Time and productivity in the administrator's professional life

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Received: 09 Nov 2020; Received in revised form: 11 Dec 2020; Accepted: 21 Dec 2020; Available online: 31 Dec 2020 ©2020 The Author(s). Published by AI Publications. This is an open access article under the CC BY license (https://creativecommons.org/licenses/by/4.0/)

Abstract— The administrator is a professional responsible for managing the necessary resources to achieve the organizational objectives. Among these resources, time is characterized as irreplaceable and indispensable for any activity, so knowing how to use it is a decisive factor for productivity, which is the ratio between the resources used and the results obtained, in several areas. Thus, time management tools were developed to help achieve professional and personal goals, with emphasis on Personal Strategic Planning. For this reason, the research sought to present the impacts of time management on the activities of the professional Administrator, and for that purpose it used the bibliographic research and the Delphi methodology. It was possible to conclude that the most valued professionals are those with a generalist view, flexible and adaptable and that the environment in which they find themselves is marked by great dynamism and competitiveness; that theories of time management are based on the conscious long-term planning of activities that have a real impact on the achievement of objectives, identified after a process of self-analysis and that management experts corroborate the theories presented about personal productivity.

Keywords— Planning, productivity, time, administrator.

I. INTRODUCTION

The business organization is evaluated by its profits and by its competitive capacity in a determined market, and for this reason, its components seek the best performance and the optimization of the ways of reaching the desired ends (ALVES, 2004). This is reflected in their productivity, which is given by how much can be generated in relation to the inputs used, being determinant for organizational success or failure (MOREIRA, 2008). The organization's existence is due to the achievement of objectives, but for that, it is necessary for someone to determine them, as well as the possible ways to achieve them, and this is up to the manager or administrator (ROBBINS; JUDGE; SOBRAL, 2010).

The management professional is the one charged with the roles of "planning, organizing, directing and controlling resources to achieve organizational goals" (SILVA et. Al, 2013, p. 642), and among the resources to be managed, time is configures as the most essential, since this is an inseparable element to any feasible activity and is

characterized as limited, irreplaceable, inelastic, and that cannot be stored (JUSTINIANO, 2015).

Time is an essential factor for administration, so that, since the beginning of Scientific Administration, Taylor studied the times and movements, looking for a standard time for the execution of the factory tasks in order to "obtain the maximum performance of man at work"(SILVEIRA; SALUSTIANO, 2012, p. 72). Over the decades, many other theorists and professionals have developed and proposed different models for managing time in order to generate the best results, not only in the professional sphere, but also in the personal sphere, among which, the personal strategic planning gains more and more more prominence (NUNES et al., 2019).

Thus, it is clear that time management becomes decisive in the life and career of the management professional. Therefore, a study of time and ways of managing it provides valuable knowledge for such a dynamic and demanding profession, in addition to adding academically by generating material aimed directly at the professional administrator. Given this, the present research seeks to answer the following problem: What is the relationship between time and productivity in the professional performance of the administrator in the 21st century scenario? Thus, this work has the general objective of demonstrating the importance of time management in the activity of the professional administrator and its impact on increasing productivity within his practice in the current job market, which is subdivided into the specific objectives of presenting the profile and the scenario in question. that is the Brazilian administrator of the 21st century; explain work productivity and time management with the influence of new technologies; and to investigate the theories of time management in productivity and professional development of the administrator through the opinion of specialists in the area of Administration. The methodology chosen for the accomplishment of this study was the bibliographic research for the assimilation and review of the objects and concepts worked on and the collection of information on the theme proposed in articles and books. Then, the Delphi technique was used to confront the assertions defended in the researched material with the knowledge of experts through a form answered online, seeking consensus among them. The analyzes were done with a focus on condensing the data collected through the theoretical material and the questionnaire applied in order to answer the established objectives. The results obtained by applying the questionnaire attested to a high level of agreement by the specialists in relation to the sentences defended by the studied authors. Of the 25 statements that made up the form, the experts agree totally or partially with 21 of them, which corresponds to 84% of the total. Thus, it is concluded that the administrator must have flexibility and a generalist view for the Brazilian market, time management techniques encompass areas of professional and personal life and that are of great value in productivity and that management experts corroborate the techniques defended by authors from different areas.

