential of employees and the organization. Performance is a sign and a condition of employee health, as well as a means of finding resources that can be devoted to improving the conditions of work. Susan Dominus (2016) in (Rethinking the work -life equation) summed up: it takes more than just policies to make a workplace really flexible, the entire culture of the office must change. John Pencavel (2014) wrote: Full-time workers were more likely to lose productive time because of fatigue than those who worked part-time. Long weekly hours and long daily hours do not necessarily give a high return, which means that for some employees engaged in certain types of work, their employer who maximizes profit will not be indifferent to the length of their working day. Christine Mirabel-Sarron and Nayla Chidiac (2012) present ten rules for managing time and improving our relationship with time; become master of your days, gain in efficiency, of course, but also in serenity and quality of life, and to find the delicious taste of free time. Gerard Rodach (2010), presented the "FOCUS" method and its tools, as a guide to rigorously define priorities and manage time, organized in five main parts, starting from the Objectives to define the priorities (develop the Competences in terms of time and priorities management, improve your Usages, and advance your Know-How to better relate to others. Richard Larson (2008) focused on getting organized to be

more efficient, and to take life, and learning to refuse to let time and events manage life. All of this requires effort, planning, organization and profound change, both inside and outside the environment. Richard Lewis (2014) in (How Different Cultures Understand Time) has shown that time is seen in a particularly different light by Eastern and Western cultures, and even within these groups there are quite dissimilar one country to another. In the Western Hemisphere, the United States and Mexico use time in diametrically opposite ways, which causes intense friction between the two peoples. In Western Europe, the attitude of the Swiss towards time has little to do with that of neighboring Italy. Thais do not evaluate the time passing in the same way as the Japanese. In Britain, the future lies before you. In Madagascar, he runs behind his head from behind. Jocelyne Brault (2005) in his (Guide pratique de la gestion de la diversité interculturelle en emploi) proposed results: Knowledge of the parameters of application of reasonable accommodation, understanding the limits of application of this notion, effective management of areas of tension and conflict related to intercultural differences, values and norms, problem solving and conflict through negotiation and mediation. The Site (We Assist you (2016) by the article (La gestion de la diversité culturelle en entreprise) has described: Managing cultural diversity in the workplace requires an open mind because everyone takes a personal look at the world and this look depends on prejudices .Then, do not judge too fast, be respectful and be open to the ideas and practices of the other. To consider a multicultural team as a chance for your own development and that of your organization. T. Hall (1984) wrote The time lived and implemented varies systematically according to the training we received as "Western" or "Eastern" for example. Every civilization chooses these options according to the conditions of his life and his reactions, Renaud Sainsaulieu (2014, 1995, 1977) in his books, considers that as much as social affiliation, schooling or training, life at work constructs the identity of individuals. As early as the 1970s, it brought to light the central cultural effect of professional activity. Geert Hofstede (1982,2010) in his works and his analysis of relationship "culture and management" added the (5-6) dimensions to the four cultural dimensions influencing the management of companies, the fifth proposes: Short and long orientation term, is also called "Confucian dynamism". A long-term orientation explains how society understands the importance of traditional values in planning.

Finally, the time work is organized in accordance with its cultural environment: a time corresponding to the North Americas is different from that of the Europeans, whether from the north or from the west or from the east or from the coast to the Mediterranean, and Of course, it is totally different from that in Asia, or in the Arab countries, or in Africa, etc.

II RESEARCH OBJECTIVES, MAIN IDEA AND PROBLEMATIC

2.1. Research Objectives : The main objective of this research is to shed light on the concepts of time work. And the sub-objectives are such:

1. Introduce the methodology to address this topic,
2. Enlighten applied models,
3. Comparisons between countries using this approach,
4. Propose a new practical model for time work.

2.2. Main idea:

- Academics & practitioners agree on the great importance of time work.
- time work represent the driving force of productivity and performance.
- The methodology used for time work relies on highly qualified people to lead this project.
- time work modeling helps to successfully complete this project.
- This research proposes a new practical model of This research proposes a new practical model of This research proposes a new practical model of time work.

2.3. Problematic : This work addresses the following issues and questions by using a conceptual framework:

- What are the successful models when applying the time work?
- Who are the actors in the successful project of time work?
- How to develop and implement a practical model of time work?

