TIME MANAGEMENT: A CASE STUDY OF PARTNERSHIP BUSINESSES IN THE MUNICIPALITY OF PEJA, KOSOVO

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Abstract

The phenomenon of global economic competition, which is becoming increasingly harsh and aggressive, also affected management. Competition strategies are different and improving competing skills can be accomplished in many ways. One of the most successful ways is considered the priority treatment of time. The era of global competition has led time management to be a necessity for every individual, especially for business managers. There are many different ways to speed our lives. Thus, business management is changing constantly. Due to the great importance of time, a special discipline was developed within management as time management. According to Ilirian and Rudina Lipi (2008), mismanagement of time is a modern illness that managers face today. Many contemporary business leaders face the problem of time management and the implementation of effective daily management. The paper presents the management of the time of 120 managers of medium and large businesses in Peja Municipality. Questionnaires were used for data collection, which were disseminated through direct contacts and electronically via google form. Such results proved that the use of time management techniques affects time management, as well as minimizing work outages affects time management.

Keywords: Time, Time Management, Success, Business Management, Manager, Work Time, Work and Performance.

INTRODUCTION

Although in recent decades researchers began to devote more on time management, this concept remains a key issue for every individual. For time management to influence the effectiveness of manager's work, the one must manage himself. Drucker (1966) has concluded

that executives who fail to manage themselves effectively cannot manage their co-workers or subordinates.

The failure or success of any manager is determined by effectiveness of use of time. For this, one of the key formulas for success is good organization of time. Most managers for their imbalance both at work and in life blame the lack of time, though in their subconscious they know they have to interact with time. Managers' ability to manage time will determine their success. Time management is important for the manager to create the right strategy to carry out all the activities successfully, which will bring a good performance.

Time management is important for everyone, for business leaders, managers, students, teachers, and employees. However, in this research is addressed only the time management of managers of medium and large business in Peja Municipality. The results of this research will help identify the time management application in our businesses as well as the impact of this concept on business performance.

Time Management

"Time is a rare resource of manager, if it cannot be managed, nothing else can be managed"
-Peter Drucker

Since the 50s and 60s of the XXth century, time management literature began to be greatly enhanced. Initiators of time management study, those who studied time management, are Peter Drucker, Alex McKenzie, Alan Lakein, Stephen Covey and others. Each of these, in their writings, made an important contribution to both time management and benefits and obstacles arising from good or bad time management. Research of these scholars became reference for all those who wanted to know, learn, or even study time management.

In the modern business environment changes, diversity and complexity grow rapidly and the ability to manage changes - as well as the time - is increasingly critical factor highlighted by Harung (1998). This shows that time management is a necessity for every manager, is a process that requires patience and time. Time management is not an easy process, which will be successful only if we invest in it. It requires time, energy and work.

Time management is a very important skill in life, says Covey (2004) "... fortunately is a skill that can be taught. People spend years to learn how to read, write, and years to learn to talk. The ability to manage time should also be learned. How long it takes to learn the effective management of time depends on the person, his abilities to learn, and his ability to put those lessons into practice".

Regardless of the existence of technologies, such as e-mail, the Internet, and cellular phones that help to speed up our lives, we still lack the time (Norgate, 2006)."For managers of all levels and all organizational production or service systems, special importance should be given to rational use of time that man effectively passes through the work process" (Buçinca, 2006).Time management is not just about work efficiency and performing more works, but is a valuable tool that can help you achieve balance in your life (Raffoni, 2009).

Based on all the sayings above, it can easily be seen that the most common problem nowadays is lack of time. Time is one of the most important inputs in the work process. Claessens et al., (2007) conducted a literature review and studied the 32 most important time management works. Claessens et al., (2007) made a review of the literature and studied the 32 most important works of contemporary management. Based on the literature, they suggest a definition of time management such as: "Behaviors aimed at achieving effective use of time during which specific activities are performed".

Thus, from the viewpoint of these researchers, it is easy to point out that time management is a necessity for every manager, a process that requires patience and time. Contemporary managers are expected to be more flexible, more creative and more complex in order to fit the competition. At the same time, they should possess knowledge and skills for effective time management, which is one of the determinants that enables them to perform better, and thus a desired profitability.

Time Management Techniques

Managing time or work in time is not easy at all. All those who dealt with the time management identified several techniques for a much better management. Each of these techniques varies because they were determined by different people, in different time and different places. But, apart from changes in time management techniques, some are common to everyone.

