ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

AN ASSESSMENT OF TIME MANAGEMENT
PRACTICE IN ETHIO TELECOM:
THE CASE OF NORTH ADDIS ABABA ZONE

BY:

KONJIT NEGASH

JUNE, 2011
SMUC
ADDIS ABABA

AN ASSESSMENT OF TIME MANAGEMENT PRACTICE IN ETHIO TELECOM: THE CASE OF NORTH ADDIS ABABA ZONE

A SINOER ESSAY SUBMITTED

TO THE DEPARTMENT OF MANAGEMENT

BUSINESS FACULTY

ST. MARY'S UNIVERSITY COLLEGE

BY: KONJIT NEGASH

IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE DEGREE
OF BACHELER OF ARTS IN MANAGEMENT

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APPROVED BY THE COMMITTEE OF EXMINERS

_____	_____
Department Head	Signature
_____	_____
Advisor	Signature
_____	_____
Internal Examiner	Signature
_____	_____
External Examiner	Signature

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Advisor's Approval

This senior Research paper has been submitted for examination with my approval as the university college advisor.

Name: _____

Signature_____

Date_____

<u>DECLARATION</u>

I, the undersigned, declare that this senior Research is my work and that all sources of material used in this senior research have been duly acknowledged.

Name: _____

Signature: _____

Place: _____

Date: _____

St. Marry University College

Faculty of Business and Economics

Department of Management

Questionnaires to be filled by Managerial and Non managerial Employees

Dear Respondents,

This questionnaire is designed to collect information on **time management practice** of your organization. Since the questionnaire is for research purpose, your genuine responses have great importance for the successful completion of the study. Hence your short, precise and honest response is highly appreciated.

Thank you in advance for your cooperation!

General Direction:

You are kindly requested to put a "√" mark in the box provided in front of each alternative answer for each question; write your opinion and justification on the space provided for each questions.

1. Sex:
   ☐ Male   ☐ Female

2. Age
   ☐ 19-25   ☐ 26-35   ☐ 36-50   ☐ 51-60

3. Educational level:
   ☐ 12th grade complete or below   ☐ Diploma (10+3)
   ☐ Certificate/TVT (10+2)   ☐ 1st degree (BA/B sc.)
   ☐ 2nd degree (MA/M sc.)   ☐ PhD

4. Work Experience
   ☐ 2 years & less   ☐ 2 – 5 years
   ☐ 5 – 10 years   ☐ 10 years and above

II.   Information relate to Time Management.

1. Do you undertake work as it appears, rather than in order of priority?

☐ Yes   ☐ No

2. Do you accept unimportant interruptions when working on an urgent task?

☐ Yes   ☐ No

If Yes, why_____
_____
_____

3. Do you say 'yes' to work requests even when unsuitable or unreasonable?

☐ Yes   ☐ No

If Yes, why _____
_____
_____

4. Do you put off tasks which are uninteresting?

☐ Yes   ☐ No

5. You are effectively delegate tasks to your subordinates.

☐ Strongly disagree   ☐ disagree   ☐ Neutral

☐ Agree   ☐ strongly agree

6. You consciously avoid making social telephone calls during office hours.

☐ Strongly disagree   ☐ disagree   ☐ Neutral

☐ Agree   ☐ strongly agree

7. You have up-to-date written goals for all areas of your life.

☐ Strongly disagree   ☐ disagree   ☐ Neutral

☐ Agree   ☐ strongly agree

8. You believe that today is the only time to act.

☐ Strongly disagree   ☐ disagree   ☐ Neutral

☐ Agree   ☐ strongly agree

9. You believe that you have sufficient time available to spend on yourself.

☐ Strongly disagree   ☐ disagree   ☐ Neutral

☐ Agree   ☐ strongly agree

10. You have set and review your weekly objectives and success.

☐ Strongly disagree   ☐ disagree   ☐ Neutral

☐ Agree   ☐ strongly agree

11. You have set deadlines for your activities.

☐ Strongly disagree   ☐ disagree   ☐ Neutral

☐ Agree   ☐ strongly agree

12. Do you allow work surrounding to become disorganized and messy?

☐ Yes   ☐ No

If Yes, why _____
_____
_____

13. Do you complete work yourself which should be delegated to subordinates?

☐ Yes   ☐ No

14. Do you take proper breaks at work

☐ Yes   ☐ No   ☐ Sometimes

15. Do you keep handling an excessive amount of paper work?

☐ Yes   ☐ No

If No,why_____

_____

_____

16. Do you give feedback for your subordinate positively or negatively for their performance?

☐ Yes   ☐ No

CHAPTER ONE

Introduction

1.1. Background of the Study

The role of leader can be very stressful management studies have suggested that those roles include a very wide mix of activities most of which can not always be controlled or even predicted. New managers and supervisors are almost over whelmed with the demands of the job. They were probably promoted to be in charge of people, mostly because of their success in a previous role that was focused on developing a previous or service suddenly, they are faced with being in charge of people, which is much less predictable and has much less control than the supervisor had before consequently, the ability to manage time is absolutely critical to the success of the roles of manager and leader. (WWW.management help.org/prsn_prd/basics.htm access date 23/12/2010)

Time management is not a way to make our work harder and longer, but a means to help our work smarter to accomplish our work more easily and rapidly. There are people and businesses that use their time management skills to help them be more successful.

The objective of the study is that to identify time management problem areas and to suggest a possible solution in order to minimize its impact from work place and organization.

The Introduction of Telecommunication in Ethiopia dates back to 1894. Ethiopian Telecommunication Corporation (Ethio Telecom) is the oldest Public Telecommunications Operator in Africa. It had 32 branches through out the country. The first long-distance telephone line Ethiopia was established in

1894 between Addis Ababa and Harar. In those years, the technological scheme contributed to the integration of the Ethiopian society when the extensive open wire line system was laid out linking the capital with all the important administrative cities of the country.

The Company was placed under government control at the beginning of the 20th century and was later brought under the control of the ministry of post and communication. In 1952, telecommunication service was separated from the postal administration, and feel under the ministry of transport and communications. Most of telecommunication network however, was completely destroyed during the Italian fascist Aggression.

The Imperial board of Telecommunication of Ethiopia, which becomes the Ethiopian Telecommunication Authority in 1981, was placed in charge of both the operation and regulation 10/1996. ETC would operate as public enterprise with the principal duty of maintaining and expanding telecommunication services in the country and providing domestic and International telephone, telex and communication services. In satisfying the demand of its customers the corporation is now a days in continuous effort both of quantitative and qualitative improvement of its facilities. Hence it plays a decisive role in the social and economic development of the country. (Tele Negarite, 1994 E.C: 59)

1.2. Statement of the Problem

Ethio Telecom plays an important role in attaining modern telecommunication Objectives.