III METHODOLOGY

The methodology followed by this research is the applied qualitative method, where the data sources, researches and studies or books already published either by academics or researchers or by professionals working in the field of time work. Reference was also made to reports or studies by European, UN, scientific organizations, etc. We made qualitative analyzes of the data collected to extract results, as well as present practical models of time work applied in some developed countries by making descriptive comparisons. All this, has enriched the experience of time work, and helped to accumulate the expertise in life to propose a practical model. Finally, our model presents the (multidimensional cultures and the timework matrix).

IV PRINCIPLES OF TIME WORKING, HOW TO MANAGE THEM?

Any organization of any kind or activity requires principles to respect ,when using timework to achieve its objectives by completing its tasks, and for achieving its expected results. Business productivity is a big issue, but saving time is not always easy. Each company or country adopts multi-process to have an optimum performance, but the results are different. Fortunately, solutions exist: models and ideas are implemented to continue to improve productivity and performance. These are the main golden principles to respect for managing timework.

Table.1- Principles of working time

<p>Principles of Planning:</p> <ol style="list-style-type: none"> 1. - Define the objectives. 2. - Use a daily / weekly / monthly schedule. 3. - Define dates (beginning-end) of each activity. 	<p>Principles of Organization:</p> <ol style="list-style-type: none"> 1. - Prioritize tasks: "Urgent" and "Important" 2. - Avoid distractions, one task at a time. 3. - Empty your inbox, and stop checking mails all the time. 4. - Take breaks, to be more productive.
<p>Control principles:</p> <ol style="list-style-type: none"> 2. - Take notes to stay focused and do not forget anything. 3. - Do not procrastinate: not handing over work today overnight 4. Rethink your activity on social networks. 5. Stop reading all the info. 6. Eat healthy, and move. 7. Do sports. 8. Sleep enough. 9. Get up early. 	<p>Principles of Leadership:</p> <ol style="list-style-type: none"> 3. - Manage meeting time efficiently. 4. - Rethink your habits: break the routine. 5. - Being responsible: managing your work 100% responsible. - Be punctual and do not arrive late.

V CULTURAL MODELS FOR MANAGING WORKING TIME

There are three main models to use the time work.

5.1. Model Dwight D. Eisenhower:

This first model was set up in 1954 under the title (D. Eisenhower method) to improve the prioritization of tasks in four "quadrants":

- 1st priority - Urgent and important. 2nd priority - Not urgent but important.
 3rd priority - Urgent but not important. 4th priority - Not urgent and not important.

5.2. Model Stephen Covey:

he developed and popularized by creating a (time management matrix) to prioritize the use of four quadrants, determine tasks and decide what should be a priority, as shown in the following table.

Table.2- Time Management Matrix according to S. Covey

	Urgent	Not Urgent
Important	<p>I Activities</p> <ul style="list-style-type: none"> • Crisis • Pressing problems • Deadlines projects. 	<p>II Activities</p> <ul style="list-style-type: none"> • Prevention, improvement of capacities • Relationship building • Recognize new opportunities • Planning, leisure.
Not important	<p>III Activities</p> <ul style="list-style-type: none"> • Interruptions, some callers • Mail, reports • Some meetings • Proximity, pressing materials • Popular activities 	<p>Activities IV</p> <ul style="list-style-type: none"> • Anecdotes, busy work • Some mails • Some phone calls • Time wasters • Pleasant activities