Covey's Authors (2004), Peeters & Rutte (2005) and Grissom et al. (2015) propose these techniques for effective time management.

Table. 1: Time Management Techniques

Covey (2004):	Peeters & Rutte (2005):	Grissom et al., (2015):
-Setting goals and objectives	- Setting goals,	- Setting achievable goals,
- Planning,	- Priorities,	- Priorities,
- Priorities	- Planning,	- Monitoring progress,
- Delegation.	-Monitoring Progress.	- Organization.

Goals

To combine logic with action, in the continuity of the work process, a manager must have clear goals for achieving results. The expectation each individual has when devoting himself to achieving a goal is great. According to Hoover (2007), the first step is to establish long-term goals and then to ensure day-to-day objectives and actions to meet these goals.

Every person to perform an activity sets its goals. For his implementation Lokvud gives an opinion: "Every goal requires a clear definition of success, a route, a meeting point, or a department responsible for implementation to the end."The manager should analyze the goals to avoid conflicts between different objectives (Haughton, 2006). When you have a greater purpose, articulated clearly and you are committed to it, then every problem is another step towards this goal (Kahle, 2003).

Working Time Planning

One of the first and most important steps in the manager's work is planning that helps increase productivity and efficiency.When a manager plans his work time, he offers himself a better use of time. So he will have enough time to re-arrange all the necessary activities.For planning Thiel & Masters (2016), refer to Apple as the best example: "Apple has imagined and executed multi-year plans to create new products and distribute them efficiently".Jobs noticed that they could change the world through careful planning, not listening to feedback of focus groups or by copying someone else's success".

Although at different time periods, Smythe & Robertson (1999) and Morgenstern, (2000), for time planning are based on Lake's studies (1973).

Table 2: Time Planning

Smythe & Robertson (1999):	Morgenstern (2000):
- Determination of needs, -Setting goals to meet these needs, -Selection of priorities among the tasks to be performed, -Allocating time and other resources to planning, scheduling, and making the list	-Classification of main activities by categories, -Removal of all activities that can be removed, -Determining the time needed to carry out the remaining activities, - Focus on activities so that they are carried out at the foreseen time - Improving and adjusting the timetable.

Planning, lost of time during it and benefits from lost of time most of the scholars evaluate with Pareto law 80/20.According to Covey (2004), Mackenzie & Nickerson (2009), Seiwert & Woeltje (2011), Forsyth (2007; 2009), Manktelow & Anand (2009), Thiel & Masters (2016), Fisher (2001), "Rule 80/20 attributet to the italian ecconomist Vilfredo Pareto (1848-1923).

In the jargon of time management this is called the Pareto Principle - 80% of the results derive from 20% of the activities. "According to Napoleon Hill, there is an indispensable rule to master the sufferings and disappointments, and this is the change of these emotional tiredness through well-planned work.It is a rule that has no similarity (Chandler, 2014).A bad plan is better than no plan.But to compile the plan tasks takes time (Thiel & Masters (2016). Planning is the best way to make the important tasks on time (Lothar & Holger (2011).

Identifying Priorities

Some scholars agree with Drucker's work (1966), which gave a certain form of concept and approach to time management at work. Since then management actions have typically focused on priority activities until they are completed and in developing a work plan that uses the priority scheme as a structural organization (Slaven & Totterdell, 1993; Kaufman & Lindquist, 1999).

Managers all the time face different challenges that require solutions.Some of them have immediate solutions based on their experience. However, some of them require more time and effort to solve. So managers need to adhere to the main principles to finish their duties, to practice them daily in order to have long-term results (Covey (2004). Individuals have to decide on their priorities and it is reasonable to postpone some tasks (Gafni & Geri (2010)). Nevil (2007) prioritises them in three categories: priority, important and pending.With this system, managers prioritize all the tasks they need to complete at a certain time. In addressing priorities, Covey's cadres are of particular importance.Covey introduced four quadrants for effective time management, which are called Covey's Kuadrants, which are still being considered as the basis for defining and applying the most important activities.

Table 3: Time Management Matrix

	Urgent	Not Urgent
Important	I. ACTIVITIES - Crisis - The pressing Problems - Deadline-driven projects	II. ACTIVITIES - Prevention of PC activities - Relationship Building - Appreciation of new opportunities - Planning, recreation.
Not Important	III. ACTIVITIES - Cuts of some calls - Some emails, some reports - Some meetings - The pressing issue - Random activities	IV. ACTIVITIES - Trivia, Bussy with work - Some e-mails - Some phone callings - Time waster - Plesure activities

Source: (Covey, 2007)

In the third table are the Covey quadrants and the main activities in each of them. Hummel (1994) after conducted research also determines the loss of time in each quadrant. The ability to choose between the most important and the unimportant is the key determinant of success both at work and in everyday life.

