

## PERSONAL TIME MANAGEMENT IN THE PRIVATE AND PUBLIC SECTOR OF GEORGIA

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### Abstract

*The article titled "Personal Time Management in the Private and Public Sectors of Georgia" discusses the research conducted by the author in these areas regarding the management of personal time for employees and employers. The survey included 2,089 respondents, of whom 1,569 were employed and 520 were employers. Among the employed participants, 55.3% worked in the private sector, while 44.7% worked in the public sector. Employers were also distributed between the private and public sectors, with 50.2% and 49.8% respectively. Both focus groups involved in the research were interviewed with different questionnaires. Employees were interviewed with a 4-question questionnaire and a Likert-scale rating of variables related to personal time. Through the analysis of the responses, it was discovered that improper planning of the working day emerged as the second or third most common factor hindering employees from accomplishing their set goals and completing tasks on time. The article further elaborates on how the top contributing factor, receiving accurate information from the manager, is directly influenced by the manager's inadequate or non-existent planning of their own working time. As a result, 23.5% of employees often, and 3.5% constantly have to stay at work and continue working after the end of the working day.*

*Regarding the scoring of the four variables related to the use of working time by employees (I don't sleep 7-8 hours, I don't spend enough time for others, I don't spend enough time developing a strategy and I don't spend enough time doing things I enjoy), the study showed that the majority of employees do not agree with these statements and give them low scores (1 and 2). The exception is the first variable, where the frequency of agreement scores exceeded the frequency of disagreement (43.8% > 42.2%).*

*In parallel with the employees, research has also been conducted on the employers. The study of the employers' personal time was carried out with a 5-question questionnaire and a score evaluation of four time-related variables. On average, 49% of employers indicated that improper planning of the working day prevents them from achieving their goals, and at the same time, an average of 20% admitted that they do not have time to plan their activities. As for the point evaluation of the variables related to working day management, they rated all four variables with low scores, indicating disagreement with the established regulations.*

*The article concludes that simply recognizing the importance of working time planning is not enough. Its practical implementation is necessary.*

**Key words:** *Personal time; Time management; Prioritize activities by time; Time sufficiency.*

**JEL Classification:** *J22, M12, M54*

### I. INTRODUCTION

The 21st century makes new demands on a modern person. The accelerated pace and rhythm of changes require effective management of the available time resource from him, in particular, it becomes crucial to appropriately allocate time-based on priorities and utilize it effectively to derive maximum benefits.

It is impossible to say exactly when the foundation of time management was laid, however, there is a lot of evidence that even in ancient Rome we can find attempts to control personal time. Seneca, Leon Battista Albert, Emmanuel Kant, Wilfred Pareto, Eisenhower, Franklin and others have references to the necessity of time management (Kharkheli, 2015; Chokheli, Karkheli, et al., 2023). In the 21st century, such foreign researchers of time management as Brockelman, Cohen, Elton, Ornstein, Vasilchenko, Morgestern, Mrachkovsky, Udachina, Abulkhanova, Resnik, Keenan, Parakhina, Kuttyrev, Seivert, Kerzhentsev and others are popular. Georgian scientists worked on this problem: V. Gurgenidze, M. Kharkheli, Z. Ghudushauri, T. Khomeriki, B. Gechbaya, E. Kavtaradze, O. Shudra and others. All of them teach us that a thorough knowledge of time management is necessary to effectively allocate time for the fulfillment of set goals, solve important tasks, learn to separate essential and non-essential tasks from each other, meet deadlines, to motivate ourselves for effective work and life, etc. (Mikelashvili, 2022; Narmania, Vardiashvili, et al., 2023).

The day and night time of people has always been the same - 24 hours a day, or 1440 minutes. Humans may have always intuitively divided this time between work and leisure, but today's man is tasked with doing this using time management techniques, in which his rules and principles are implied. Knowing all this and the

ability to use it practically at the personal, team and corporate level is considered one of the basic competencies of a modern specialist.

This is the competence by which one specialist is better than another, one company is better than another company, and one country is better than another country. This situation forces each of us - both employees and employers - to face the necessity that if we do not know time management, then we need to start learning it, and if we have already started - to continue it in a continuous format (mode). However, the earlier we start implementing it in our lives, the more success we will achieve because from the age of 50, our energy decreases and we no longer have the effort to achieve success (Ghudushauri, 2015; Chokheli, Karkheli, et al., 2023).

This paper is dedicated to the study of personal time management issues among the employees and employers of the public and private sectors of Georgia.

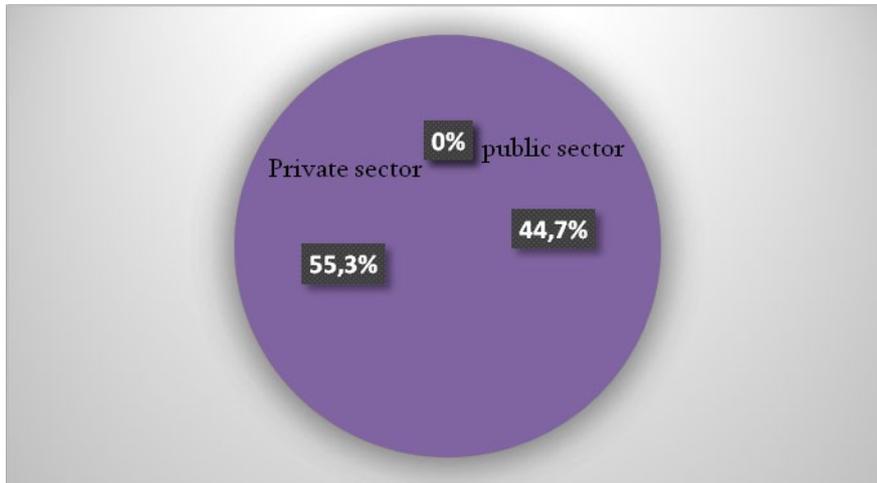
**II.MAIN TEXT**

In order to determine the quality of the use of personal time resources, a group of researchers conducted a study in the private and public sectors of Georgia. 2089 respondents took part in the research, of which 1569 respondents were registered as employees, and 520 as employers. 868 or 55.3% of the employed are private sector employees, and 701 or 44.7% are public sector employees (Table 1, Figure 1). The information obtained from the research was processed with the SPSS statistical program.

**Table 1. Distribution of employed respondents between the public and private sectors**

Field of employment	Number of respondents (frequency)	Specific share (percentage)	Confirmed percentage	Cumulative total
Private sector	868	55,3	55,3	55,3
Public sector	701	44,7	44,7	55,3+44,7=100,0
Sum	1569	100,0	100,0	-

*Source: Compiled by the authors*



**Figure 1. Distribution of employed respondents in the public and private sectors (in %%)**

*Source: Compiled by the authors*

As for employer respondents, out of their total number (520 people), 261, or 50.2%, are private sector employers, and 259, or 49.8%, are public sector employers (see Table 2, Figure 2).

**Table 2. Distribution of respondents between the public and private sectors**

Field of employment	Number of respondents	Specific share (percentage)	Confirmed percentage	Cumulative total
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	(frequency)			
Private sector	261	50,2	50,2	50,2
Public sector	259	49,8	49,8	50,2+49,8=100,0
Sum	520	100,0	100,0	-

Source: Compiled by the authors

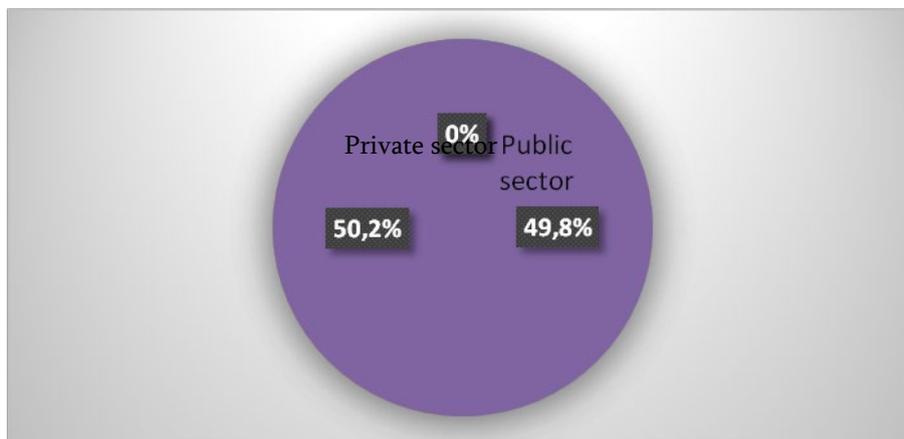


Figure 2. Distribution of employed respondents between the public and private sectors (in %%)

Source: Compiled by the authors

It is clear from the presented information that the distribution of employer and employed respondents between private and public sectors is almost identical. From the private sector, 55.3% of employees and 50.2% of employers are included in the research, and from the public sector - respectively 44.7% of employees and 49.8% - of employers.