Poor time Management at work is likely to have an impact of public perception, as well as the public perception of the company in particular. This is due in part to organization.

Poor time management can also have an impact on our ability to receive a promotion or a pay raise at work. Learning how to make good use a time at work can prevent that from happening, possibly resulting in receiving a reward. However, there are indications about poor time management practices that can be observed when it is done by the employees of the organization. These include, absenteeism, in effective use of working hours, late coming to work and early leaving, and spending time for breaks. These problems can be elaborated by using some statistical evidences that could explain the situation. For instance 3% of the employees would often be absent and 5% ineffective use of working hours and 0.2% of the employees come late and leaves early and some 0.1% of the employees spend time for breaks (ETC annual HR report manual 2002). Consequently, having a poor sense of time and use of time at work can also put the employee job at risk. To have a happy, healthy, successful and profitable career time management is important. Studying the time management practices in Ethio Telecom is therefore, timely and indispensable.

1.3. Research Question

To address the above problems the following questions will be raised by the student researcher.

1. What are the main problems that affect time management practice of Ethio – Telecom?
2. To what extent does the time management practice of Ethio Telecom consider basic time management principles?
3. How the organization evaluates the effectiveness of employees with regard to time management?

1.4. Objectives of the study

1.4.1. General Objective

The general objective of the study was to assess time management practice in Ethio Telecom: The case of North Addis Ababa Zone.

1.4.2. Specific Objective

The study has also the following specific objectives:

- To examine the main problems of poor time management.
- To identify the factors for poor time Management.
- To evaluate the effectiveness of employees in regard to time management.

1.5. Significance of the Study

The student researcher believes that the finding of the study has the following significances.

- Provide the basis for planning and using efficient and effective time management and advance program in the organization.
- The company could use the recommendation's of the study to improve their time management.
- In addition it helps as a start up for other researchers who are more interested in this area. Moreover, it enables Ethio Telecom to take any remedial action based on the finding of the study.

1.6. Scope of the Study

Time management is inevitable and occurs at all levels of any organization. It would be difficult to conduct a research on all branches of Ethio Telecom. Hence, the study is delimited on only 2 years (2009-2010) in studying one branch of time management practices in Ethio Telecom by making a special reference to the North Addis Ababa Zone. The zone is selected due to its accessibility, easy to get reliable information.

1.7. Research design & Methodology

1.7.1. Research Design

Based on the purpose of the study, descriptive method was used as appropriate methodology since it enables to describe the real nature and status or condition of the issue as it exists.

1.7.2. Population and Sampling Techniques

North Addis Ababa zone branch office comprises of 300 employees and management. To obtain a representative and manageable samples, the student researcher was select 30% out of the total population. 90 respondents were selected by stratified sampling technique. 25 respondents were selected from the management level and supervisory level and the remaining 65 respondents were selected from the employee by simple random sampling technique.

1.7.3. Types of Data Collected

Data collected for this study was both from primary and secondary sources. Primary data was collected directly from respondent Managers, Supervisor and employees by administrating questionnaires and secondary data was obtained from the organization annual report, Magazines and internet.

1.7.4. Methods of Data Collection

The researcher used questionnaires to collect data from primary sources from employee and supervisor was obtained by administrating open ended and close ended question.

1.7.5. Data Analysis Methods

To further carry out this study, the data were analyzed and presented by descriptive method are used, specifically through graph, tabulation and percentage.

1.8. Organization of the Study

The study has four chapters. The first chapter consists of the problem and its approach, which contains background, objectives, problem statement, significance, methodology, scope and organization of the paper. In addition it contains the background of the organization. Chapter two deal with review or related literature. Chapter three entertains data presentation and analysis. The last chapter will contains summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1. Definitions

The term time management has been defined in different ways. Some of the definitions are:-

Time management includes tools or techniques for planning and scheduling time, usually with the aim to increase the effectiveness and/or efficiency of personal and corporate time use.(http//en.wikipidia org/wiki/time management)

Time management is about taking control of your life. (Marc Mancini 2005)

Time management is thought of as a set of skills for better using your time (Thomas.H 1992). As Thomas personal time management skills going to have the following:-

- ➢ Goal setting, what you want from life

- ➢ Planning out your goals in life

- ➢ Prioritizing with what comes first

- ➢ Making decisions about important choices

- ➢ Scheduling what is going to be worked on and what order

2.2. Time Management and Related Concepts

Time management has been considered as subsets of different concepts such as:-

2.2.1. Project Management

Time management can be considered as a project management subset and is more commonly known as project planning and project scheduling. Time

management has also been identified as one of the core functions identified in project management. (PMBOK guide http: // WWW. Pmi.org)

2.2.2. Attention Management

Attention Management relates to the management of cognitive resources, and in particular the time that humans allocate their mind (and organizations the minds of their employees) to conduct some activities.

2.2.3. Personal knowledge Management

Time management strategies are often associated with the recommendation to set personal goals. These goals are recorded and may be broken down into a project, an action plan, or a simple task list. (Julie 2004)

2.3. Time Management Principles

As a student, there are some basic Principles of Time Management that you can apply.

1. Identify "Best Time" for Studying: Everyone has high and low periods of attention and concentration. Are you a "morning person" or a "night person". Use your power times to study; use the down times for routines such as laundry and errands.
2. Study Difficult Subjects First: When you are fresh, you can process information more quickly and save time as a result.
3. Use Distributed Learning and Practice: Study in shorter time blocks with short breaks between. This keeps you from getting fatigued and "wasting time." This type of studying is efficient because while you are taking a break, the brain is still processing the information.
4. Make Sure the Surroundings are Conducive to Studying: This will allow you to reduce distractions which can "waste time." If there are times in

the residence halls or your apartment when you know there will be noise and commotion, use that time for mindless tasks.

5. Make Room for Entertainment and Relaxation: College is more than studying. You need to have a social life, yet, you need to have a balance in your life.

6. Make Sure you Have Time to Sleep and Eat Properly: Sleep is often an activity (or lack of activity) that students use as their time management "bank." When they need a few extra hours for studying or socializing, they withdraw a few hours of sleep. Doing this makes the time they spend studying less effective because they will need a couple hours of clock time to get an hour of productive time. This is not a good way to manage yourself in relation to time.

