

An Effective Time Management System will play a Vital Role in Achieving Operational Excellence in Pharmaceuticals

Venkateswara Reddy Boya, K. S. Sekhara Rao

Abstract: To define, understand time management and its importance and to prove how an effective time management system will help in accomplishing Operational Excellence in Pharmaceuticals. This research has been conducted to study the role of an effective time management in accomplishing Operational Excellence in Pharmaceuticals. A good time management system among all the employees in an organization will always lead to better performance and better yields. An effective time management system always helps the Organizations in achieving their goals and objectives. A research questionnaire on role of an effective Time Management system in accomplishing Operational Excellence in Pharmaceutical companies X and Y was developed to test the hypotheses on direct interview basis. In Pharmaceutical company X, total 140 people were interviewed on the above topic. Out of 140, 65% (91 people) of the people Strongly agreed, 17.86% (25 people) of the people Agreed, 6.43 % (9 people) of the people responded Can't Say, 5% (7 people) of the people disagreed and 5.71 % (8 people) of the people only Strongly disagreed that effective Time Management system will help in accomplishing Operational Excellence in the Organization. The study was also conducted at Pharmaceutical company Y, total 163 people were interviewed on the above topic. Out of 163, 66.87% (109 people) of the people Strongly agreed, 17.18% (28 people) of the people Agreed, 7.36% (12 people) of the people responded Can't Say, 4.91% (8 people) of the people disagreed and 3.68% (6 people) of the people only Strongly disagreed that effective Time Management system will help in accomplishing Operational Excellence in the Organization. Therefore, it has been concluded that an effective time management system plays a vital role in achieving Operational Excellence in Pharmaceuticals.

Index Terms: Operational Excellence, Pharmaceuticals, Time Management, People, Performance.

I. INTRODUCTION

To achieve organizational goals and Operational Excellence Time management has to be effectively used. The process of utilizing time effectively to attain extreme output includes handling of work plans and execution. If we can utilize time management properly, it will help in accomplishing the organizational goals [1] [2]. The goal of Operational

Excellence in Pharmaceutical Industry is to manufacture quality products as per the GMP (Good Manufacturing Practices) standards set by Regulatory Authorities, meeting the requirements of the customers, offering competitive price and delivering the products on time. There is a rapid change in the global market which has put additional demands on organizations. In order to be at the top of competition, companies need to bring new strategies and ideas to achieve business excellence. Excellence in Pharmaceutical industry can be accomplished by meeting or going beyond the expectations of all the customers. Besides this, searching for excellence keeps the organizations to be on right track to attain their goals [3]. Today, lot of Pharmaceutical companies are facing high pressure from Regulatory Authorities to continually improve the product quality. Time is precious which benefits both employers and employees in an Organization. In a Pharmaceutical organization or in any other organization, managing time is self-management, when time is properly utilized, an individual can perform more. Good working atmosphere also plays a major role for personal motivation and scale of productivity in Pharmaceutical organization. Self-management is time management which helps in organizing a person to manage time consuming activities in a better way. Time management is not easy as we think as it requires lot of commitment and eagerness to keep up with its program. It is necessary to execute plans in day to day works and we need to get ahead of time before starting to work for instance, tomorrows plan should be completed today [4]. In any organization, time management has a huge impact on growth of an individual and thereby organizational growth [5]. Time is considered to be chief assets we ever have. Every one of us has same amount of time in each day. Its utility and consumption rests on how we use it. Time management is a system for utilizing time and controlling as resourcefully as possible. It is known to be an essential resource which is short, dynamic and irrecoverable. Time is short because only 24 hours exist in a day, dynamic because it is never static and irrecoverable because every minute consumed is gone forever. It does not stop for any body and keeps on moving. Time management is done by organizing tasks by first knowing how much time a task will be taken to be completed, when it is completed and then adjusting actions that would interfere with its completion so that completion is reached in the appropriate amount of time [6]. Usually time is not a simple idea to follow by everyone. People have experienced several ways to handle time. Leadership is the correct area for utilization of time management. Because it is doing the best to motivate people [7], something that should be realized [8] and changing circumstances [9] [10].

Revised Manuscript Received on 30 May 2019.

* Correspondence Author

Venkateswara Reddy Boya*, Department of Management, Koneru Lakshmaiah Education Foundation (K. L. University), Vaddeswaram, Guntur District, Andhra Pradesh, India.

Dr. K. S. Sekhara Rao (Research Guide), Associate Professor & RPAC Chairman, Koneru Lakshmaiah Education Foundation (K. L. University), Vaddeswaram, Guntur District, Andhra Pradesh, India.