In terms of time management, both focus groups involved in the study were asked several different questions. First of all, we present the results of the employee survey. The employee focus group was asked the following questions:

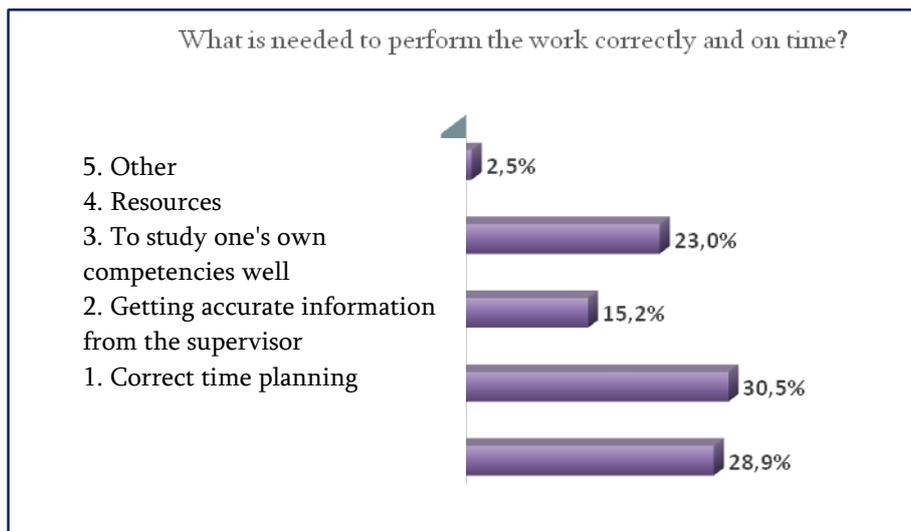
1. What is needed to perform the work correctly and on time?
2. What do you think prevents you from achieving your goal?
3. In your organization, how often do you have to stay after the end of the working day?
4. Do you often have to put off important things at work to do other things?

To the first question - "What is needed to perform the work correctly and on time?" - 28.9% of the respondents named correct time planning. This answer ranked second in terms of percentage in the factors of getting the job done correctly and on time. The first place (30.5%) was assigned to receiving accurate information from the supervisor (Table 3, Figure 3). Obviously, accurate information and many other things are needed for the correct performance of work, but the fact that employees in Georgia attach such high importance to time planning that it took second place today is a great achievement.

Table 3. Conditions for performing work well and on time

Question: What is needed to complete the work correctly and on time?		
Probable answers	Number of responses	Percentage
1. Correct time planning	453	28.9%
2. Getting accurate information from the supervisor	478	30.5%
3. To study one's own competencies well	238	15.2%
4. Resources	361	23.0%
5. Other	39	2.5%
Sum	1569	100.0%

Source: Compiled by the authors



**Figure 3. Graph of conditions for good job performance**

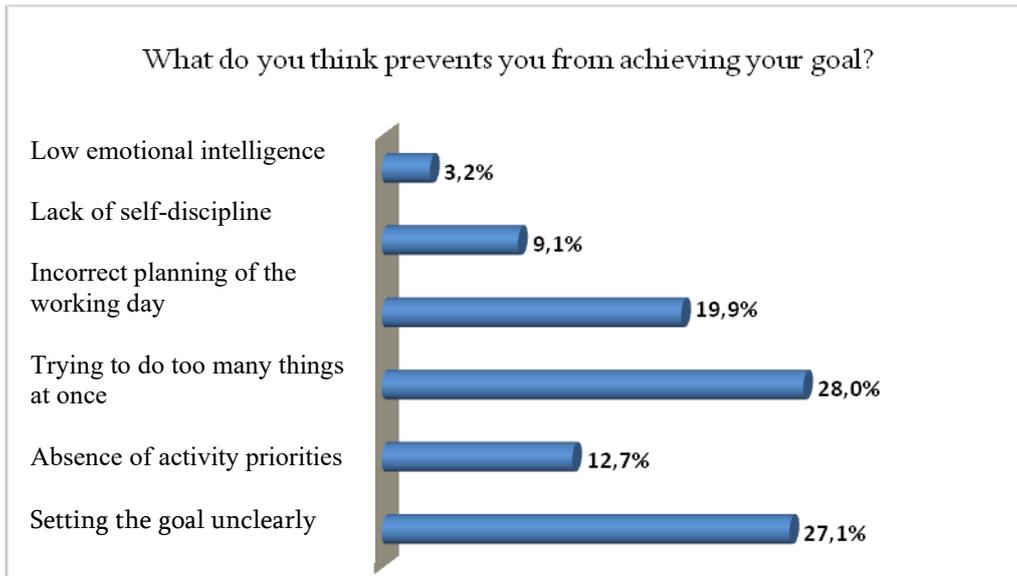
*Source: Compiled by the authors*

To the second question asked in the same direction - "What do you think prevents you from achieving your goal?" 19.9% of the respondents named incorrect planning of working time. In this case, the time planning factor took not the first or second place, but the third place with its weight (see Table 4, Figure 4). With a weight of 28.0%, the first place was taken by the factor of doing many things at one time, and the second - by the unclear assessment of the goal. In our opinion, both of them are the result of wrong planning of working time. Scientists I. Amonov and N. Eriashvili called doing many things at once "wasters" of time (Aminov & Eriashvili, 2009), while the clear definition of the goal by scientist T. Yobashvili named it as the #1 issue in time management (Yobashvili, 2012).

**Table 4. Factors hindering the achievement of the goal**

Question: What do you think prevents you from achieving your goal?		
Probable answers	Number of respondents (frequency)	specific share (percentage)
Setting the goal unclearly	625	27.1%
Lack of priorities in activities	292	12.7%
Trying to do too many things at once	646	28.0%
Incorrect planning of the working day	459	19.9%
Lack of self-discipline	209	9.1%
Low emotional intelligence	74	3.2%

*Source: Compiled by the authors*



**Figure 4. Graph of factors hindering the achievement of the goal**

*Source: Compiled by the authors*

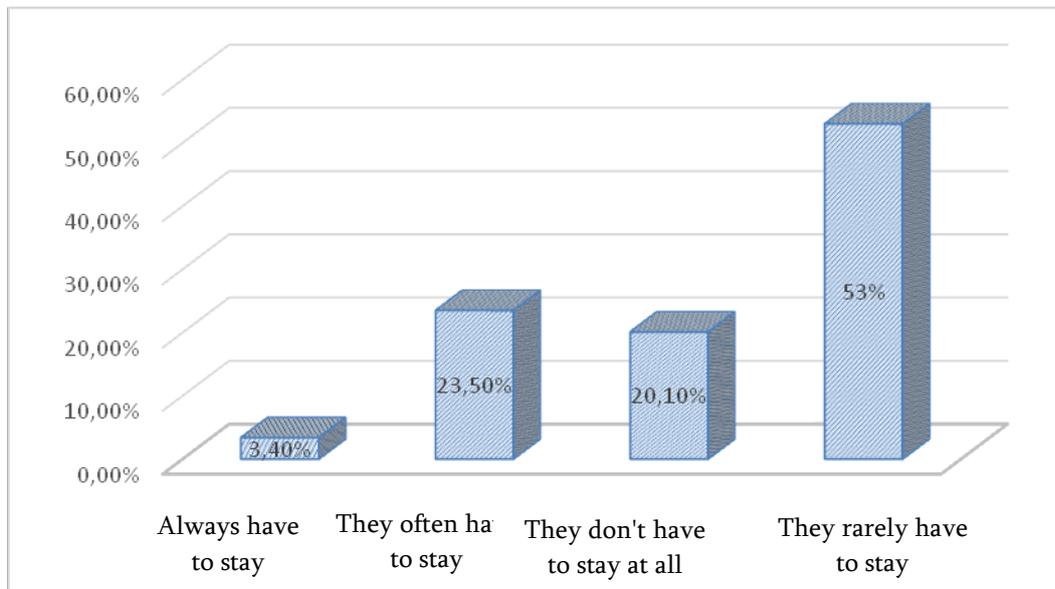
To the third question - "In your organization, how often do you have to stay at work after the end of the working day?" - 23.5% of respondents answered that it happens often, 53% answered that it happens rarely, and 20.1% answered that they do not at all they have to stay at work after the end of the working day. A very small part of the respondents, namely 3.4%, always stays after work and work (see Table 5, Figure 5).