7. Try to Combine Activities: Use the "Twofer" concept. If you are spending time at the laundromat, bring your psychology notes to study. If you are waiting in line for tickets to the REM concert, bring your biology flashcard to memorize. (http://www.d.umn.edu/kmc/student/loon/acad/strat/time_man_princ.html)

2.4 Time management and Employees performance

1. Time is extremely precious and one should always value it. In corporate world time is regarded as an asset. An employee who learns time management is usually valued by the organization. He becomes much more productive by following the technique of time management. He can obtain his aims rapidly. He will be more satisfied and happy as compared to other employees. Employees in numerous organization are told to set their KRAs (Key Responsibility Areas) and they are given a particular time period to accomplish them. Those who achieve their KRAs within their specified time period get appreciation, incentives and at times promotion by their employers. Time management leads to efficiency of employees. Optimum utilization of time leads to immense quality improvement.

2. Time management helps employees to achieve work-life balance. An employee who manages time well in his profession can spend high quality time with his family which will result in employee satisfaction. It leads to multi-tasking. Numerous people do have views that in today's world of anxiety, it is tough to manage time, there are lot of deadlines given. Although when such individuals are given training sessions, they recognize later that it is not hard to manage time. A number of methods and tools are accessible these days which support in efficient time management. For example – Microsoft Outlook, Smart phones, Lotus Notes, Time Manager toolkit etc. The abilities of employees are enhanced using these tools. Thus it is vital to understand importance of time now. Time management contributes to improved employees performance (http://www.questioninggod.org/employee-time-management.htm).

2.5. A Historical perspective covey's Four Generations of Time Management

Each and every individual needs to manage his/her time well to be successful life. The first step towards time management is to set tangible goals by writing them down and breaking them into individual projects and to-do lists. Every item on the list then must be prioritized and assigned a deadline. This is the basis of time management. (Stephen R.covey 1990)

With increasing work pressures and growing responsibilities, each one of us once in a while wishes there were more hours in day! In spite of the fact that almost all of us are unable to follow time management strategies effectively due to a lack of sustained effort on our part. (Lake in 1973)

There are a variety of time management strategies which have been identified till date. Different people follow different ways to manage their time well.

The 4 generations of Time management is a broad categorization of these numerous approaches to Time management by Stephen R.Covey.

2.5.1. First Generation: Use Notes & Checklists that act as reminders

Those people who like and favor this approach believe in managing their time by writing notes and creating checklists of things to be done. The items on the list are not arranged on a priority basis and the note acts as a reminder of all the tasks that must be completed during the day. By following this checklist and striking out tasks as and when they are accomplished. Such people are able to keep a track of all that which needs to be completed. Tasks which are not completed within the stipulated time are put on tomorrow's list.

2.5.2. Second Generation: Prepare & plan using calendars and Appointment Books

Time managers of the second generation are those people who are in the favor of constructive planning and like to be prepared well in advance by scheduling tasks. Such people put to use scheduling items such as calendars and even the computer to write down the timings and venues of meetings & important events etc. (Lake in 1973)

2.5.3. Third Generation: Schedule & Prioritize

Third generation people take the entire time management activity to the next level by identifying those tasks that must be completed first. Arranging activities of the day on a priority basis helps them to set different time goals. Such people may maintain their task list on the computer or in a written format (Organizer/appointment book).

2.5.4. Fourth Generation: being efficient and proactive

Those people who fall into the 4th generation of time management understand and appreciate the difference between urgent and important tasks. In our attempt to accomplish urgent tasks. We often ignore those activities which are of utmost importance. Such an approach can prove to be very costly in the long run as it makes us forget about things that were important in our life and needed our time. Simply because they were not urgent!

2.6 Carving the Clock

Overwhelming responsibilities or projects that seem indigestible the very kind we often dangerously procrastinate on become easy to deal with when carved into little pieces. This indicates that carving up time itself is a key to proper time management. (Marc Mancini,2005)

2.6.1. Clustering

A new term has come into frequent use in time management: Clustering. This is the practice of assembling like tasks. Clustering for many reasons make activity for more fruitful and efficient. One example: you intend to pay bill should you deal with them daily, as they come in, or pay them off in groups, perhaps once a week, when you are free to do so? (Marc Mancini,2005)

2.6.2. Establishing goals

Ask some truly successful people what accounts for their achievements and you sill often hear this answer: goal. Indeed, goals are the fulcrum on which all prioritizing turns.
Goal setting is an important method of:

- Motivating your self

- Deciding what is important for you to achieve in your life.

- Separating what is important from what is irrelevant, or a distraction

- Building your self confidence, based on successful achievement of goals.

There fore, without goals your time will be aimless. But what must goals be? Different books and different authors give their own answer to this question. Let us see two answers-the one presented by Marc Mancini in his time management book and the other presented in WWW.mindtools, com.

Marc Mancini give his answer in the following way: Goals must be

- **Attainable:-** Successful people set goals that are ambitious yet realistic.

- **Measurable:-** Imagine a football game with no yard lines, end zones, goals posts, score board, clock or even clear cut teems. Just a bunch of players whose goal is to pass a football around and collide. It might be a fun to watch for a while, but not for a long. The aimlessness and anarchy would soon drive the fans out of the stadium. Shortly there after, the player themselves, unmotivated and confused, would wander off the field. To work without clear-cut, measurable goals is, in reality, not much more productive or engaging than our imaginary football game. To motivate yourself and others to know if you have won you absolutely need goals that can be measurable.

- **Written:-** Some thing written has a peculiar power to convince. Writing your objectives down and having others read them brings authority, accountability, and performance to your priorities.

- **Accountable:-** Without accountability, goals melt away, forgotten.

- **Deadline:-** If you set a deadline for your tasks, you will have a much better chance of achieving your goal.

www. mindtools.com. say goals must be SMART an acronym that stands for:

S – Specific

M - Measurable

A – Attainable

R – Relevant

T – Time bound

Example Instead of having "to sail around the world" as a goal, it is more powerful to say" To have completed my trip around the world by December 31,2015. Obviously, this will only be attainable if a lot of preparation has been completed before hand.

Mind tool also presents the following broad guideline that will help us to set effective goals.

- State each goal as a positive statement.

- Be precise – Set a precise goal, putting in dates, times and amounts so that you can measure achievement.