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an [open access](http://creativecommons.org/licenses/by-nc-nd/4.0/) article under the CC-BY-NC-ND license <http://creativecommons.org/licenses/by-nc-nd/4.0/>

An Effective Time Management System will play a Vital Role in Achieving Operational Excellence in Pharmaceuticals

To achieve Operational Excellence in Pharmaceutical Industry, time management plays a crucial role. Time required to develop, manufacture, test and dispatch a drug on time as per the customer requirements. It requires efficient planning, technical skills and efficient time management to deliver the products on time to the customers. Without effective time management it is very difficult to run a Pharmaceutical company. Every Pharmaceutical company which has achieved Operational Excellence has managed time effectively. The best examples of Pharmaceutical companies who have effectively managed their time and have achieved Operational Excellence are Dr. Reddy's Laboratories, Aurobindo Pharma, Sun Pharma and many more.

II. MATERIALS AND METHOD

A. MATERIALS

Time Management is considered as one of the important factors influencing Operational Excellence in Pharmaceutical industry. Without proper time management, one cannot achieve the desired results on time. In Pharmaceutical sector, time management plays a vital role in achieving Operational Excellence. There are few steps to be followed in Time Management.

1. First to prepare "to do list" and to categorize the works as:
 - 1.1 Works to be done on urgent basis and importantly.
 - 1.2 Works that are most important but not very urgent.
 - 1.3 Works that are important but not urgent.
 - 1.4 Works that are unimportant but urgent.
 - 1.5 Works that are unimportant and not urgent.

These steps are a common practice which are followed worldwide. Time management is not a new concept. It has been there for many years. There is always a link between Time management, Productivity and Operational Excellence. Productivity of every individual working in the organization depends on effective use of time management which in turn helps in achieving Operational Excellence. We all have 24 hours in a day. Without productivity Operational Excellence cannot be accomplished. In a Pharmaceutical company, drugs are being manufactured, tested and dispatched almost every day. Meeting timelines given by a customer or a buyer is the most challenging job in this industry. Without proper planning, time management, it is not possible to achieve the targets set by the organization. Every minute counts to manufacture and deliver quality products every day to customers with in a stipulated time. After a drug is being manufactured, the product goes to Quality control department where the testing of the drug is being carried out. After testing, if the results are passed, then the batches are dispatched to the customers. Maintaining the quality of the product and delivering it on time requires excellent time management skills. Operational Excellence in a Pharmaceutical industry requires excellent time management skills by every individual working in the organization. On a daily basis, Quality control department conducts the analysis of many products being manufactured. It requires good time

management skills apart from technical skills in order to test the products and give the final approval within timescale provided by the management. There are also some instances where a product fails in the testing stage after the product is being manufactured. Therefore, effective planning also plays a major role in order to deal with such kind of instances. Efficient time management requires good planning. Effective time management reduces work pressure. By good planning of work and effective time management, one can avoid stress. Self-discipline is also required for implementing effective time management system. Individual time management skills are very much required for effective time management in Pharmaceutical sector. Today time management has become an important for managers because they play an important role in achieving the organizations goals and objectives. All the managers need to have excellent time management skills besides their technical and communication skills in order to achieve Operational Excellence. Good managers never procrastinate on the works to be done. They need to assign the works to their juniors and ensure that the work is being done on time.

Some of the best ways for effective Time management are:

- Jot down the list of works to be done
- Prioritize the works as urgent and important, important but not urgent, unimportant but urgent and unimportant and not urgent.
- Work as per the priority list
- Set goals with time lines
- Stop Procrastination
- Get rid of all kinds of distractions
- Assign a fixed time for each task and try to complete it before the fixed time
- Track time

Time management is good for increasing the productivity, creating positive work environment and thereby improving Operational Excellence. On the other hand, time mismanagement is done by many working professionals. This is due to poor planning, no goals and no time management. By this an individual cannot achieve his organizational goals. This will have a negative impact on Operational Excellence.

B. METHOD

A research questionnaire on role of an effective Time Management system in accomplishing Operational Excellence in Pharmaceutical companies X and Y was developed to test the hypotheses on direct interview basis. In Pharmaceutical company X, total 140 people were interviewed on the above topic. Out of 140, 65% (91 people) of the people Strongly agreed, 17.86% (25 people) of the people Agreed, 6.43 % (9 people) of the people responded Can't Say, 5% (7 people) of the people disagreed and 5.71 % (8 people) of the people only Strongly disagreed that effective Time Management system will help in accomplishing Operational Excellence in the Organization (Refer Table-1 and Figure-1).