Delegation of Work

Delegation is the basis of the management task (Griffin, 2010). Delegation is the process of defining the subordinates' duties, giving them the authority necessary for the implementation of these duties and their obligation to carry out the duties at a satisfactory level (Jay, 2002; Robbins & Decenzo, 2011; Sylqa, 2013; Llaci, 2002).Delegating works allows the manager to concentrate on the main part of his job by not spending energy and time in those activities that can be performed by his subordinates. Effective managers know that they can achieve much more, faster and more efficiently by assigning specific tasks to their subordinates (Nelson & Economy, 2005). Table 4 shows the steps for successful delegation by Laurence (2006), Griffin (2010) and Mackenzie & Nickerson (2009).

4: Delegation Process

Laurence (2006)	Griffin (2010)	Mackenzie & Nickerson (2009)
-Share your intent with others,	-To follow what is to be done,	-Select the person with the appropriate skills, - Teach the task, -Demonstrate your actions,
-Show more respect,	-To tell when should be done,	-Put questions, -Let subordinate to demonstrate and interpret to ensure that he understood the task,
-Find the dividing line between sufficient and excessive liability.	-Transmit all relevant specifications, limits, budget constraints and other requirements.	-Do not interrupt to correct the mistakes ... you can give some useful tips but not interrupt the work , -Set checkpoints during the implementation phase of the task, -Create standards, follow the methods, -Provide access as needed.

METHODOLOGY

The purpose of this research is to identify the role that time management play in performance of businesses in the city of Peja, Kosovo, and identification of factors that affect time management.

H_0: 1. Using time management techniques does not affect time management.

H_a: 1. Using time management techniques affects time management.

H_0: 2. Minimizing work outages does not affect time management.

H_a: 2. Minimizing work outages affect time management.

In this study a descriptive design is adopted. For data collection, 80 questionnaires were distributed through direct contacts and 100 are distributed via electronic form through Google to 150 businesses in the municipality of Peja (Kosovo) during the period April - May 2017. From the 180 questionnaires that were distributed to managers and entrepreneurs of partnership Businesses with general responsibility and those with limited liability. 50 of them did not answer and 10 of them have not given the correct answer, which were removed from analysis. In total, 120 questionnaires were used for the research.

This questionnaire is divided into two categories: the first category includes general information: a) personal data on the respondent, b) business data, and the second category includes time management questions formulated according to Likert scale, 1 (very rarely), 2 (rare), 3 (sometimes), 4 (often), and 5 (very often).The analysis and results of these questions have been made through the statistical method.

For quantitative data analysis, as statistical tools for their analysis were used Excel software for descriptive data and SPSS software, for Likert scale questions by factorial method, reliability test and proof of hypotheses withLinear regression. By linear regression it has been proved that there is a relationship between the variables.

For extraction of the sample are used data provided from the Municipal Business Center in Peja.

Table 5 shows the number of businesses and their classification based on legal status, from 2000 to 2016 at the moment of registration. In the table number 6 are given businesses with general partnerships and those with limited partnership in the municipality of Peja, which are selected for research.

Table: 5. Businesses by Legal Status in the Municipality of Peja (2000-2016)

	Type of business	No. of businesses	Percentage
I.B.	Individual Business	6442	92%
LLC	A company with limited liability	840	4.5%
JSC	Joint Stock Company	11	0.1%
GP	General Partnership	156	3%
LP	Limited partnership	4	0.1%
FC.	Foreign company	14	0.1%
PE	Public enterprise	1	0%
AC.	Agricultural cooperative	1	0%
	Total:	7469	99.8%

Source: Municipal Business Center Peja (2017)

Table: 6. Businesses with General / Limited Partnerships in the Municipality of Peja

	Lloji i biznesit	No. of bussinesses	Percentage
GP	General Partnership	156	3%
LP	Limited partnership	4	0.1%
	Total	160	3.1%

Source: Municipal Business Center Peja (2017)

To extract the sample from the entire population is utilizing the formula Taro Yamane (1973).

$$n = \frac{N}{1 + N * (e)^2}$$

Where;

n = the sample, N = population, E = 5% importance level (95% significant)

$$n = \frac{160}{1 + 160 * (0.05)^2} = \frac{160}{1.4} = 114.28$$

ANALYSIS AND FINDINGS

The questionnaire contains 30 questions. Below are the data collected through the table and then these data are presented graphically. The total number of research subjects consists of 120 managers, who participated in the research, which is reflected in the table below.