**Table 5. Number of people remaining at work after the end of the working day**

Question: Do you have to stay at work after the day is over?				
Probable answers	Frequency	Percentage	Confirmed Percentage	Cumulative Percentage
I don't have to at all	316	20.1%	20.1%	20.1%
rarely	831	53.0%	53.0%	73.1%
often	368	23.5%	23.5%	96.6%
always	54	3.4%	3.4%	100.0%
	1569	100.0%	100.0%	

*Source: Compiled by the authors*

In our opinion, after the end of the working day, employees have to stay at work (rarely or often) because they either do not have a working day planned at all, or they have planned it incorrectly, or they have planned it correctly, but, due to an objective or subjective reason, they cannot fit in the scheduled time and they have to make up for the lost time after the end of the working day by staying in the office and continuing to work (Figure 5).



**Figure 5. Distribution of employee-respondents' answers regarding staying at work after the end of the working day**

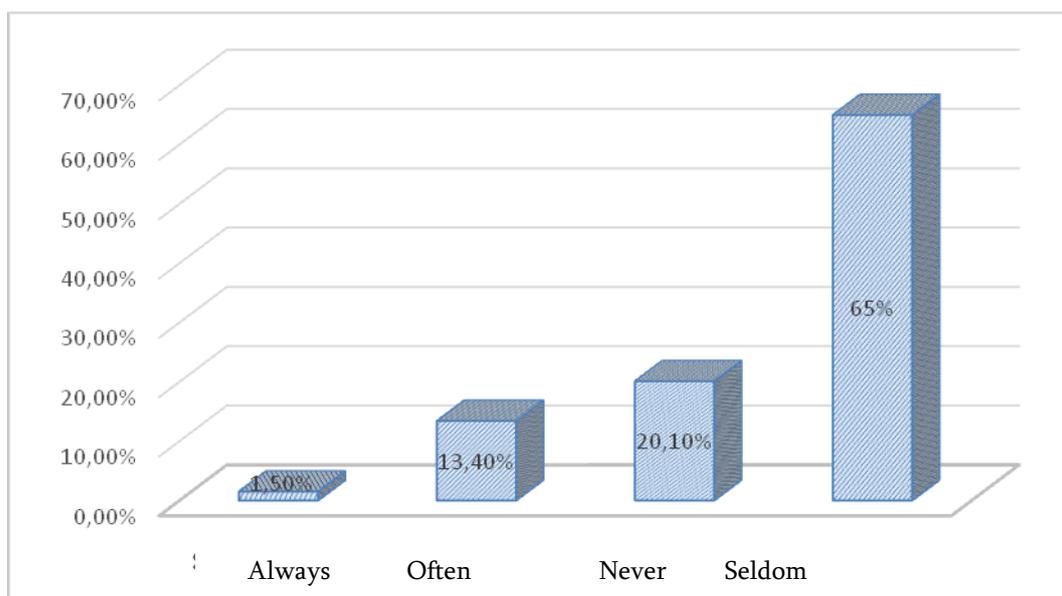
*Source: Compiled by the authors*

The answers to the fourth question - "Do you often have to postpone important things to do other things?" - it became clear to us that 13.4% often have to postpone important things, 65% rarely have to, and 20.1% don't have to at all. 1.5% always have to (see Table 6, Figure 6). In this case, the situation is similar to the answers to the previous question. 20.1% of respondents do not have to postpone important matters at all, and the rest 79.9% have to do it more or less, 65% - rarely, 13.4% - often, and 1.5% - S - always. In our opinion, if the employees, like Eisenhower, would have correctly separated important and urgent tasks from insignificant and non-urgent tasks (Kharkheli, 2015), and would have had appropriate time for them, then this situation would not have arisen in Georgian companies. Of course, we do not rule out similar cases, but they can be allowed only in force majeure situations, in all other cases, such a situation is caused by the lack of priorities in matters, poor planning of the working day, personal disorganization, etc. (Aminov and Eriashvili, 2009 ).

**Table 6. Number of cases of postponement of important tasks**

Question: Do you often have to put off an important task at work to do something else?				
Probable answers	Frequency	Percentage	ProvenPercentage	Cumulative Percentage
I don't have to at all	315	20.1%	20.1%	20.1%
rarely	1020	65.0%	65.0%	85.1%
often	211	13.4%	13.4%	98.5%
always	23	1.5%	1.5%	100.0%
Sum	1569	100.0%	100.0%	

*Source: Compiled by the authors*



**Figure 6. Distribution of responses of employed respondents is important Regarding postponement of cases**  
*Source: Compiled by the authors*

In addition to these questions, using a Likert scale (absolutely disagree - 1 point, partially disagree - 2 points, neutral - 3 points, agree - 4 points, absolutely agree - 5 points) in relation to the use of time among employed respondents, we checked their attitude towards the time which they set aside for sleep, rest, other people, strategizing, and doing things they enjoy. The frequency of distribution of points in the selected variables appeared as follows (see Table 7).

**Table 7. Employed respondents assigning points to different variables related to personal time**

	Score frequency (in %%)				
	1 point	2 point	3 point	4 point	5 point
	Totally disagree	Partially disagree	Neutral	Agree	Totally agree
1. 1. I don't sleep 7-8 hours regularly and I often wake up tired	22,8	19,4	14,0	24,6	19,2
2. 2. I don't spend enough time with others	31,9	21,6	22,8	15	8,7
3. 3. I don't spend enough time on strategy	28,0	24,5	25,9	14,9	6,8
4. 4. I don't spend enough time doing things I enjoy	37,7	24,6	19,3	11,8	6,6

*Source: Compiled by the authors*

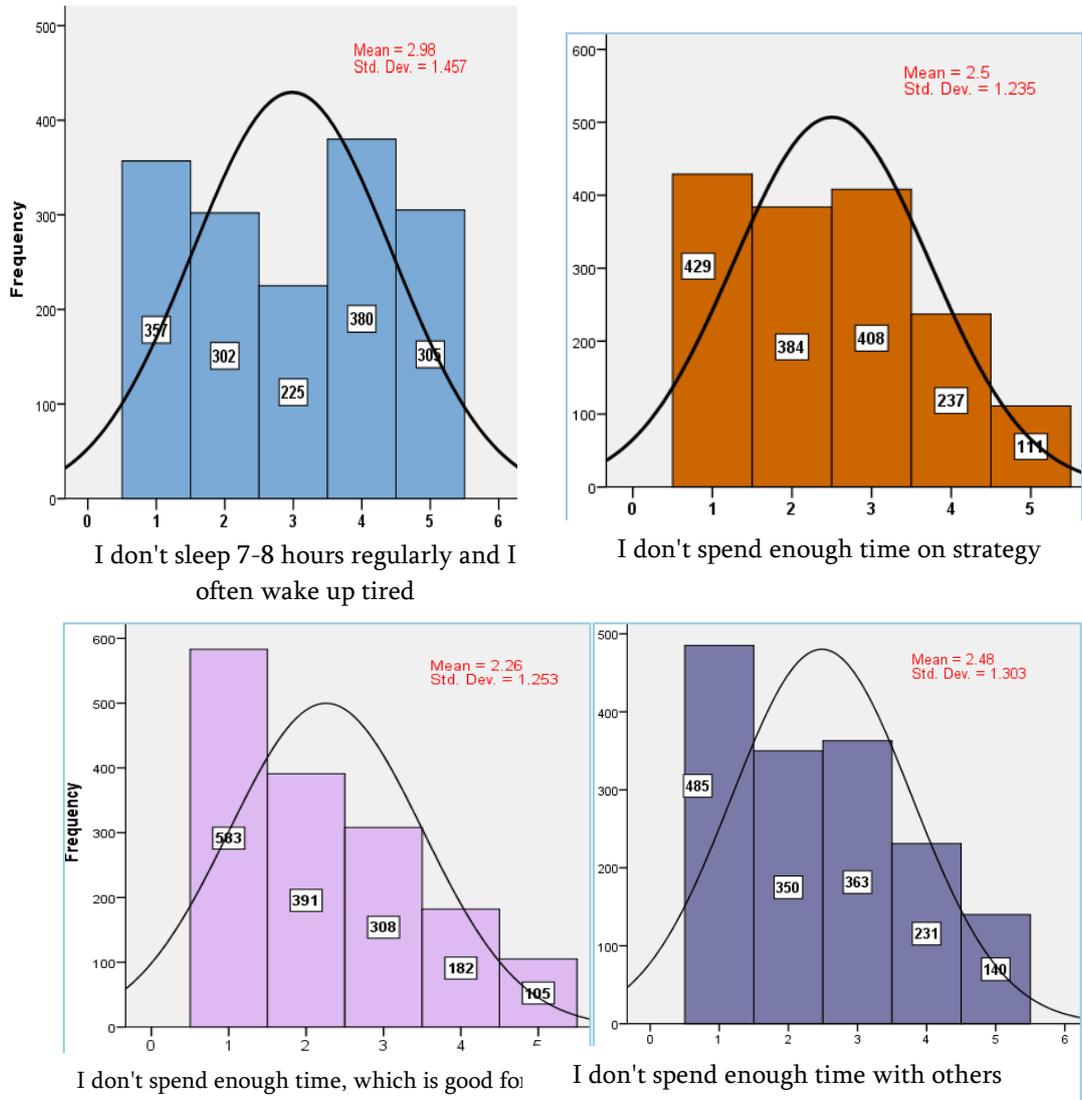
All four of these variables express the wrong allocation of time by a person in different ways. The survey of the employees involved in the research revealed the following:

- 22.8 + 19.4 = 42.2% completely and partially disagree with the first variable, 24.6 + 19.2 = 43.8% agree.
- 31.9 + 21.6 = 53.5% completely and partially disagree with the second variable, 15 + 8.7 = 23.7% agree.
- 28 + 24.5 = 52.5% completely and partially disagree with the third variable, 14.9 + 6.9 = 21.8% agree.
- 37.7 + 24.6 = 62.3% disagree completely and partially with the fourth variable, 11.8 + 6.6 = 18.4% agree.