- Set priorities – when you have several goals, give each a priority. This helps you to avoid feeling over whelmed by too many goals, and helps to direct your attention to the most important ones.

- Write goals down-this crystallizes them and gives them more force.

- Set performance goals, not outcome goals, you should take care to set goals over which you have as much control as possible.

- Set realistic goals it is important to set goals that you can achieve.

- Keep operational goals small.

2.6.3. Doing Nothing

Not always people concentrate on doing serious works; there are times that they spend socializing, just doing nothing. But is that productive to spend time socializing, just doing nothing? It can be working past your optimum level of energy and attention to the point of saturation can be self-defeating: you could be spinning your wheels and going nowhere. Pausing to regroup and relax can reenergize your work and actually enhance productivity. It can also make work seem less like work. (Lake in 1973)

2.7. To Do lists

Do you feel overwhelmed by the amount of work you have to do?

Do you face a constant barrage of looming deadlines? And

Do you sometimes just forget to do something important, so that people have to chase you to get work done?

All of these are symptoms of not keeping a proper "TO DO LIST". To do lists are prioritized lists of all the tasks that you need to carry out. They list everything that you have to do, with the most important tasks at the top of list, and the least important tasks at the bottom. And starting to keep a To-Do list effectively is often the first personal productivity/time management breakthrough that people make as they start to make a success of their careers. (http://www.careerjournal.com)

By keeping a To-Do list, you make sure that you capture all of the tasks you have to complete in one place. This is essential if you are not going to forget things. And by prioritizing work, you plan the order in which you will do things, so you can tell what needs your immediate attention, and what you can quietly forget about until much, much later. This is essential if you are going to beat work overload. Without TO_DO lists, you will seem dizzy, unfocused and unreliable to the people around you. With TO_DO list, you will be much better organized and much more reliable. This is very important.

Whilst TO-DO lists are very simple, they are also extremely powerful, both as a method of organizing yourself and as a way of reducing stress. (http://www.careerjournal.com)

2.7.1. Preparing a TO-DO list

If TO-DO lists are as such important tools; How can we prepare them? To prepare TO-DO lists start by writing down the tasks that face you, and if they are large, break them down a gain. Do this until you have listed every thing

that you have to do, and until tasks will take no more than one-two hours to complete.

Once you have done this, run through these jobs allocating priorities from A (Very important) to F (unimportant). If too many tasks have a high priority, run through the list again and demote the less important ones. Once you have done this, rewrite the task in priority order. This allows you to separate important jobs from the many time consuming trivial ones.

Caveats:

  ➢ Dwelling on the lists, according to Sandberg, task lists "are not the key to productivity (that) they are cracked up to be" He reports an estimated 30% of listers spend more time managing their lists than (they do) completing what is o them."

  ➢ Rigid adherence – Hendrickson asserts that rigid adherence to task lists can create a "tyranny of the to-do list" that forces one to "waste time on unimportant activities."

Listing routine tasks wastes time- If you are in the habit of brushing your teeth everyday, then there is no reason to put it down on the task list. The same goes for getting out of bed, eating lunch, etc. If you need to track routine tasks, then a standard list or chart may be useful, to avoid the procedure of manually listing these items over and over. (http://www.careerjournal.com)

2.8. Techniques for Setting Priorities

As stated by Marc Mancini (2005) "Lining up your ducks" is an odd saying… But its meaning is transparent: If you deal with things in a logical, orderly sequence you are sure to bring efficiency and results to your efforts and this is what prioritizing means. There are different kinds of techniques that will help one to prioritize his/her task and the following are some of them. (http://en.wikipedia.org/wiki/Time management)

2.8.1. The ABC System

It says that all tasks can and should be given an A,B,C, Value:

> ➢ A TASKS are those that must be done, and soon. When accomplished, A TASKS may yield extra ordinary results. Left undone, they may generate serious, unpleasant, or disastrous consequences. Immediacy is what an A priority is all about.

> ➢ B TASKS are those that should be done soon. Not as pressing as A's, they are still important. They can be postponed, but not for too long. Within a brief time, they can easily rise to A status.

> ➢ C TASKS are those that can be put off with out creating dire consequences. Some can linger in this category almost indefinitely. Other tasks especially those tied to a distant completion date will eventually rise to A or B level as the dead line approaches. (http://en.wikipedia.org/wiki/Time management)

2.8.2. Pareto analysis

This is the idea that 80% of tasks can be completed in 20% of the disposable time. This principle is used to sort tasks into two parts. According to this form of pareto analysis it is recommended that tasks that full into the first category be assigned a higher priority.

The 80-20 rule can also be applied to increase productivity it is assumed that 80% of the productivity can be achieved by doing 20% of the tasks. If productivity is the aim of time management, then these tasks should be prioritized higher. It depends on the method adopted to complete the task. There is always a simpler and easy way to complete the task. If one uses a complex way, it will be time consuming. One should always try to find out the alternate ways to complete each task. (Marc Mancini,2005)

2.9. Ways to Beat Procrastination

Many of us like to postpone our works for a future date that never comes. Procrastinating people masters the art of doing nothing. That leads to more tasks in the line, more stress and low productivity. The problem of procrastination affects a person's ability to function in a motivated sense and it interferes with the person's ability to complete assignments in a timely manner. Procrastination, no doubt meddles with productivity. Procrastinating people seldom perform well at a job. Usually, the problem of dilly dallying comes as the result of many years of laziness that thickens into a long-formed habit. Procrastinators are people who feel that they have not the guts to square up to the job right now and they reassign it to some vague moment in the future. They do not want to experience failure, so they put off the work until the last possible moment. (http://www.effectivetimemanagementtips.com/articles/tag/time-management-pdf)

2.9.1. Procrastination and Stress:

When you procrastinate, it gives you some momentary relief at the cost of huge stress on your platter. Performing tasks and different assignment is stressful enough with having to worry about putting things off until the last possible minute. Procrastination brings you lot of headache and tensions in a row, so if you've been procrastinating so long, put on the reality check. Procrastination mostly triggers a person's psychological make-up in which a person's mind allows them to think that it's alright to put off work. (http://www.effectivetimemanagementtips.com/articles/tag/time-management-pdf)

2.9.2. Stop Procrastination – Change Your Attitude:

Ways to deal with procrastination may include hypnotherapy as well. Hypnotherapy, or hypnosis as it's referred to the other times, is a treatment that influences the subconscious state of your mind. A hypnotherapist's job is

to help you change the way your brain works. The therapist takes the blocks off of your brain as you will learn how to think with clarity. More so, hypnosis is known to help issues like procrastination because while under hypnosis the person relaxes and it takes the stress off that person. A more relaxed worker will always get more work done than a very tense worker with lots of stress.