Table. 7. General Information about the Participants Involved in this Study

Demographic Distribution		Frequency	Percent
Gender	Men	88	73.3 %
	Females	32	26.7 %
	Total	**120**	**100**
Age	18 - 25	7	5.8 %
	26 – 30	22	18.3 %
	31 – 35	44	36.7 %
	36 – 40	22	18.3 %
	41 – 45	15	12.5 %
	46 – 50	8	6.7 %
	51 and more	2	1.7 %
	Total	**120**	**100**
Level of education	Ph.D.	4	3.3 %
	Scientific master	34	28.3 %
	Master	33	27.5 %
	Faculty	46	38.3 %
	High School	2	1.7 %
	Secondary	1	0.8 %
	Total	**120**	**100**

				Table 7...
Field of study	Economy	37	30.8 %	
	Management	52	43.3 %	
	Accounting and	7	5.8 %	
	Engineering	4	3.3 %	
	Other	20	16.7 %	
	Total	**120**	**100**	
Position in the business	General director	37	30.8 %	
	General	33	27.5%	
	Human	8	6.7%	
	Marketing	3	2.5%	
	Financial	15	12.5%	
	Project manager	13	20.8 %	
	Other	11	9.2%	
	Total	**120**	**100**	
Business Sector	Manufacture	10	8.3 %	
	Service	66	55.0 %	
	Commerce	43	35.8%	
	Construction	1	0.8%	
	Total	**120**	**100**	

In the table 5, the businesses included in the survey are presented by sector: 55% are service businesses, 36% commercial businesses, 8% manufacturing businesses and only 1% construction businesses.

Of all the participating managers in research 88 of them are male 73.3% and 32 female 26.7%. The minimum age is 22 and max 55 years. As seen in table 5, dominant age group is 31-35 with 44%, age group 26-30 and 36-40 years are 22%, 15% of participants entered the 41-45 year-old group, 8% of them are 46 -50 years old, in the age group 18-25 years are 7% of managers and only 2% are over 51 years old.

Of the managers who have been part of the study, regarding the question of what is the highest level of your education 38% of them have declared that they have completed the faculty, 28% master, 28% professional master, 3% doctoral, High school 2% and only 1% middle school.

Of the 120 managers participating in the research, 43% stated that they have studied management, 31% economics, 6% accounting and finance, 3% engineering and 17% other:(business administration, marketing, computer science, information technology, international relations).

When asked about your position in the business where you work, 31% of them stated that they work as general director, 27% general manager, 13% financial manager, 11% project

manager, 7% human resource manager, Marketing manager 2% and 9% others:(sales manager, production manager, import manager, quality manager).

Tabela 8: Results of KMO and Test Barlett

Kaiser-Meyer-Olkin Measure of Sampling Adequacy. .621		
Bartlett's Test of Sphericity	Approx. Chi-Square	331.804
	df	66
	Sig.	.000

As seen from the table above, the KMO test is 62.1% (.621). Because 62.1> 0.50 we can say that the data test is appropriate for factorial analysis. The second test below is the Barlett test. As can be seen from the table, the Barlett test is important (Sig.). This means that there are high correlations between the variables, in other words the data set is suitable for the factor analysis.

Tabel 9: Number of Factors Related to Eigen Value and Explanatory Percentage of Variance

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.927	24.393	24.393	2.927	24.393	24.393	2.194	18.279	18.279
2	1.810	15.083	39.475	1.810	15.083	39.475	2.110	17.587	35.866
3	1.441	12.006	51.481	1.441	12.006	51.481	1.620	13.502	49.369
4	1.135	9.457	60.938	1.135	9.457	60.938	1.332	11.104	60.473
5	1.038	8.650	69.589	1.038	8.650	69.589	1.094	9.116	69.589
6	.819	6.826	76.415						
7	.756	6.297	82.711						
8	.556	4.637	87.349						
9	.552	4.600	91.949						
10	.394	3.282	95.231						
11	.312	2.600	97.831						
12	.260	2.169	100.000						

Extraction Method: Principal Component Analysis

There are different factors for determining the number of factors. In our example, we have selected the Eigen value which takes into account the factors of thinking that 1.