II. REVIEW OF LITERATURE

The Brazilian administrator

The management process can be defined as "the logical sequencing of four stages: planning, organization, direction and control. This process is responsible for achieving organizational objectives at all levels, strategic, tactical and operational." (SILVA et. Al, 2013, p. 641). To plan is to define where one intends to go taking into account the program (when?), The budget (how much?), The procedures (how?), And the regulations and rules

(why?); Organizing means allocating people and resources and establishing what must be done, by whom it must be done, how it must be done and what needs to be done; Driving is the ability to influence people in order to achieve the established goals; and Controlling means monitoring the activities and ensuring the execution of what was planned (ARAÚJO; GARCIA, 2010).

The administrator uses these processes to exercise his function. "Administrators carry out tasks through other people. they make decisions, allocate resources and direct the activities of others in order to achieve certain objectives "(ROBBINS; JUDGE; SOBRAL, 2010, p. 03).

The contemporary market demands from the professional an increased possibility of perception and reasoning, mental manipulation of models, understanding of trends and global processes through the capacity for abstraction, concentration and accuracy, oral, verbal and visual communication (PAIVA, 1997).

For Silva et. al (2008), the world crisis of 2008 created an environment of greater competitiveness and strong competition that demands a flexible, multifunctional and multi-skilled worker profile, which is in line with what Guimarães and Évora defend (2004, p. 73) when they state that contemporary administration is driven by strategies that allow for flexibility in production processes. According to Lemos and Pinto (2008), the most valued professionals are those with a generalist profile, able to adapt to new situations, who do not reject risk, able to work under pressure, with leadership and team skills, in addition to of solidarity and ethics in achieving objectives, emphasizing behavioral aspects at the expense of specific knowledge. "Therefore, knowing how to deal with people, having emotional balance, having social sensitivity and exercising an investigative stance on their surroundings, are recognized differentials in these companies" (LEMOS; PINTO, 2008, p. 14) Silva et. al (2008, p.5) highlight that "the administration professional must be able to act in management and coordination functions at different administrative levels, developing new technologies to accompany the speed of innovations, seeking to meet the real needs in the field in which Act". According to the author, the professional must develop a systemic thinking capable of understanding the organization as a whole, as well as having specific knowledge.

"The current market requires the profile of an administrator with a generalist view, with extensive knowledge in several administrative areas, such as accounting, economics, law, environmental management and related knowledge, thus allowing the administrator to adapt more easily to the the market in the face of the intemperance's of the economy." (SILVA et. Al, 2008, p.12) In Brazil, the profession of administrator was regulated by the enactment of Law No. 4,769 on September 9, 1965. It defines the field of activity and activity competent for the administrator, as defined in Chapter II of the said law: "Art. 3rd - The professional activity of the Administrator, as a liberal profession or not, comprises: a) preparation of opinions, reports, plans, projects, arbitrations and reports, in which the application of knowledge inherent to organizational techniques is required; b) research, studies, analysis, interpretation, planning, implementation, coordination and control of work in the fields of general administration, such as administration and selection of personnel, organization, analysis, methods and work programs, budget, material and financial management, marketing management, production management, industrial relations, as well as other fields in which they unfold or to which they are connected; c) exercise of functions and positions of Administrator of the Federal, State, Municipal, Autarchic Public Service, Mixed Economy Companies, state, parastatal and private companies, in which the title of the covered position is expressed and declared. d) the exercise of functions of leadership or direction, intermediary or superior advising and consulting in organs, or their compartments, of the Public Administration or private entities, whose attributions mainly involve the application of knowledge inherent to the administration techniques; e) teaching in technical subjects in the field of administration and organization." (BRAZIL, 1965).

According to the Federal Administration Council (2015), the majority of Brazilian administration professionals are male, married and with dependents; are between 31 and 35 years old; he graduated from private universities; completed the Administration course between 2006 and 2011; has specialization in some area of Administration; »Works in large, private companies and in the industrial sector; holds the position of Management and Analyst; works in the areas of Administration and Strategic Planning; has a signed Professional Card; has an average monthly individual income of 9.2 minimum wages and is registered in CRA.