Fig 1. Survey data of Pharmaceutical Company - X

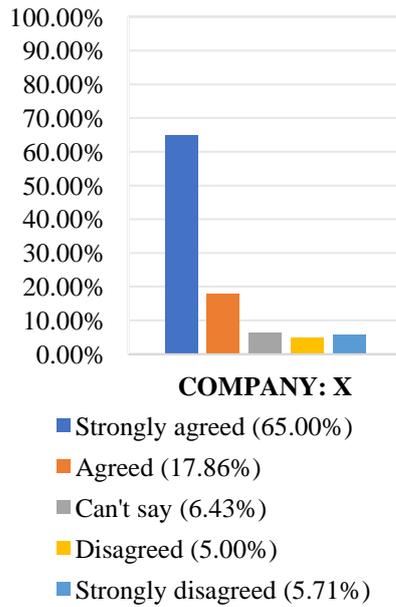


Fig 2. Survey data of Pharmaceutical Company - Y

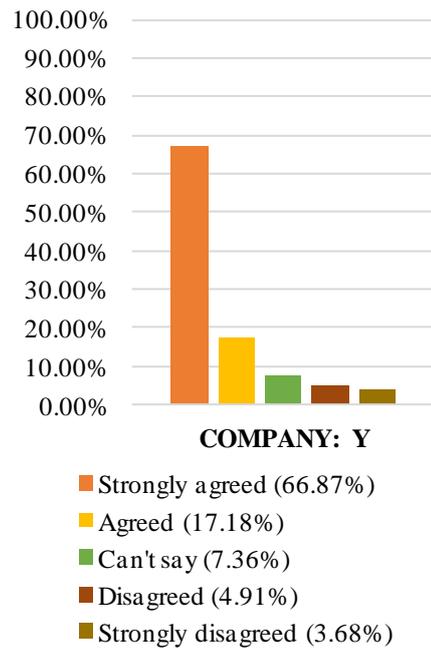


Table 1. Survey data of Pharmaceutical Company-X

S. No.	Level of agreement	In Number	In Percentage
1.	Strongly agreed	91	65.00%
2.	Agreed	25	17.86%
3.	Can't say	9	6.43%
4.	Disagreed	7	5.00%
5.	Strongly disagreed	8	5.71%
6.	Total	140	100.00%

Table 2. Survey data of Pharmaceutical Company-Y

S. No.	Level of agreement	In Number	In Percentage
1.	Strongly agreed	109	66.87%
2.	Agreed	28	17.18%
3.	Can't say	12	7.36%
4.	Disagreed	8	4.91%
5.	Strongly disagreed	6	3.68%
6.	Total	163	100%

The study was also conducted at Pharmaceutical company Y, total 163 people were interviewed on the above topic. Out of 163, 66.87% (109 people) of the people Strongly agreed, 17.18% (28 people) of the people Agreed, 7.36% (12 people) of the people responded Can't Say, 4.91% (8 people) of the people disagreed and 3.68% (6 people) of the people only Strongly disagreed that effective Time Management system will help in accomplishing Operational Excellence in the Organization. (Refer Table-2 and Figure-2). Therefore, it has been concluded that the effective time management system plays a vital role in achieving Operational Excellence in Pharmaceuticals or in any kind of organization.

III. CONCLUSION

Based on the study it is concluded that the effective time management system in the organization have significant impact in achieving Organizational goals and Operational Excellence in Pharmaceuticals. The study also shows that Operational Excellence and Time management are always intertwined. A research questionnaire on role of an effective Time Management system in accomplishing Operational Excellence in Pharmaceutical companies X and Y were developed to test the hypotheses on direct interview basis. In Pharmaceutical company X, a total of 140 people was interviewed on the above topic.

An Effective Time Management System will play a Vital Role in Achieving Operational Excellence in Pharmaceuticals

Out of 140 about 83% respondents were agreed and strongly agreed that an effective Time Management system will help in accomplishing Operational Excellence in the Organization. However, around 11% of the people disagreed that effective Time Management system will help in accomplishing Operational Excellence in the Organization. The study was also conducted in Pharmaceutical company Y, a total of 163 people was interviewed on the above topic. Out of 163 about 84% respondents were agreed and strongly agreed that an effective Time Management system will help in accomplishing Operational Excellence in the Organization. However, around 9% of the people disagreed that effective Time Management system will help in accomplishing Operational Excellence in the Organization. Therefore, it has been concluded that the effective time management system plays a vital role in achieving Operational Excellence in Pharmaceuticals.

ACKNOWLEDGMENT

I am deeply grateful to my Managing Director (A. Siva Rama Prasad), Directors (A. Vamsi Krishna, K. Madhava Rao & E. Vineeth Rao) and Plant Head (N. Ramgopal Prasad) of **M/s Credo Life Sciences Private Limited** for their generous support. Firstly, I would like to thank Dr. K. S. Sekhara Rao, Associate Professor & RPAC Chairman, Koneru Lakshmaiah Education Foundation, (K.L. University) Vaddeswaram, Guntur Dist., AP, India for his guidance and support. I would also like to thank My Doctoral committee members of KLU Business School, Koneru Lakshmaiah Education Foundation, (K.L. University) Vaddeswaram, Guntur Dist., AP, India for their kind support. I extend my very special gratitude to my wife, daughter & late son **Master Praveen Kumar Reddy Boya**, who entered eternity on 12th November 2011. He was the one who gave me an immense inspiration and energy to continue my academics. And finally, last but by no means least, I'm very much thankful, also to my colleagues of M/s Credo Life Sciences Private Limited, Hyderabad, Telangana, India.