Therefore, the opinion of the respondents involved in the study regarding the first variable was almost divided in half. Out of them, 42.2% of respondents do not agree with this provision, i.e. they use the hours of sleep and rest almost completely, while 43.8% agree.

In the rest of the variables, the respondents who completely and partially disagree with the presented statements and, therefore, evaluate them with low scores (1 and 2), are in a dominant position everywhere. This means that the majority of employees involved in the research (>50%) devote enough time to others, to work they enjoy and to strategy.

These variables are represented by histograms as follows (see Figure 7):



**Figure 7. Attitude of employees towards variables related to personal time**

*Source: Compiled by the authors*

As for the research of employers, here is the following situation. In terms of time management, they were given five questions:

1. How important is it to assess your own abilities before starting a job?
2. When delegating work, do you consider the skills and abilities of your employees?
3. What do you think prevents you from achieving your goal?
4. Do you have time to plan your activities?
5. Do priority tasks require a lot of effort from you?

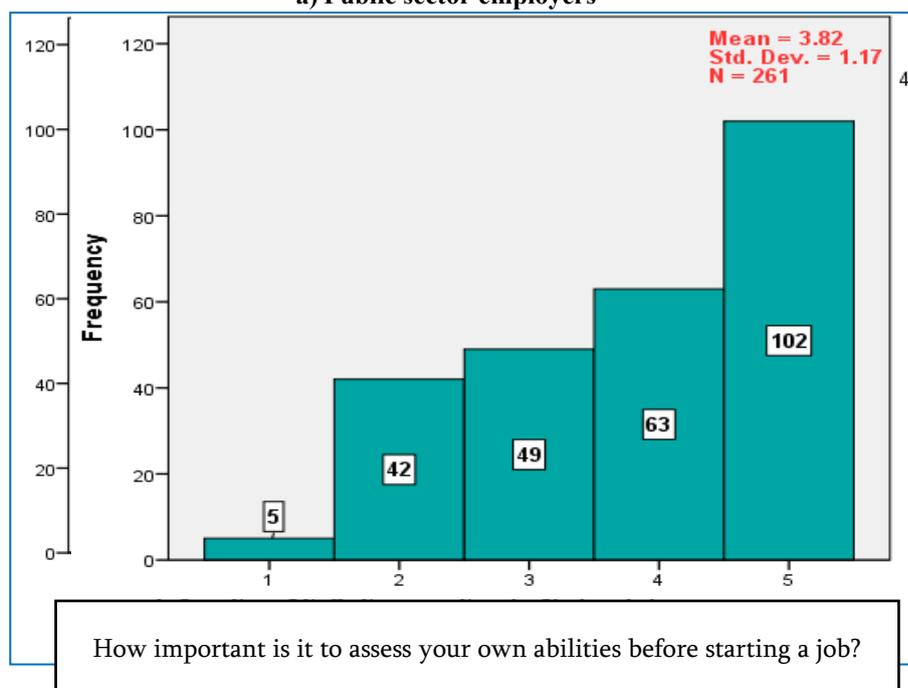
In response to the first question, both private and public sector employers evaluated the quantitative variable of self-assessment on a 5-point scale (see Table 8, Figure 8).

**Table 8. The importance of self-assessment**

Probable answers	Assessment score	Specific share of graded assessment (%)	
		Public sector	Private sector
1. Not important	1	0,8	1,9
2. Partially not important	2	8,5	16,1
3. Neutral	3	11,2	18,8
4. It is important	4	37,8	24,1
5. It is very fragrant	5	41,7	39,1

Source: Compiled by the authors

**a) Public sector employers**



**b) Private sector employers**

**Figure 8. Score evaluation of public and private sector employers' own capabilities**

Source: Compiled by the authors

As can be seen from this table and diagrams, 79.5% of employers in the public sector, and 63.2% in the private sector, gave high scores (4 and 5 points) on the importance of analyzing and evaluating own abilities before starting the job. It is clear from their answers that they approach this issue correctly and know that before a person starts working, he should know what his capabilities are - professionally, physiologically (we mean health), psychologically, etc. Sh.

The answers to the second question, which was about taking into account the skills and abilities of employees when assigning them a work assignment, were evaluated by employers in the private and public sectors with points that look like this (see table 9 and graph-figures 9, 10, 11).

**Table 9. Considering the skills and abilities of employees when assigning work to them**

Probable answers	Assessment score	Specific share of graded assessment (%)	
		Public sector	Private sector
1. 1. I don't care at all	1	1	0,8
2. 2. I do not consider	2	7	16,5
3. 3. Neutral	3	14	24,9
4. 4. It is important	4	35	25,7
5. 5. I take it into account as much as possible	5	43	32,2

Source: Compiled by the authors

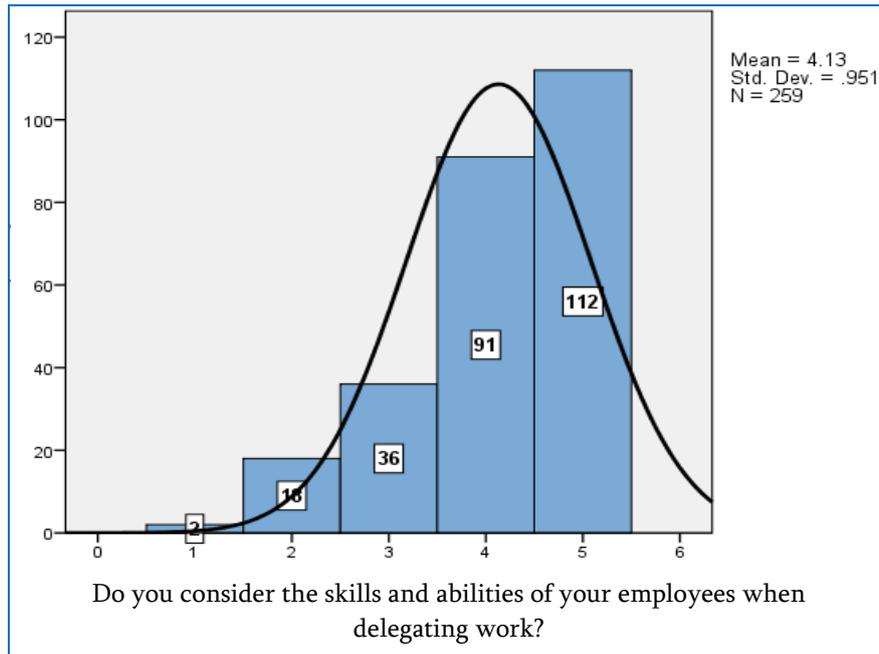


Figure 9. Score evaluation of consideration of employees' skills by public sector employers