New technologies also have transformations in the world of work, which also affects management activity. "The increasing popularization of machines and computers would demand new skills from both the traditional intellectual worker and the manual worker, reducing borders and reviewing the relationships between these two positions" (LEMOS; PINTO, 2008, p. 6). Silva et. al (2008, p.12) argues that "scientific and technological development, a fundamental support, increases the complexity of the world and starts to demand a professional with competence to deal with a significant number of factors". Angeloni points out that "information technologies lead to profound organizational changes. They lead to new forms of management and, consequently, to new organizational forms." (2003, p. 20).

Time and productivity

"No goal can be achieved without consuming resources. In other words, every objective consumes resources and, therefore, has a cost, since every resource has a price "(SILVA et. Al, 2013, p. 643). Therefore, the administrator, in order to fulfill his function, must know how to deal with the resources that are available to him. Among the resources to be managed is time, since every activity requires time to be carried out (DRUCKER, 1981). Time is an impossible element to be stored, since it is limited, irreplaceable and inelastic (JUSTINIANO, 2015). "Many professionals are evaluated by the way they use it (time), objectives are defined and companies impose financial losses in case of non-compliance with deadlines" (OLIVEIRA; KRON, 2005, p. 928) Nunes et al. (2019, p. 134-135), from a military perspective, show that the misuse of time has a decisive effect on productivity, "especially for those who perform administrative work, which involves a daily mental exercise, permeated by a routine of meeting deadlines, making documents and operating computerized systems"(2019, p. 135). According to Martins and Laugeni (2012, p. 03), productivity is given by the ratio between the "result of the process" and the "resources used in the process". Moreira (2008, p. 606) argues that productivity "refers to the greater or lesser use of resources" and that its increase results in a decrease in production costs or in the services provided. "The labor productivity indicator, in general, is estimated by the ratio of physical production / hours paid in production" (CACCIAMALI; BEZERRA, 1997. p. 81). "Due to the need to obtain a better use of time (efficiency) and to achieve objectives and results (effectiveness)" (NUNES et al., 2019, p. 134), personal strategic planning gains more and more notoriety.

For Estrada et. al (2011), strategic planning aims to make the individual able to plan his personal and professional life, reconciling the available resources and, thus, achieving his goals. Osinski et. al (2013) states that planning is an effective method of organizing and controlling one's own habits and expenses in a way that allows the achievement of established goals. The plan, in turn, "must be in accordance with the needs and desires of each person, being endowed with a clear vision of the future, with objectives and action plans effective in the search for a better life" (ESTRADA et al., 2011, p. 123) "The individual who has clear objectives and goals, and organizes himself to accomplish what was previously established, will have a greater chance of achieving stability". (OSINSKI et. Al, 2013, p. 124). Nunes et. al (2019) emphasize that a change in habits, attitudes and behavior is necessary for an effective implementation of personal planning through effective time management. Justiniano (2015) highlights the necessary criteria for realistic planning, which are: analyzing the various alternatives; organize; Consult; and targeted collection of information. The author presents the planning cycle in four stages: definition of objectives; definition of priorities; disposal of low priority actions; and assessment of achievement of objectives. Good time planning avoids urgencies, which demands more time, as well as unnecessary concerns (SANTOS, 2015). "The techniques of effective time management have allowed companies to achieve greater productivity and better working conditions for their employees" (OLIVEIRA; KRON, 2005, p. 930).

GUT matrix

The GUT Matrix is a tool that has the function of "prioritizing problems, it is generally used in the analysis of risks and shows through the qualification of problems what are the priorities, aiming to minimize their impacts before the company" (TRUCOLO et al., 2016, p. 126). The acronym GUT stands for Severity, Urgency and Tendency which are the degrees by which business problems must be divided and classified (POSSI et al., 2006).

Gravidade analyzes the effects of the problem it can cause in the medium and long term if it occurs and takes into account aspects such as tasks, process, results and so on. Urgency analyzes the time that the solution of the problem must take and establish which ones must be placed as immediate and postponable. The Trend seeks to ascertain the possibilities of increasing each problem if it is not solved (TRUCOLO et al., 2016). Values from 1 to 5 must be assigned to each problem in each category and its grades must be given by the product (G) x (U) x (T) (TRUCOLO et al., 2016; PESTANA et al., 2017).