There are people who want to quit smoking but they're still to get rid of the cigarette butts. People need professional help when things get out of their control. Procrastination is a pretty normal thing for people. It just becomes a problem when it's the norm rather than the exception to the rule. Hypnosis can bring a change in thinking with positive stimulus and feedbacks. If you need to get over the problem of procrastination, best way is to introspect and change your thought-patterns. Habits are hard to die – still if one tries hard he/she can change the way their mind process work. (http://www.effectivetimemanagementtips.com/articles/tag/time-management-pdf)

2.9.3. Say No to Procrastination

Procrastination is seen as a form of laziness, or putting off things for one sunny morning. We have our share of rainy days too and procrastination takes us closer to that impending crisis. We get so lazy sometimes that we think that we have a long time to accomplish the task, knowing the task can take more time we've assumed. People are so prone to work at the last hours, pulling off all-nighters that they just get on their nerves.

Most people fail to avail the golden chances and opportunities in life, only because they're too lazy to grab them. They get so much tensed and worked up that they fail to hold their patience. It only makes the situations worse and the tasks half-willed and unproductive. After that they mourn over their procrastination when nothing can be restored. Thus, to emerge successful one needs to get rid of procrastination and this than be done in following manner:

First and foremost, if you know that you're in the habit of dilly dallying, organize your habits. Start working on them, today. The best way to start is with your room. Tidy up your room, your time, your life and your things. When you are organized, you feel more stable and better willed, thus every time you see anything out of order, you will place it in a proper place. This will imbibe a sense of order in you, and a sense of responsibility, with the passage of time.

Make sustainable routines. In your planner, organize your short term and long term goals and the ways to accomplish them. Make a habit of doing the things as listed in your routine and make sure to mention even little household chores in your routine. Initially, you may not be motivated to do them all, but once you start sticking to it, you will imbibe the habit of doing things at specified period of time. This will help you in accomplishing your goals in a timely manner.

Take note and conceive your future plans. In the peak of procrastination, you probably sat idle for hours, but if you know what you need to do before hand, a pressure will always be there on you to do the things in timely manner, otherwise all other things will get affected.

Manage your time effectively and wisely, that will keep you ahead of procrastination. You need to finish the tasks in the allotted time period and this will organize you as a better performer. More so, when you start managing your time well you will be always left with plenty of time at the end of day allowing you to enjoy things in life you were not able to do earlier.

Change your attitude – An attitudinal shift is all you need to get rid of your procrastinating habits. Build positive and productive thinking towards tasks, think of the 'now or never' way of doing things. So that, whenever you feel like skipping the work or task that needs to be accomplished, you get a reality-check! You won't drag your feet. (http://www.effectivetimemanagementtips.com/articles/tag/time-management-pdf)

2.10. Common Time Management Problems in Business Activities

Sandberg identifies the following common Time management problems in Business activity these are:-

2.10.1. Poor Delegation

➢ Do not spend time on a work that can be done, to a satisfactory level, by your subordinate.

➢ Delegation saves your time and develops subordinates

➢ Delegation improves results by making fuller use of resources

➢ Delegation implies transferring initiative and authority to another

2.10.2. Office Mismanagement

➢ Develop an efficient system of office working

➢ Muddle makes work and wastes time

➢ Utilize all resources fully

➢ Handle telephone properly. Don't let it become an irritant

➢ To the extent possible, handle a piece of paper only once

➢ Time can be wasted imperceptibly if your work area is not organized well. Your desk should be clear of all paper except the specific job on hand. It invites you to think about one thing at a time. Concentration is a great time saver.

➢ Paper work: Recommended principle is "to handle each piece of paper only once."

➢ Sort papers under:

2.10.3. Unnecessary Meetings

- ➢ Meetings are potential time wasters.

- ➢ Meetings are necessary evil; distractions from one's regular work.

- ➢ Try to say 'No' to a meeting where you are not required.

- ➢ Agenda should be definite. Every one should receive the agenda and relevant papers well in advance.

- ➢ There should be a finishing time for meeting

2.10.4. Dos/Don'ts for Boss/chairperson/Administrator

- ➢ Do not call a meeting unless it is necessary

- ➢ Do not call a meeting if the task can be handled by a call or by a small group through formal/informal discussion

- ➢ Meetings are not required to:

- ➢ Boss around or give messages

- ➢ Socialize

- ➢ Rubber stamp decisions

- ➢ Pass on information

- ➢ Promote private or hidden agenda

- ➢ Continue the habit

- ➢ Call only those who are involved

2.10.5. The Eisenhower Box

Urgent	Not Urgent
Crying baby kitchen fire some calls crises Deadlines 1	Exercise variation planning empowerment values clarification 2
3 Interruptions Distractions pup war activities other calls some reports	4 Trivia Busy work Escape activities time wasters irrelevant mail

A basic "Elsenhower box" to help evaluate urgency and importance. Items may be placed at more precise points with in each quadrant.

All tasks are evaluated using the criteria important and urgent /not urgent and put in according quadrants.

- ➢ Tasks in un important /not urgent are dropped

- ➢ Tasks in important/urgent are done immediately & personally

- ➢ Tasks in un important/urgent are delegated

- ➢ Tasks in important/not urgent get an end date and are done personally

This method is said to have been used by US president Dwight D.Eisenhower, and is outlined in a quite attributed to him "what is important is seldom urgent and what is urgent is seldom important.

2.10.6. POSEC Method

POSEC is an acronym for prioritize by organizing, streamlining, Economizing and Contributing.

The method dictates a template which emphasizes an average individual's immediate sense of emotional and monetary security. It suggests that by

attending to one's personal responsibilities first, an individual is better, positioned to shoulder collective responsibilities.

In he rent in the acronym is a hierarchy of self-realization which mirrors Abrham Maslow's "Hierarchy needs".

1. **Prioritize**:- Your time and define your life by goals

2. **Organizing**:- Things you have to accomplish regularly to be successful. (Family and Finances)

3. **Streamlining**:- Things you may not like to do, but must do (work and chores)

4. **Economizing**:- Things you should do or may even like to do, but they're not pressingly urgent (pastimes and socializing)

5. **Contributing**:- By paying attention to the few remaining things that make a difference. (social Obligations)

2.11. Ten Effective Time Management Tips

The thought of approaching death overwhelms us all. When we push Mondays through to Fridays, we are left with a feeling that our time's rushing out. Even if we are overwhelmed at the tasks facing us, we get a rude shock. There aren't enough hours in the day! If you too get that chill down your spine, knowing how to make most of your time will set you easy.