In Table 9, there are 5 major factors than the value 1 (Eigenvalues). The first factor explains 18,279% of total variance, the first factor and the second factor explain the variance 35,866%, while five factors together explain the variance 69,589%.

Tabela 10: Common Variance Table

Communalities		
	Initial	Extraction
2. Do you set yourself deadlines for performing a task	1.000	.572
3. Do you set clear goals for performing tasks	1.000	.651
4. So you set and review your goals	1.000	.623
5. Do you plan your day before you start it	1.000	.505
13. Do you easily overcome the delays	1.000	.820
14. Avoid the clutter	1.000	.797
15. Prefer to perform two or more tasks at the same time	1.000	.678
16. Do you have enough time to perform all the work during the day	1.000	.543
19. Happens to leave your work unfinished	1.000	.734
20. Do you review your activities to see where you are wasting time	1.000	.851
22. Do you think you have having enough time available for yourself, your family and creative activities	1.000	.773
23. Are you able to relax in your free time without any worries about work	1.000	.804

Extraction Method: Principal Component Analysis

Communality (Common variances)represents the sum of the variance that a variable divides along with the other variables which participates in the analysis (Hair et al., 1998).In factorial analysis, we extract from the analysis variables that have low variance (eg under 0.50).

The purpose of rotation is to gain meaningful factors that can be interpreted. Below, Table 11 shows the (Rotated Component Matrix). This matrix is the final result of factorial analysis. In the matrix, can be seen correlations between the original variable and its factor. The variable that has the largest weight under a certain factor means that the variable has a correlation to that factor. If the number of data (observations) is 350 and above, the factor weight should be 0.30 and above. But weights 0.50 and above are accepted as very good ones (Hair et al., 1998).

In our example, in Table 11 are given 5 factors (columns) and the weights of each variable under the factors (Factor loadings - coefficient of correlation between variables and factors). From the table, the variable "Do you set yourself deadlines for performing a task" has the largest weight under factor 1 (.794). Variable "Are you able to relax in your free time without any worries about work" has the highest weight under factor 2 (,879), variable "Do you easily overcome the delays" under factor 3 (870), variable "Happens to leave your work unfinished"

under factor 4 (,823) and the variable "Do you review your activities to see where you are wasting time" under factor 5 (,914).

Tabel 11: Rotated Component Matrix

	Component				
	1	2	3	4	5
3. Do you set clear goals for performing tasks	.794				
4. So you set and review your goals	.731				
5. Do you plan your day before you start it	.680				
2. Do you set yourself deadlines for performing a task	.679				
23. Are you able to relax in your free time without any worries about work		.879			
22. Do you think you have having enough time available for yourself, your family and creative activities		.848			
16. Do you have enough time to perform all the work during the day		.675			
13. Do you easily overcome the delays			.870		
14. Avoid the clutter			.849		
19. Happens to leave your work unfinished				.823	
15. Prefer to perform two or more tasks at the same time				.768	
20. Do you review your activities to see where you are wasting time					.914

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations

To make the appointment of factors it is necessary to group the variables that have a greater weight under one factor. For example, in Table 11, variables 3 (,794), 4 (,731), 5 (,680), dhe 2 (,679) have the largest weight under factor 1 (variables that have small weights under the factor 1 were not taken into account). These variables have to do with management techniques, so we can name the first factor as a factor of *time management*.

Similarly, the variables 23 (,879), 22 (,848), 16 (,675)have the largest weight under factor 2. These variables relate to free time, so the second factor can be designated as the *free time factor.*

Under the third factor, the variables 13 (,870), 14 (,849) have the largest weight. These variables are related to time wasters, so the third factor can be named as the factor of *time wasters.*

Under the fourth factor, variables 19 (,823), 15 (,768) have the highest weight. We can not say that variables 19 and 15 have common features. While variable 19 has to do with poor management of time, variable 15 has to do with accomplishing more than one task at the same time. Since two or more tasks at the same time can not be accomplished with the desired success, the two variables can be referred as factorof the*poor management of time.*

Under the fifth factor, we only have a variable 20 (,914), "Do you review your activities to see where you are wasting time ", so this factor can be called as factor of *time management activities.*

To determine the reliability and to find the durability of the scale used, Alpha Cronbac's test was used which is 0.658 for all variables (12 variables) together exceeding the value of 06. Based on the probability test it is ascertained that the variables used in this research are reliable and sufficient for data analysis.