Covey's seven habits

Many theorists and professionals from various fields have looked for ways to establish methods for the elaboration of a personal strategic planning and, thus, to increase productivity and improve the use of time.

For example, Covey (2015), who brings a model composed of seven habits, based on the principles of human effectiveness, divided into three parts. The model seeks to cover all aspects of life and works with the concepts of dependence, independence and interdependence.

The goal of the model is to move from dependence to independence and thus achieve interdependence. In interdependence and that all elements communicate and cooperate with each other. "As an interdependent person, I have the opportunity to relate more deeply and significantly to others, gaining access to the potential and the immense resources of other human beings" (COVEY, 2015, p. 81).

The first part refers to the private victory - aimed at selfcontrol and the development of independence - which covers the habits of being proactive; start with an objective in mind, and put the most important first, which are respectively based on the principles of personal vision, personal leadership and personal management;

The second part refers to public victory - focused on interpersonal relationships - composed of the habits of thinking about win-win, seeking to understand before being understood and creating synergy, which are based on the principles of interpersonal leadership, empathic communication and creative cooperation;

The third part - focused on the balance between the physical, spiritual, mental and social dimensions - is based on the habit of "tuning the instrument" inspired by the principle of balanced Self-renewal.

The triad of time

The Triad of Time, proposed by Barbosa (2012), places all activities in three spheres that do not intersect: importance, urgency and circumstance. The sphere of importance covers the most significant activities, that is, those that will truly make a difference in the individual's life; the sphere of urgency covers the tasks that must be accomplished immediately, otherwise they will cause some kind of damage; and the sphere of circumstances, refers to activities arising from the circumstances and situations in which the individual is. The author argues that the ideal triad is one in which 70% of the activities are in the sphere of importance; 20%, in the urgency sphere; and 10%, circumstantial.

Also according to the author, to achieve the perfect triad, it is necessary to use a methodology that is represented by a five-pointed star, which represents the five phases:

1. Identity - Reflection necessary to define self-knowledge and thus define with propriety what is really relevant in the individual's life so as to know what his long-term goals will be. 2. Goals - "Goals give time meaning to your time, associating day-to-day activities with the realization of your dreams" (2012, p. 70).

3. Planning - Phase of defining, in writing, the path to be followed, including possible problems and intermediate steps and the definition of deadlines and resources.

4. Organization - "Organization is essential to clean up your environment and to organize the logic of the files. In addition, this phase presents strategies for the storage and sharing of information and knowledge "(2012, p. 71).

5. Execution - Phase in which the others converge. "In it, your identity is exposed to the world, your goals begin to be fulfilled, your planning is put into practice and the organization helps productivity" (2012, p. 71-72).

III. METHODOLOGY

As a way to achieve the general objective of demonstrating the importance of time management in the activity of the professional administrator and its impact on increasing productivity within his practice in the current job market, unfolded in the specific objectives of presenting the profile and the scenario in which meets the 21st century Brazilian administrator; explain work productivity and time management with the influence of new technologies; and ascertain the theories of time management in productivity and professional development of the administrator through the opinion of experts in the field of Administration, this study will use the bibliographic research in which the selected and organized readings and conclusions about the theme will be selected (MATIAS-PEREIRA, 2012) and the Delphi technique, which is "a forecasting technique, designed to know in advance the probability of future events, through the request and systematic collection of the opinion of experts in a given subject" (OLIVEIRA et al, 2008, p. 5)

As for its nature, the present study is configured as basic diagnostic research, since it seeks to generate new knowledge with a focus on drawing a panorama of a certain reality without necessarily the objective of a practical application of this knowledge (NASCIMENTO, 2016).

According to Boccato (2006, p. 266), bibliographic research consists of the search for the solution of a certain problem (hypothesis) through published theoretical references, in which various scientific contributions are analyzed and discussed. "Bibliographic research is an exploratory work, which provides the researcher with theoretical bases to assist in reflective and critical exercise on the topic under study" (NASCIMENTO, 2016, p. 6-7),

therefore, a bibliographic review is necessary to endorse knowledge about the researched items and in what way and under which and under which focus and / or perspectives the theme was explained by the scientific literature.