REFERENCES

1. Sahito, Z., Khawaja, M., Panhwar, U. M., Siddiqui, A., & Saeed, H. (2016). Teachers' time management and the performance of students: A Comparison of government and private schools of Hyderabad, Sindh, Pakistan. *World Journal of Education*, 6(6), 42-50. <https://doi.org/10.5430/wje.v6n6p42>. Available from: <http://www.sciedupress.com/journal/index.php/wje/article/view/10722/6525>.
2. Zafarullah Sahito1, 2 & Pertti Vaisanen, Effect of Time Management on the Job Satisfaction and Motivation of Teacher Educators: A Narrative Analysis. Available from: <http://www.sciedupress.com/journal/index.php/wje/article/view/10722/6525>.
3. Oon Fok-Yew and Hartini Ahmad, The Effect of Change Management on Operational Excellence in Electrical and Electronics Industry: Evidence from Malaysia. Available from: <http://www.science domain.org/abstract/4361>.
4. Michael Lawrence Mogga Rombe, Effective Time and Self Management, Environment and Productivity in an Organization. Available from: <http://article.sciencepublishinggroup.com/pdf/10.11648.j.sjbm.20160406.15.pdf>.
5. Eid, M. Nermin, et al (2015) The effect of Time Management Skills and Self Esteem of Students on Their Grade Point Average (GPA) *IOSR Journal of Nursing and Health Science (IOSR-JNHS)* e-ISSN: 2320-1959. p-ISSN: 2320-1959-1940 Volume 4, Issue1 Ver, 1 (Jan-Feb. 2015), PP82-88. Available from: <http://www.iosrjournals.org/iosr-jnhs/papers/vol4-issue1/Version-1/O04118288.pdf>.

6. L.B. Ojo and D.A. Olaniyan, Effective Time Management in Organization Panacea or Placebo. Available from: <http://docsdrive.com/pdfs/medwelljournals/sscience/2008/401-405.pdf>.
7. P. Hersey, K.H. Blanchard, D.E. Johnson, Management of organizational behaviour. Leading human resources. New Jersey: Prentice-Hall Inc. (2001). Available from: <https://www.kenblanchardbooks.com/wp-content/uploads/2017/08/Management-of-Organizational-Behavior-Read-Sample0001.pdf>.
8. A.K. Ojala. Leadership styles and traits in public sector, study in vaasa central hospital. 2013. Available from: www.theseus.fi/bitstream/handle/10024/59460/Ojala_Anna-Katariina.pdf?sequence=1&isAllowed=y
9. H. Vanharanta, P. Pihlanto, A.M. Chang, Decision Support for Strategic Management in a Hyper-knowledge Environment and the Holistic Concept of Man. *Proceedings 30th Annual International Conference on Systems Sciences*. Hawaii. (1997) pp. 243-258. Available from: <https://www.sciencedirect.com/science/article/pii/S2351978915003121>.
10. Tero Reunanen, Human factor in time management. Available from: <https://www.sciencedirect.com/science/article/pii/S2351978915003121>.

AUTHORS PROFILE



Venkateswara Reddy Boya is the Research Scholar of Koneru Lakshmaiah Education Foundation (K. L. University), Department of Management, Vaddeswaram, Guntur District, Andhra Pradesh, India and presently working as Vice President- Total Quality Operations at M/s Credo Life Sciences Private Limited, Hyderabad, India. He has more than three decades of experience in the area of Total Quality Operations in various verticals of Pharmaceutical Industries. For his credit he worked with M/s Natco Pharma, Hetero Drugs, Nicolas Piramal, Cadila Pharmaceuticals etc. and successfully executed various regulatory audits like PPB Kenya, TFDA, MHRA, USFDA, WHO-GENEVA, ISO 9001-2008 etc. He holds Post Graduation Degrees in both Sciences and Management Studies (M.Sc. & MBA). His research papers are already published in many International Journals like IJPBS, BJPMR, IJRAR and also the Conference Proceedings of ICRTEMMS in Ingenta Connect (A Scopus Publisher).
E. mail: bvr.regulatory@gmail.com.



Dr. K. S. Sekhara Rao, MBA, M.Phil, PhD (Research Guide), Associate Professor & RPAC Chairman, Koneru Lakshmaiah Education Foundation (K. L. University), Vaddeswaram, Guntur District, Andhra Pradesh, India.
E. mail: sekharaks@kluniversity.in.