2.11.1. Learn Ten Mind-boggling Ways to Pick More Time:-

a.   Write down your goals and aspirations, both short and long-term. When you know what to achieve and why you want to achieve it your job is made easy.

b.   Prioritize your goals. You'll be more productive and profitable if you identify and focus on the priority areas to your business. Work on the fundamentals first. Take action, build strong foundations and follow.

c.   Make notes on your work planner and set aside a chunk of time for your priority actions. That will keep you updated and stop the butterflies in your stomach while you're approaching deadline.

d.   Good support systems save you time. Create effective filing systems, systems for management information and communication.

e.   Learn how to say 'no' creatively and productively, it is better to check your schedule before committing to anything new. Don't allow others to divert you from your objectives.

f.   When you are up against a long-term plan, delegate, even if you can do it faster and better. It will save you time in the future, and if done appropriately can motivate your staff, boost their morale and help them develop their skills.

g.   At times, do some 'reality check' stuffs. Will your current activity have a positive outcome, or are you doing it to avoid something else? Will doing the task take you closer to your goals

h.   Repeat your success stories. Remember the last big task you have completed and that too with all that flair and finesse, so that you have more fun in your holiday! What strategies and techniques did you employ that made you so effective and focused? What about repeating them!

i.   Effective time management is about life management! Schedule personal activities, so you make time for family, friends, your health and entertainment because having a balanced life relieves stress and increases energy levels.

(http://www.effectivetimemanagementtips.com/articles/tag/time-management-pdf/)

CHAPTER THREE

Data Presentation, Analysis and Interpretation

3. Introduction

In this chapter of the study, the presentation, analysis and interpretation of the data collected from the respondents was treated. The subjects of the study were managerial and non managerial employees of Ethio Telecom at North Addis Ababa zone. A total of 90 copy of questionnaire were distributed to the subject of the study; out of these 78 (86.66) were returned.

3.1. Background Information

This part described the selected employees of North Addis Ababa Zone of Ethio-Telecom that utilized and/or utilize time management practice based on the following selected personal demographic characteristics: age, gender, the might educational level completed and length of tenure in the organization.

Table 1: Characteristics of the respondent

S. No	Items	Number of respondents	Percentage
1.	Sex: a) Male	46	59
	b) Female	32	41
	Total	78	100%
2.	Age:		
	19-25	26	32.85
	26-35	26	32.85
	36-50	19	24.82
	51-60	7	9.48
	Total	78	100%
3.	Level of Education a) 12th grade complete or below	5	6.41
	b) Certificate /TVT (10+2)	14	17.95
	c) Diploma (10+3)	26	33.33
	d) 1st Degree (BA/BSC.)	30	38.47
	e) 2nd degree (MA/MSC.)	3	3.84
	f) PHD	-	-
	Total	78	100%
4.	Length of Work Experience: a) below 2 years	8	10.25
	b) 2-5 years	22	28.21
	c) 5-10 years	27	34.62
	d) Above 10 years	21	26.92
	Total	78	100%

As presented in Table 1 most of the respondents (59%) of them were males and the remaining (41%) were females. Regarding the age of the study group (65.7%) was in the age 19-35 years age group. A very small proportion (9.48%) of the respondents indicated that they were in the age group 51-60 years. Thus, from the age data collected, it might be possible to generalize that the target group could have enough experience on time management practices both on the job and off job activities which could help the researcher get valuable information regarding the statement of the problem.

With regard to their level of education, the largest groups of respondents (71.8%) were first degree and diploma holders. Out of the respondents the largest group of respondents (34.62%) indicated that they had been employed with their current organization for about 5-10 years. The second largest group (28.21%) specified that they had tenure of 2-5 years. On the other hand (10.25%) of the respondent served the organization below two years. Thus, from the work experience data collected, it possible to generalize that more than 50% of the respondents have better understanding and experience regarding Ethio Telecom time management practice which is the focus of this research paper.

Table 2. Undertaking work as it appears, rather than in order of priority

S.No.	Item	Non Managerial Employees		Managerial Employees	
		number	In %	number	In %
2	Do you undertake work as it appears, rather than in order of priority				
	Yes	52	86.6	16	88.8
	No	8	13.4	2	11.2
	Sub Total	60	100%	18	100%

Concerning work priority, as it can be seen from table 3, Majority of managerial employees (86.6 %) and (88.8 %) non managerial respondents responded that many of them work their work in haphazard manner. The analysis of the above table shows that most of the respondents do not have the experience of identifying and prioritizing their tasks that could help them manage their time and delivery quality service on time.

Table 3: Accepting unimportant interruptions when working on an urgent task

S.No.	Item	Non Managerial Employees		Managerial Employees	
		Number	In %	Number	In %
3	Do you accept unimportant interruptions when working on an urgent task				
	Yes	6	10	-	-
	No	54	90	18	100
	Sub Total	60	100%	18	100%

As per table 4, majority (100%) of managerial and (90%) of non managerial employees responded that they save considerable time and bottled up tension on their part by saying sorry. This shows that most of the workers understand or do have knowhow the usefulness of scheduling some uninterrupted time for high priority tasks each day.

Table 4: Saying '' Yes" to work requests, even when unreasonable.

S.No.	Item	Non Managerial Employees		Managerial Employees	
		Number	In %	Number	In %
4	Do you say 'yes' to work requests even when unreasonable?				
	Yes	36	60	5	27.8
	No	24	40	13	72.2
	Sub Total	60	100%	18	100%

As it was depicted in Table 5, majority of non managerial employees (60%) of them responded that they accept work even the work is unreasonable, but (40%) of them did not accept the unsuitable or unreasonable work.

With regard to managerial workers, majority of them (72.2%) responded that they say "no" for unsuitable or unreasonable work requests. This shows that most of the non managerial employees accept their bosses work order due to many reasons such as fearing their bosses, lack of confidence, poor communication, etc.

Table 5: Putting off tasks which are uninteresting

S.No.	Item	Non Managerial Employees		Managerial Employees	
		Number	In %	Number	In %
5	Do you put off tasks which are uninteresting?				
	Yes	38	63.3	14	77.8
	No	22	36.7	4	22.2
	Sub Total	60	100%	18	100%

In line with as it was shown in Table 6 above majority (63.3%) of non managerial and (77.8%) of managerial works were good at postponing something unpleasant than to tackle it immediately. This shows that so often employees in the studied organization had let the power of negative thinking make a task appear more unpleasant or difficult than it is in reality.