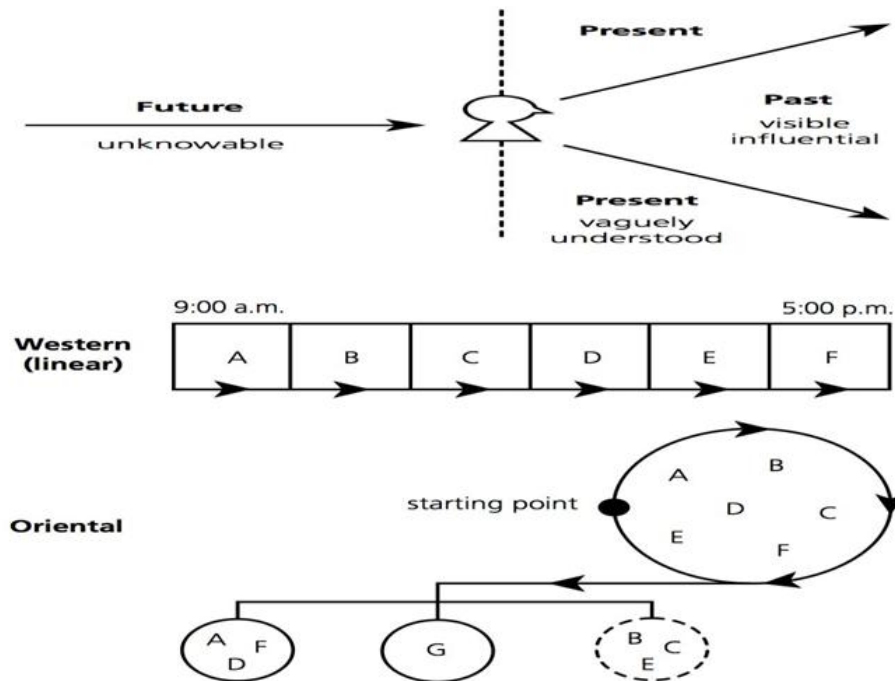
Source .Covey . Stephen. R (2010) Priorités aux priorités

5.3. model Richard Lewis:

He schematized the time management of the work according to the culture (Occidental or Eastern), taking into account the understanding of the time (past, present, future) as follows:

Figure.1- Time management of work according to R.Lewis culture

Figure.1- Time management of work according to R.Lewis culture



Source. Lewis . Richard (2014) www.businessinsider.com.

VI RESULTS: CULTURE DETERMINES HOW TO MANAGE TIME WORK.

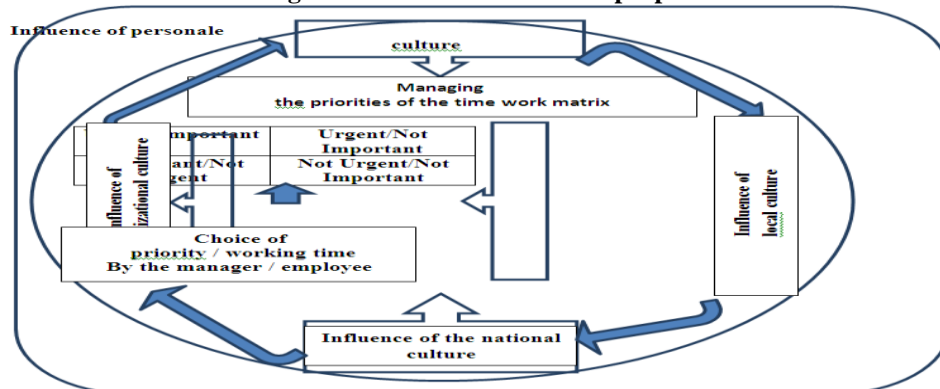
All companies or administrations include multiculturalism, and we always work with people from these different cultures (personal, organizational, local, national, international). This diversity must enrich our eyes and our worlds of work. This is why it is necessary to understand and collaborate with other cultures and to raise awareness. To manage cultural diversity, and at the same time preserve personal identity, the workplace demands an open mind, without prejudices, and to work in a multicultural team respecting the specificity of each one in order to develop the organization and personality of the individuals. That is to say :

- 1- In each company / administration, there are cultures of different components.
- 2- Everyone manages their working time and chooses their priorities according to their culture.
- 3- The cultural or organizational identity imposes its specified on the working time.
- 4- The time management matrix is not understood and similarly implemented by all managers in all countries of the world.
- 5- The choice of priorities of the timework matrix depends on the culture (personal / organizational / local / national / international) in each company or administration.

VII THE PRACTICAL MODEL PROPOSED:

This paper proposes a practical model combining the interaction of multidimensional cultures and the timework matrix, as follows:

Figure.2- The Practical Model proposed



VIII CONCLUSION

The time management matrix is not understood and implemented by all managers or workers in all countries of the world, because it remains dependent on the culture (personal / organizational / local / national / international) of each company or administration. Culture determines the priority of each quadrant according to the influence of these cultural components, and in the end, these components impose priority / quadrant in reality, and even in the field of work.

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