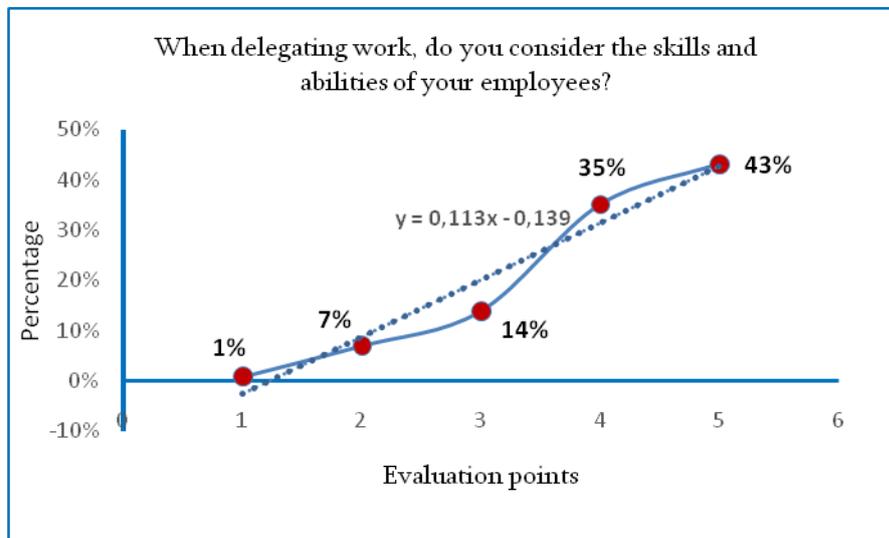
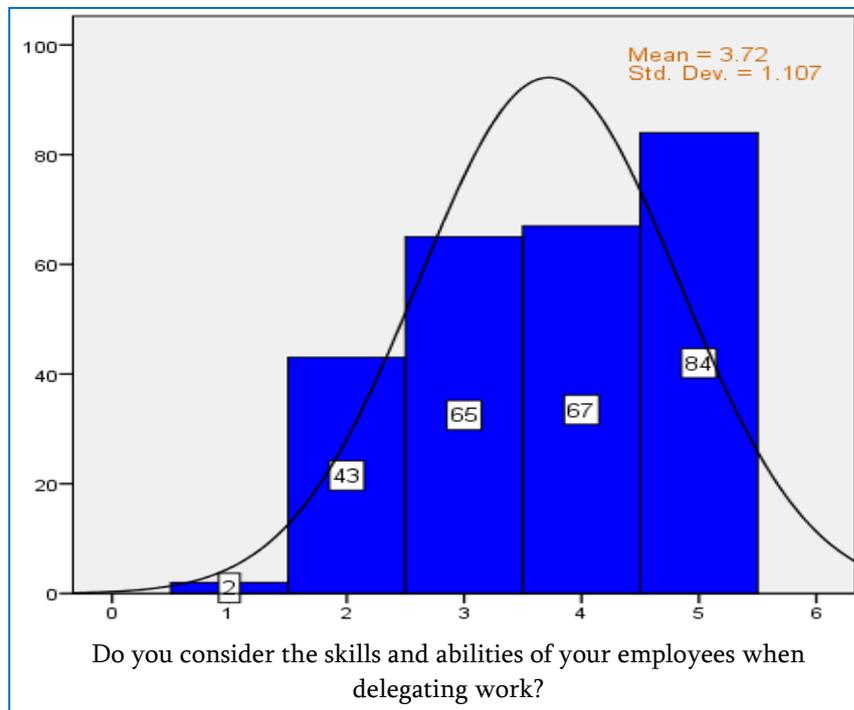
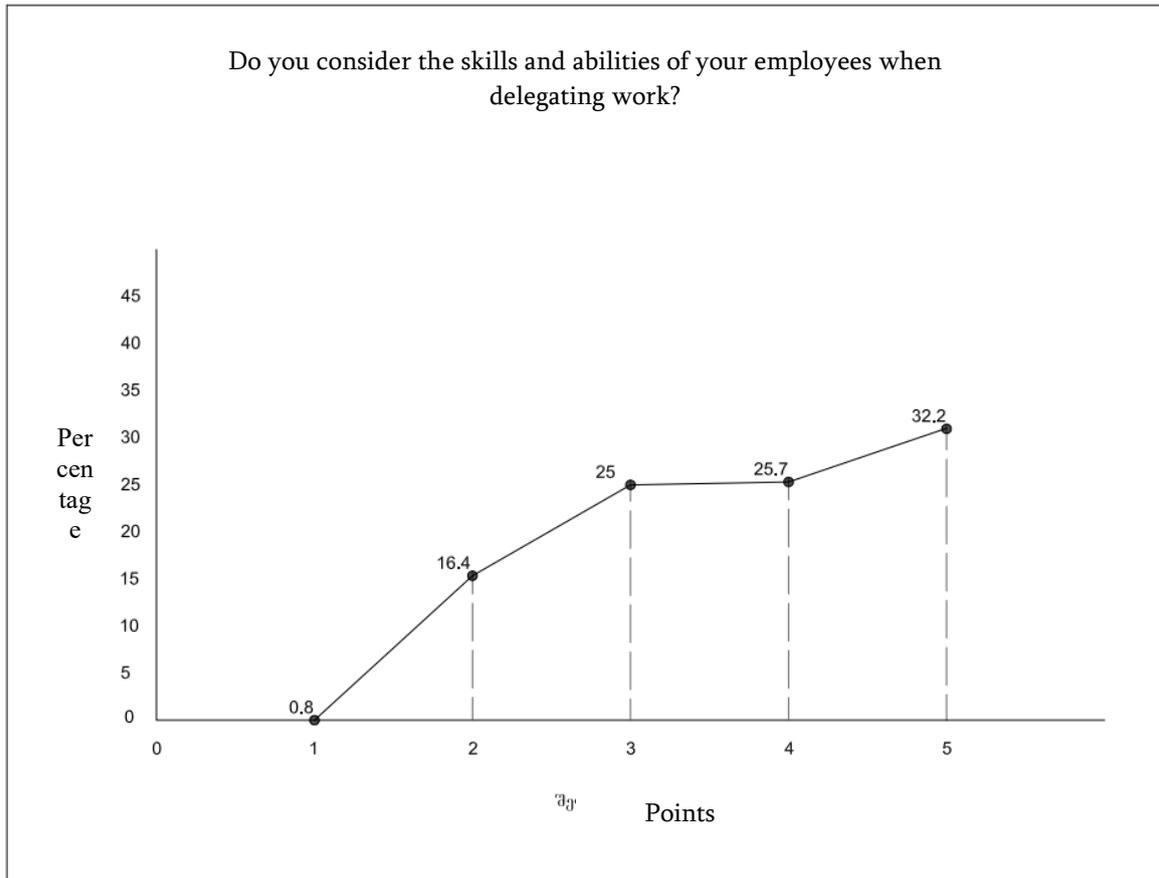


Figure 10. Histogram and line diagram of the point assessment of employers' consideration of employees' skills in the public sector

Source: Compiled by the authors



**Figure 11. The number and specific share of employers in the private sector for taking into account the skills of employees (%)**

*Source: Compiled by the authors*

Therefore, as can be seen from these tables and the graphs based on them, employers approach the issue of taking into account their skills and abilities when delegating work to employees in the public and private sectors differently. If we do not pay attention to the neutral answers, it turns out that 8% of employers from the public sector, and 17.3% from the private sector, do not take into account the skills and abilities of the employees either completely or partially. They rated these possible answers as low points (1-2 points). With high scores of 4 and 5 points - two possible answers - "I take into account" and "I take it into account to the maximum" were evaluated. We received these answers from 78% of the interviewed employers in the state sector and from 59.9% in the private sector.

Obviously, this situation should be evaluated positively, because the main part of managers (60-80%) in both sectors consider their skills and abilities when assigning tasks to subordinates. But one issue needs to be clarified here, namely, what employers mean by the skills and capabilities of employees. Such a high share (60-80%) of employers' answers with high scores makes us believe that they considered only their profession among the skills and capabilities of the employees. The profession of an employee and the knowledge acquired to master that profession express their skills. Employees need to accept tasks that align with their abilities and expertise. For example, an accountant should handle accounting and reporting tasks, while a marketer should be responsible for market research, and so on. So, employers gave us the right answer to this part of the question - they delegate tasks to employees according to their skills, but in the question, not only skills but also abilities are recorded. It is obvious that the respondent-employers ignored this second part of the question, or combined it with the answers to the first part of the question. The right to prove this is given by the answer received from them during our research, as if 60-80% of them consider their skills and abilities when assigning tasks to employees. These answers would definitely fit the research conducted among the employers of any highly developed country, but for Georgia, it is less believable for the following reasons: both people's skills and abilities are individual. No two people have the same abilities, and even if they did, no two people would reveal them in the same amount of time. One will need less time than the norm, the other - more time. Exceptions will be rare. This situation is determined by the fact that these people are of different psychological types - one is "morning people", i.e. "larks", and the other is night people, i.e. "owls".

A number of works have been created on this issue. We quote an excerpt from one of them: "... what happens is the subject of work, the person reorganizes his architectonics. It creates its own space and personal time for activity... In this case, the main thing in characterizing the subject is the agreement of its activity with the requirements of the work to be performed" (Abul Khanova, 2001). Therefore, people of the same profession have different activities and they cannot perform the same task at the same time. Their personal time is mutually exclusive. "Man-Lark" was assigned an hour's work to be done in the evening, but he could not fit it into one hour, and so is "Man-Owl". In terms of time, he will devote less time to the same work in the evening than in the daytime. Scientists explain that "Lark-man" in the morning hours, and "Owl-man" in the night hours, personal, subjective time opens, during which he realizes all his possibilities to the maximum, and objective (calendar) time cannot put any pressure on him ( Parakhina, 2012).