Table 6: Delegate tasks to your subordinates

S.No.	Item	Managerial Employees	
	You are effectively delegate tasks to your subordinates	number	In %
	Strongly disagree	-	-
	Disagree	-	-
6	Neutral	6	33.33
	Agree	9	50
	Strongly agree	3	16.67
	Sub Total	18	100%

A majority (50%) of the respondents of the managerial employee agree delegate the tasks to their subordinates. whereas (33.3%) of the respondents are neutral delegate tasks to your subordinates and also (16.67%) of the respondents are strongly agree to handle the delegated tasks to your subordinates. Thus, from the above table it is possible to generalize that managers consider themselves effective in delegating tasks to their subordinates which should be cross checked from any possible angle or scenario for its truthfulness.

Table 7: Avoid making social telephone calls during office hours.

S. No.	Item	Non -Managerial Employees	
		number	In %
7	You consciously avoid making social telephone calls during office hours.		
	Strongly disagree	-	-
	Disagree	26	43.33
	Neutral	15	25
	Agree	19	31.67
	Strongly agree	-	-
	Sub Total	60	100%

As it was depicted in Table 8, majority of non managerial employees (43.33%) of them responded that they agree avoid making social telephone calls during office hours whereas (31.67%) of them disagree avoid making social telephone calls during office hours and but also (25%) respondents are neutral with it. This shows that there is no discipline and/or strict procedure employees shall follow to differentiate business from pleasure.

Table 8 : up-to-date written goals of your life

S. No.	Item	Non Managerial Employees	
		Number	In %
8	You have up-to-date written goals for all areas of your life		
	Strongly disagree	8	13.33
	Disagree	25	41.67
	Neutral	12	20
	Agree	15	25
	Strongly agree	-	-
	Sub Total	60	100%

As it was depicted in Table 9, majority of non managerial employees (55%) of them responded that they disagree up-to-date written goals for all areas of your life whereas (25%) of respondents them agree up-to-date written goals for all areas of your life and but also (20%) respondents are neutral with it. This shows that most of the respondents do not have plan on their private life so do on their work life.

Table 9 : today is the only time to act

S. No.	Item	Non Managerial Employees	
		number	In %
9	You believe that today is the only time to act		
	Strongly disagree	28	46.67
	Disagree	20	33.33
	Neutral	5	8.33
	Agree	7	11.67
	Strongly agree	-	-
	Sub Total	60	100%

As per table 10, majority of non managerial employees (80%) of them responded that they strongly disagree and disagree that today is the only time to act whereas (11.67%) of them agree and but also (8.33%) respondents are neutral with it. This shows that most respondent do not really understand the concept sense of urgency.

Table 10 : Sufficient time available to spend on yourself

S. No.	Item	Non Managerial Employees	
		Number	In %
10	You believe that you have sufficient time available to spend on yourself		
	Strongly disagree	-	-
	Disagree	15	25
	Neutral	10	16.67
	Agree	35	58.33
	Strongly agree	-	-
	Sub Total	60	100%

As indicated in table 11 (58.33%) of non managerial employees respondents agreed with the statement and (25%) of respondents are disagree that you have sufficient time available to spend on yourself. The result shows that most of the respondents have sufficient time to spend for their private life.

Table 11 : Set and review your weekly objectives and success

S. No.	Item	Non Managerial Employees	
		Number	In %
11	You have set and review your weekly objectives and success.		
	Strongly disagree	-	-
	Disagree	19	31.67
	Neutral	14	23.33
	Agree	22	36.67
	Strongly agree	5	8.33
	Sub Total	60	100%

As presented in table 12 (45%) of respondents agree you have set and review your weekly objectives and success whereas (19%) of respondents disagree with it. The rest of the respondents (31.67%) disagreed with this statement. Over all the above result shows that there is no common practice of planning and reviewing weekly objectives in the company.

Table 12 : deadlines for your activities

S. No.	Item	Non Managerial Employees	
		number	In %
12	You have set deadlines for your activities		
	Strongly disagree	-	-
	Disagree	19	31.67
	Neutral	11	18.33
	Agree	30	50
	Strongly agree	-	-
	Sub Total	60	100%

As it was depicted in Table 13, majority of non managerial employees (50%) of them responded that agreed set deadlines for your activities whereas (31.67%) of the respondents are disagree with it. On the contrary (18.33%) of respondents reported that they neutral to agreed set deadlines for your activities. This shows that half of the respondents either do not know or deliberately neglect the importance of deadlines which clearly shows the poor time management practice of the company.

Table 13. Summary of work surrounding organization

S. No.	Item	Non Managerial Employees		Managerial Employees	
		Number	In %	Number	In %
13	Do you allow work surrounding to become disorganized and messy?				
	Yes	46	76.7	14	77.8
	No	14	23.3	4	22.2
	Sub Total	60	100%	18	100%

As shown in Table 14 above in both categories (76.7%) of non managerial and (77.8%) the managerial respondents responded that they were not managing their surrounding due to many reasons. This shows that significant time of all workers wasted looking for items which should normally be easily located.

Table 14: Delegation of Authority

S.No.	Item	Managerial Employees	
		number	In %
14	Do you complete work yourself which should be delegated to subordinates?		
	Yes	16	88.9
	No	2	21.1
	Sub Total	18	100%

As shown in Table 15 above majority (88.9%) of the managerial respondents responded that they do the task that should be delegated to their subordinates by themselves. This shows that most managers have problems on how to delegate tasks that should be delegated to their subordinates. This data also shows a contrary result from table 7 on which managers are considering themselves good in delegation which I have hesitated to accept as it is in my generalization of the result of table 7.

Table 15: opinion regarding proper breaks at work

S.No.	Item	Non Managerial Employees		Managerial Employees	
		Number	In %	Number	In %
15	Do you take proper breaks at work				
	Yes	58	96.6	6	33.3
	No	-	-	10	55.5
	Sometimes	2	3.4	2	11.2
	Sub Total	60	100%	18	100%

As depicted in table 16 above majority (96.6%) of the non managerial respondents and take proper breaks at work. However (55.5%) of the managerial respondents could not take proper work time breaks. This shows that the most managers do not take proper work break.