Tabela 12: Reliability Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.658	.668	12

H_0: 1. Using time management techniques does not affect time management.

H_a: 1. Using time management techniques affects time management.

H_0: 2. Minimizing work outages does not affect time management.

H_a: 2. Minimizing work outages affect time management.

Tabela 13: Table of Standard Model and Study Model

Standard Model	Study Model
The basic equation of a linear regression model is:	Model:
$Y = \beta_0 + \beta_1 X_i + \varepsilon$	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$
Y– The value of the dependent variables	Y = Time management
β_0 – constant term	β_0 = 3,492; (Constant term)
β – coefficient of function	$\beta_1 X_1$ = 0,153; (Time management techniques)
X-The value of independent variables	$\beta_2 X_2$ = 0.103; (Minimizing work outages does)
ε – The error term	ε – The error term
	The coefficient of reliability = 95%

To summarize, the result of the forecast model is as follows:

Time management = 3,492+0,153*(Time management techniques) + 0.103*(Minimizing work outages does)

Tabel 14: Variation Analysis Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.322	2	2.661	15.798	.000[b]
	Residual	19.709	117	.168		
	Total	25.031	119			

a. Dependent Variable: Time management

b. Predictors: (Constant), Minimizing work outages, Time management techniques

The table 14 shows the results of analysis of variance to see the difference between the results of Minimizing work outages and Time management techniques involved in this study. The table shows that in the dependent variable, time management, are differences in the rates in the averages of minimizing work outages and Time management techniques involved in this study. Value-F is 15.798 and p corresponding value is given as <0.000.Therefore, we can safely reject the zero hypotheses, which means that the observed differences have statistical significance.

Tabel 15: Parameter Forecasts

Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1		(Constant)	3.492	.172		20.268	.000
	Time management techniques		.153	.040	.328	3.787	.000
	Minimizing work outages		.103	.038	.235	2.717	.008

a. Dependent Variable: Time management

The table above shows the results of regression where as a dependent variable is included Time management while as independent variables are included the time management techniques and minimizing work outages. The table also shows that the link between time management techniques and time management is positive *(Beta 0.328, t 3.787, sig 0.000).* Also the link between employee motivation and effective delegation is positive *(Beta 0.328, t 3.787, sig. 0.000).*As well the link between minimizing work outages and time management is pozitive *(Beta 0.235, t 2.717, sig. 0.008).* The positive regression B>0 indicates a positive correlation between independent variables and dependent variables, resulting that by increasing the level of the time management tehnique variable, the value of the dependent variables, tima management increases by 0.153 units. At the same time, with the increase in the level of minimizing outages variable, the value of the dependent variance increases, time managent to 0.103 units.

The results of two independent variables positively influence effective delegation (dependent variables). Based on these data we can conclude that $H_a.1$. usage of time management techniqueshas an impact on time management and $H_a.2$ minimizing work outages has an impact on time management. And with this hypothesis $H_0:1$. and $H_0: 2$. is not accepted.

CONCLUSION

By recognizing the importance and the necessity of managing time, our business managers manage and perform on time. Based on the value of the data obtained from the questionnaires, hypotheses H_a: 1 is proved. The use of time management techniques affects time management. H_a: 2. Minimizing work outages affects on time management.

Time management techniques for performing tasks include: setting goals and objectives, scheduling, priorities, delegating, setting deadlines for performing tasks, and so on. Minimizing outages means interruptions such as meetings, phone calls, e-mails.

The results obtained show that managers of these businesses manage their time.The high level of achieved percentages can be proved by the success of these businesses. Many Peja businesses operate in several cities in Kosovo. Some, although in a large number, operate in the countries of the region as well.

This shows that time management is essential for any manager, is a process that requires patience and time, but also is not an easy process, which will be successful only if we invest in it, which takes time, energy and work. The failure or success of any manager is determined by effectiveness use of time. Soon of the key formulas for success in management is good organization of time.

Since this is the first paper that examines the management of time in businesses with general partnerships and those with limited partnership in Peja municipality, these researches provide a rich source for future researchers. Future studies can broaden research in this way:

- Involvement of other variables that will help them and they will complete these research.
- Research may be conducted on a broader scale and include time management in public organizations and time management in education.
- Research may be conducted in businesses of entire cities in Kosovo and compared to businesses in the region, such as Albania, Macedonia and Montenegro.
- Further, research data could be collected over a period of time, for the most desirable results it is suggested that the data should be collected at different time periods.

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