By this, we mean that when assigning a task to subordinates, which is calculated for a certain amount of time (an hour, 1 day, etc.), the manager must take into account his psychological type - a "morning" person should not be employed in the evening and night hours, "Evening person" - in the morning hours. To solve this issue, managers should have psychograms drawn up for each employee, in which their psychological type is described. It is sad, but it is a fact that this issue is at zero level in Georgian companies. At such a time, the answers of the respondent-employers involved in the research show that they take 60-80% of the employees' skills and capabilities into account when assigning tasks to them. In fact, employee's personal time, as one of their opportunities, is completely left out of the attention of employers.

In response to the third question - "What prevents you from achieving your goal?" - the respondents gave us 6 types of answers. From here, except for the sixth answer - "low emotional intelligence", which took 21.7% of the total number of answers, all the others are related to incorrect time management. In the total number of responses from public sector employers, they occupied 78.3% (see Table 10, Figure 12). Incorrect planning of the working day (49.2%) and trying to do many things at once (40.7%) occupied a more important share of them.

**Table 10. Factors hindering the achievement of the goal**

Question: What do you think prevents you from achieving your goal?		
Probable answers	Number of respondents (frequency)	Share of respondents (percentage)
Setting the goal unclearly	80	31.0%
Lack of priorities in activities	42	16.3%
Trying to do too many things at once	105	40.7%
Incorrect planning of the working day	127	49.2%

Lack of self-discipline	82	31.8%
Low emotional intelligence	56	21.7%

Source: Compiled by the authors

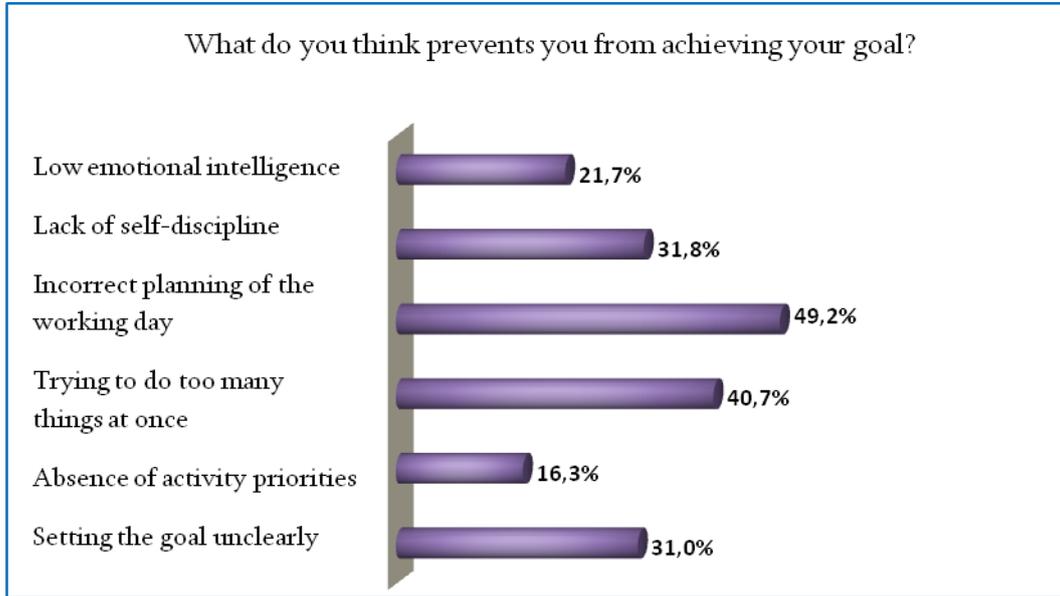


Figure 12. Graph of factors hindering the achievement of the goal

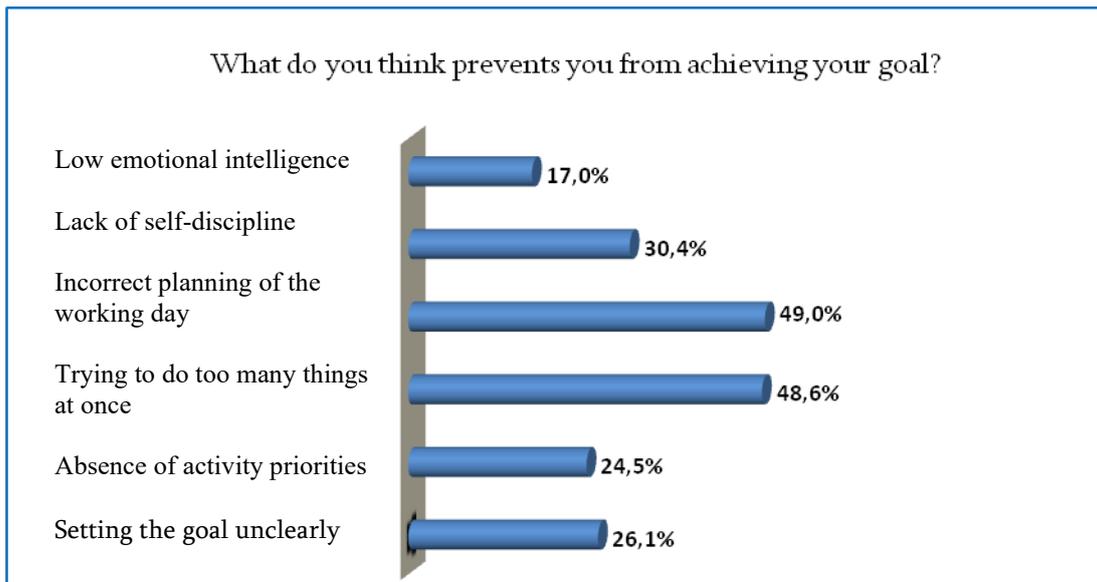
Source: Compiled by the authors

Regarding the answers of private sector employers to this question, it was found that 49% of them are hindered by incorrect planning of working time, and 48.6% by trying to do many things at once (see Table 11, Figure 13).

Table 11. Factors hindering the achievement of the goal

What do you think prevents you from achieving your goal?		
	Number of respondents (frequency)	Share of respondents (percentage)
Setting the goal unclearly	66	26.1%
Lack of priorities in activities	62	24.5%
Trying to do too many things at once	123	48.6%
Incorrect planning of the working day	124	49.0%
Lack of self-discipline	77	30.4%
Low emotional intelligence	43	17.0%

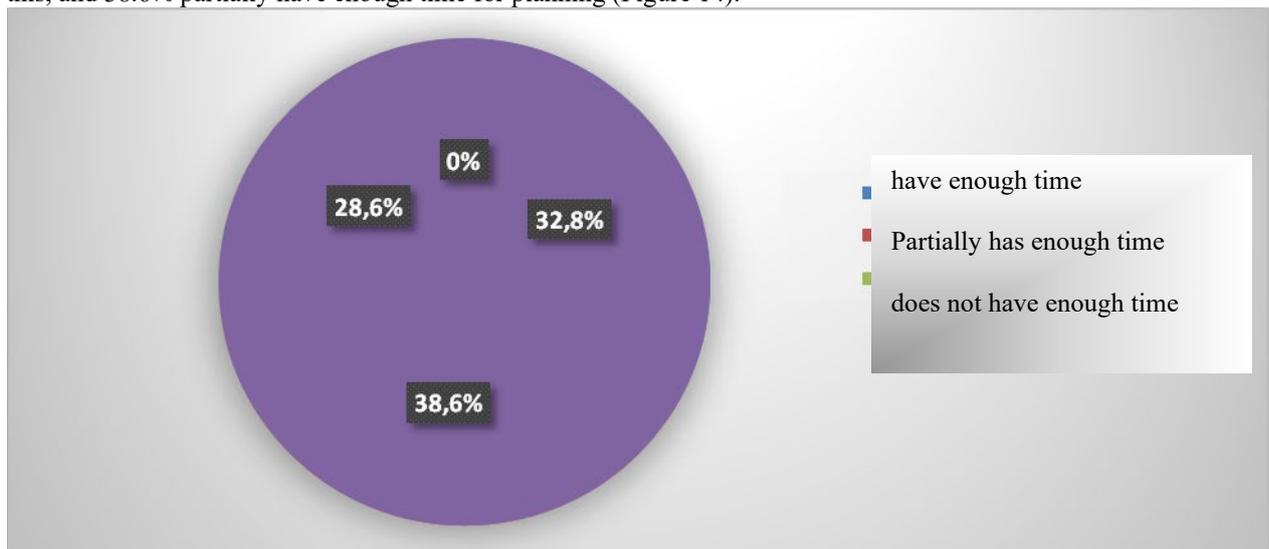
Source: Compiled by the authors



**Figure 13. Graph of factors hindering the achievement of the goal**

*Source: Compiled by the authors*

To the fourth question - "Do you have time to plan your activities?" - from the answers given by public sector employees-respondents, it was found that 32.8% had time to plan activities, 28.6% did not have time for this, and 38.6% partially have enough time for planning (Figure 14).