Table 16: Amount of paper work handled

S. No.	Item	Non Managerial Employees		Managerial Employees	
		Number	In %	Number	In %
16	Do you keep handling an excessive amount of paper work?				
	Yes	52	86.6	18	100
	No	8	13.4	-	-
	Sub Total	60	100%	18	100%

As depicted in table 17 above majority (86.6%) of the non managerial respondents and (100%) of managerial respondents good at managing time through managing excessive paper work.

Table 17: Summary of Feedback given for employees perform

S. No.	Item	Managerial Employees	
		Number	In %
17	Do you give feedback for your subordinate positively or negatively for their performance?		
	Yes	6	33.3
	No	12	66.7
	Sub Total	18	100%

As shown in table 18 (66.7%) of managerial respondent responded that they do not give feedback for their subordinate for their positive or negative results performed. Thus, the result of the above table would be very interesting if and when managers are ignorant to give feedback for their employees when they do not meet deadline which supports the researcher's statement of the problem.

CHAPTER FOUR

4. SUMMARY, CONCLUSION AND RECOMMENDATION

The aim of the study was to assess the Time Management practice of Ethio Telecom. To accomplish this study; basic questions were raised, related literatures were revised, and relevant information was collected through questionnaire. The data obtained were presented, analyzed, and depicted by using descriptive statistical tabulation method. Based on the analysis and finding; it was summarized and developed conclusions and recommendation as follows.

4.1   Summary

The responses of the participants of this research have been analyzed and summarized as follows.

➢ According to the analysis, 86.6% of the non managerial and 88.8% of the managerial respondents agreed on the fact that they under take work as it appears, rather than in order as priority. Hence, it implies that they do not have experience to identify and prioritize tasks.

➢ According to the analysis, 90% of the non managerial and 100% of the managerial respondents agreed that they do not accept unimportant interruptions when working on an urgent task. Hence, it implies that they give attention for urgent tasks.

➢ According to the analysis, 60% of the non managerial respondents agreed that they accept work requests even when unreasonable, whereas, 72.2% of the managerial respondents agreed that they do not accept work requests even when unreasonable. Hence, it implies that managers have better confidence than subordinates to express their reasonable choice.

➢ According to the analysis, 63.3% of non managerial and 77.8% of managerial employees agreed on putting off tasks which are

uninteresting. Hence, it implies that most employees are not willing to tackle challenging tasks immediately.

➢ According to the analysis, 50% of the managerial respondents agreed on the fact that you effectively delegate task to your subordinates. Hence, it implies that most managers consider themselves as good in delegating tasks to their subordinate.

➢ According to the analysis, 43.3% of the non managerial employees' respondents implied that they do not consciously avoid making social telephone calls during office hours. Hence, business and pleasure go together in the work place.

➢ According to the analysis, 55% of the non managerial employees respondents did not agreed on the fact that you must have up-to-date written goals for all areas of your life. Hence it implies that most employees do not plan for their life.

➢ According to the analysis, 80% of the non managerial employee's respondents disagreed on the fact that today is the only time to act. Hence, it implies that most employees do not understand the value and scarcity of time.

➢ According to the analysis, 58.33% of the non managerial employee's respondents agreed on the fact that you have sufficient time available to spend on yourself. Hence, it implies most of the respondents are not busy on their job.

➢ According to the analysis, 55% of the non managerial employees' response implied that they either disagree or do not have their own stand on the importance of setting and reviewing weekly objectives and success.

- According to the analysis, 50% of the non managerial employee's respondents either agreed or were neutral on the fact that you have to set deadlines for your activities. Hence, it implies that half of the employees are ignorant of the importance of deadlines.

- According to the analysis, 76.7% of the non managerial and 77.8% of the managerial employees agreed on the fact that they allow work surrounding to become disorganized and messy. Hence, it implies that much time is wasted to look for items which should be easily traced.

- According to the analysis, 88.9% of the managerial employees said that they complete work by themselves which should be delegated to subordinates. Hence, it implies that most managers are not good in delegating tasks that should be delegated to subordinates.

- 96.6% of the non managerial employees agreed on that fact that they take proper breaks at work whereas, 55.5% of the managerial employees did not agree on this statement. Hence, it implies that most managers do not take proper breaks that would help them to be refreshed.

- According to the analysis, 86.6% of the non managerial and 100% of the managerial employees agreed that they handle excessive amount of paper. Hence, it implies that most employees waste their time on paperwork which can easily be handled if there is good communication and interpersonal relationship among employees.

- According to the analysis, 66.7% of the managerial employee responded that they do not give feedback for their subordinate either positively or negatively for their performance. Hence, it implies that most managers are ignorant to give feedback for their subordinates even if they do not meet deadlines, which clearly shows the poor time management practice of the company.

4.2   Conclusion

The following conclusion was drawn from the findings of the study. Obviously, Organizations those are dynamic in nature like Ethio Telecom requires careful time management practice in systematic and appropriate manner in line with changing telecom technology.

➢ There is poor practice in Ethio telecom in planning the day to day activities of work units both at higher and lower management and operational level.

➢ As a result of poor planning practice it can be said that there a problem in the allocation of time to perform different tasks which resulted in inefficiency and low productivity.

➢ There is lack of awareness in Ethio telecom in the concept that time is a scarce and valuable resource of any company.

➢ Managers are poor in delegating tasks to their subordinate which resulted in delaying decision and implementation of activities. In other words it can be said that since managers do not have the time management concept, they are not ready or worry to delegate tasks to their subordinate and save their time.

➢ There is no specific and definite time for accomplishing each task in the current practice. Thus, it is difficult to make an employee accountable for any delay and the system does not control the employee. Hence, no need to have time management.

➢ Lack of proper time planning and allocation for tasks has resulted in poor service quality and delivery which is a big concern for customers, the company, and its employees as well.

4.3 Recommendations

Based on the conclusion and findings of this research, the student researcher forwarded the following points as recommendation to overcome time management problems of the company.

➢ There should be a continuous and consistent training and assessment on the awareness and application of time management concepts at work.

➢ There should be a specific and definite time for accomplishing each task and control mechanism about its implementation among employees and work units.

➢ There should be clear delegation of authority that is known by all parties involved in the work unit.

➢ There should be a rewarding or penalizing procedural manual regarding time management practices across the company.

➢ Company compensation policy should be in line with proper time management procedures and practices.

➢ The time required to accomplish any task should be thoroughly studied, communicated and implemented across the company given the real circumstances of the work environment.

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