**Figure 14. Sufficient time for planning activities among public sector employees**

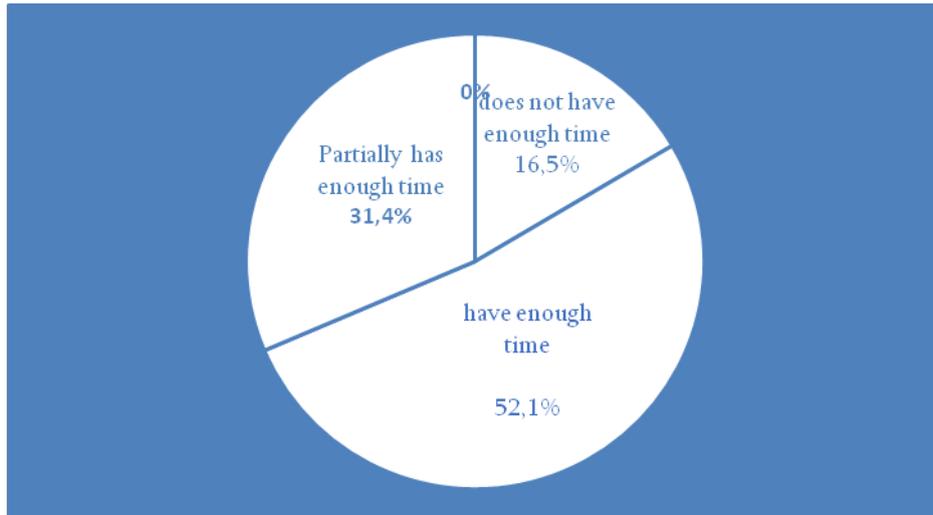
*Source: Compiled by the authors*

The situation is different in the private sector. 52.1% of employers working here have full-time, 16.5% no-time, and 31.4% partial-time (see Table 12, Figure 15).

**Table 12. Sufficient time to plan activities in the private sector**

Question: Do you have time to plan your activities?				
Probable answers	Frequency	Percentage	Confirmed Percentage	Cumulative Percentage
Yes	136	52,1	52,1	52,1
No	43	16,5	16,5	52,5+16,5=68,6
partially	82	31,4	31,4	68,6+31,4=100
Sum	261	100,0	100	

*Source: Compiled by the authors*



**Figure 15. Sufficient time for planning activities among private sector employers**

*Source: Compiled by the authors*

From the answers to the fifth question - "Does the performance of priority tasks require a lot of effort from you?" - it was found that for 41.3% of employers in the state sector, it partially requires a lot of effort, for 27.8% it really requires a lot of effort, for 30.9% - month, it does not require much effort (see Table 13, Figure 16). A greater percentage of the need for major efforts was found in the private sector. It made 46.1% (Table 13). It turns out that private employers need more effort to fulfill priority tasks compared to public employers. But the point is that the fifth question itself is ambiguous in its content, namely, what is meant by great effort - spending a lot of time, or spending more work at the same time? We do not know how the respondents perceived this question, the fact is that 69.1% of the respondents in the state sector fully and partially agreed with the question, while 30.9% did not agree. We consider the answers of those who agreed to be more realistic because if the matter is a priority (important), it takes more time and effort to fulfill it.

**Table 13. High effort required for priority cases**

<p>Question: Do priority tasks require a lot of effort from you?</p>	<p>Q u e s t i o n : D o p r i o r i t y t a s k s r e</p>
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	Frequency	Percentage	Confirmed Percentage	Cumulative Percentage
<b>a) Public sector</b>				
Yes	72	27.8	27.8	27.8
No	80	30.9	30.9	58.7
Partially	107	41.3	41.3	100.0
<b>Sum</b>	<b>259</b>	<b>100.0</b>	<b>100.0</b>	
<b>b) Private sector</b>				
Yes	121	46,4	46,4	46,4
No	56	21,4	21,4	46,4+21,5=67,8
Partially	84	32,2	32,2	67,8+32,2=100
<b>Sum</b>	<b>261</b>	<b>100,0</b>	<b>100</b>	-

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Source: Compiled by the authors

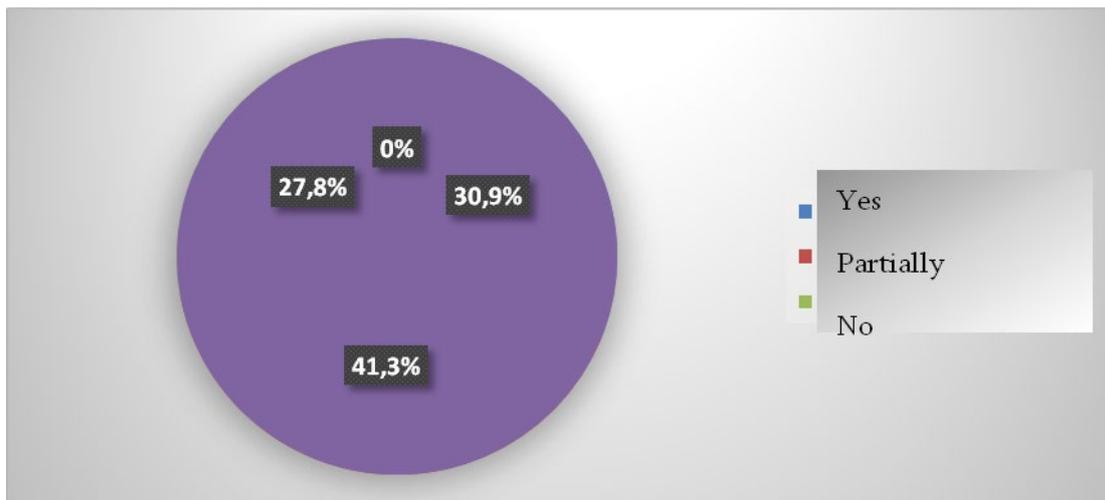


Figure 16. The need for greater efforts to fulfill priority tasks in the public sector

Source: Compiled by the authors

Similarly to the employees, apart from the questions, we also evaluated the use of personal time by the employers with points. They were given the same variables (statements) to be scored as the employees and the following was found (see Table 14, Figure 17).

**Table 14. Employers' scoring of various time-related variables using a Likert scale**

Frequency of scores of employer-respondents in terms of different variables						
Names of variables		1	2	3	4	5
		Totally disagree	Partially disagree	Neutral	Agree	Totally agree
a) Public sector						
1	I don't sleep 7-8 hours regularly and I often wake up tired	17,7	32,7	3,5	37,2	8,8
2	I don't spend enough time with others	49,6	12,4	21,2	14,2	2,7
3	I don't spend enough time strategizing	30,1	30,1	23,9	15	9,0
4	I don't spend enough time doing things I enjoy	48,7	17,7	19,5	8,8	5,3
b) Private sector						
1	I don't sleep 7-8 hours regularly and I often wake up tired	24,1	21,8	10	22,6	21,5
2	I don't spend enough time with others	65,4		16	18,6	-
3	I don't spend enough time strategizing	21,5	32,2	26,8	16,1	3,4
4	I don't spend enough time doing things I enjoy	61,9		21,6	16,5	-

*Source: Compiled by the authors*

To what extent do you agree with the provision:

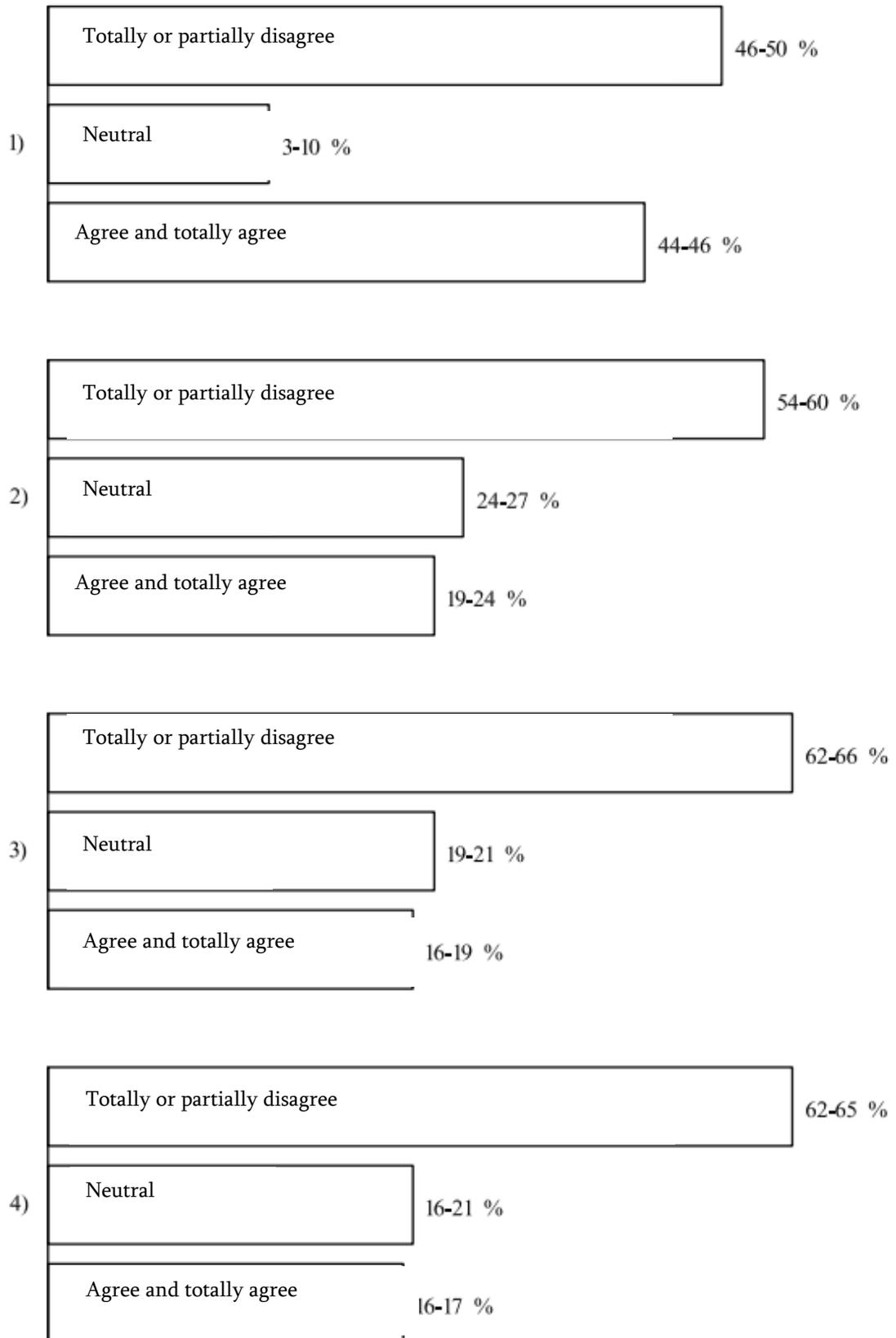


Figure 17. Attitude of public and private sector employers to time-related variables

1 and 2 point assessments of the **first variable** occupied  $17.7 + 32.7 = 50.4\%$  of public sector employers. They express disagreement with the named variable. 4 and 5-point evaluations occupied  $37.2 + 8.8 = 46\%$ . They agree with the named variable. In total, the majority of employers did not agree with the first variable ( $50.4 > 46$ ). There was also a majority of employees in the private sector, namely,  $45.9\%$  disagreed with the first variable,  $44.1\%$  agreed, and  $10\%$  took a neutral position.

$49.6 + 12.4 = 62\%$  of employers in the state sector took 1 and 2-point assessments of the **second variable**. They express disagreement with the named variable. 4 and 5 point evaluations occupied  $14.2 + 2.7 = 16.9\%$ . They agree with the named variable. In total, the majority of employers do not support the second variable ( $62 > 16.9$ ).  $65.4\%$  of employers do not support the second variable in the private sector.

1 and 2 point estimates of the **third variable** also occupied  $30.1 + 30.1 = 60.2\%$  of employers in the state sector. They express disagreement with the named variable. 4 and 5-point evaluations occupied only  $15 + 9 = 24\%$ . They agree with the named variable. In this case, the number of low scores prevails, which means that employers do not share the third variable.  $53.7\%$  disagree with the third variable in the private sector.

1 and 2-point assessments of the **fourth variable** occupied  $48.7 + 17.7 = 66.4\%$  of employers. They express disagreement with the named variable. 4 and 5-point evaluations, which express agreement with the named variable, occupied only  $8.8 + 5.3 = 14.1\%$ . Therefore, the same situation applies here as for the first, second and third variables. The same situation was found in the private sector. Here,  $61.9\%$  disagree with this variable.

Based on this information, it can be concluded that the majority ( $50-66\%$ ) of the 520 employers involved in the research from the private and state sectors of Georgia completely and partially reject the presented provisions, which means that they use them correctly even during sleep and rest, they devote enough time to others. Both strategy development and enjoyable work for them (see Figure 17).

### III. CONCLUSION

The results of our research presented in this article, which we conducted among the employees and employers of the state and private sectors of Georgia, the purpose of which was to find out their use of time in the work process, as well as their attitude to time and all those matters that directly or indirectly affect time connected, gave us the opportunity to make the following conclusions:

1. 2089 respondents were involved in the research. Of these, 1569 are employed, and 520 are employers. Among the employees, 701 respondents were from the public sector, and 868 were from the private sector. Of the employers, 261 are private sector employers, and 259 are public sector employers.
2. Both private and public sector employees will be interviewed with a 4-question questionnaire with the same content, namely: what they considered necessary to perform the job well, what prevented them from achieving the goal, did they have to stay at work after the end of the working day to finish the work, and did they have to postpone important work to other The reason for doing the work. It was found that  $30.5\%$  of employees consider receiving accurate information from their supervisor as a condition for good and timely work performance, and  $28.9\%$  consider correct time planning as the first and second place among the factors hindering the achievement of the goal (28 and 27.1%, respectively). ) is called doing things more than once and defining the goal unclearly. Improper planning of working time takes only the third place ( $19.9\%$ ). Only  $20.1\%$  of employees do not have to stay at work, and  $79.9\%$  often, always and rarely have to postpone important work due to other work. This information shows that planning and management of personal working time is at a very low level among employees.
3. Time-related variables, which were related to 7-8 hours of sleep, not allocating enough time for positive things for others, etc. - were generally evaluated by the employees everywhere with low scores, that is, the employees refused and did not agree with these variables.
4. A large number of employers-respondents answered the question - "To what extent do they take into account the skills and abilities of employees when delegating work?" - answered positively in the state sector -  $78\%$ , in the private sector -  $57.9\%$ . We believe that their answers only confirm the consideration of the skills of the employees. As for the capabilities of the employees, it also includes the psycho-physiological state of the person, which forms his personal (subjective) time in the person (known as "morning person" or "Lark" and "night person", or "owl"), the study of which in Georgia is also theoretical. It does not follow, not if it is not implemented practically.
5. Employers gave high (4-5 points) points to the assessment of their own ability before starting the job ( $79.5\%$  in the public sector,  $63.2\%$  in the private sector). We consider this approach absolutely correct.
6. To the question - "What prevents employers from achieving their goals?" -  $49.2\%$  of employers in the public sector and  $49\%$  in the private sector named wrong planning of the working day. In both cases,

the second "weight" reason is trying to do many things at once. In our opinion, this second reason is also the result of wrong planning of the working day.

7. To the question - "Do you have time to plan your activities?" - 71.4% of employers in the public sector state that they are present or partially present, while 83.5% in the private sector state this.
8. 69.1% of public sector employers and 78.6% of private sector employers said that it takes a lot of effort to complete priority tasks.
9. The vast majority of employers disagreed with time-related variables and gave them low scores. In the focus group of employers, they occupied an average of 55-60%.

From the presented conclusions, it can be seen that there are some different assessments of time management in the private and public sectors of Georgia. However, if we compare the results of the research of employees and employers in terms of personal time management, we will see that all of them attach great importance to proper planning of the working day. 19.9% of the employees and 49.2% of the employers mentioned incorrect planning of the working day among the factors hindering the achievement of the set goal. This already means that the public and private sectors of Georgia have already realized the importance of the beneficial use of time resources. Against this background, the statement of 28.6% of Georgian employers that they do not have time to plan their activities is nonsense, to say the least. 27.8% of employers in the public sector, and 46.4% in the private sector, state that their activities require a lot of effort. That is why it is necessary to plan the working day, which reflects the distribution of these efforts on priorities. Planning the working day should not be considered a good use of time, because, according to scientists, 1-2 hours devoted to it here will save you several times more time later (Arkhangelsky, Lukashenko et al., 2014).

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