The Delphi technique was also used, which consists of seeking the opinion of specialists, through a structured questionnaire, about a specific phenomenon with the purpose of reaching a consensus between the parties (FERNANDES, 2010; MEYRICK, 2003; SÁFADI, 2001; DALKEY, N; HELMER, 1963; FARO, 1997). "This technique allows to obtain group consensus on a certain phenomenon. The group is composed of judges, that is, professionals effectively engaged in the area where the study is being developed." (FARO, 1997, p. 260).

The opinions expressed must be kept anonymous (LYRA, 2008) because "this is a way of guaranteeing the equality of expression of ideas, protecting trends and avoiding distortions, as there is no psychological pressure from one respondent in relation to another." (OLIVEIRA et al. 2008, p. 8). For Sackman (1975, apud. MANURETTO et al. 2013, p. 14/15), the method is configured as follows:

1. The format is typically, but not always, a 'paper and pencil' questionnaire, which can be applied via mail, in a personal interview or in an interactive or online session. The basic technique for presenting and collecting data is the formal questionnaire, structured for each case;

. The questionnaire consists of a series of items, using similar or different scales, quantitative or qualitative, according to the objectives of the study;

3. The questionnaire items can be generated by the research coordinator, by the participants, or by both;

4. The questionnaire is accompanied by some instructions, game guidelines;

5. The questionnaire is applied to the participants in two or more rounds, the participants respond to the scaled objective items and may or may not respond to open verbal requests;

6. Each moment of interaction is accompanied by some form of statistical feedback, which usually involves a measure of central tendency, some measure of dispersion, or even the distribution of the absolute frequency of the responses of each item. " (SACKMAN, 1975, apud. MANURETTO et al. 2013, p. 14/15)

According to Lyra (2008) there are four basic characteristics of the Delphi method, which are: 1) exchange of opinions and interaction between experts; 2) anonymity of the respondents' opinions and identities; 3) review of responses in the face of others obtained; 4)

tabulation and analysis of responses using a statistical standard.

Data collection took place through an online form made up of 25 statements about the performance of the Administration professional in Brazil, Personal Strategic Planning and Personal Productivity Management Tools based on the Theoretical Framework of this research, in which the statements will be answered on a scale of five options which are "Strongly disagree", "Partially disagree", "Neutral", "Partially agree" and "Strongly agree". The body of respondents is made up of professors of Administration at the Federal Institute of Education, Science and Technology from Piauí - IFPI chosen due to their notorious knowledge proven through public competition and academic contribution through their constant scientific production, configuring them as specialists in matters related to Administration.The research has a total universe of 75 professors, in that it is intended to obtain 25 responses to achieve the objectives.

IV. DATA ANALYSIS

Through an intense bibliographic search based on articles published since the 2000s, (except books and articles that had the objective of providing the necessary conceptual elements to approach the subjects worked in the research) on the role of the administrator and the reality Brazilian market for these professionals.

The research shows that the most valued professionals are those with a generalist view, capable of adapting to new situations, as their position is characterized as highly dynamic and with responsibilities in multiple functions, who know how to work as a team, without fear of risk and that it is constantly updated in relation to new technologies and market trends, and that time management directly interferes with your quality of life, both professionally and personally.

Time management techniques, as noted, are mainly based on planning the actions to be taken and prioritizing what will really have a relevant impact in achieving what was previously established. From the authors' point of view, the exact identification of what is sought in order to establish solid life goals is crucial, and this is part of selfknowledge, so that one knows what is really important to dedicate to achieve. The organization of actions allows for a better adaptation and use of available resources, and as a consequence, the enhancement of results and greater productivity. Time management can be used in various areas of an individual's life, with a focus on medium, short and long term results. A Delphi questionnaire was designed to counter the information collected by the bibliographic research with the knowledge of specialists in the field.

After applying an online questionnaire containing 25 statements about the performance of the Administration professional in Brazil, Personal Strategic Planning and Personal Productivity Management Tools, 27 responses were obtained from a universe of 75 specialists, which corresponds to 36% of the total. The answers were given in a scale ranging from "I totally disagree", "I partially disagree", "Neutral", "I partially agree" and "I totally agree".

The survey had responses from administration professors working on the IFPI (Federal Institute of Piauí) campuses, among which, Piripiri and Campo Maior had the highest number of respondents with four (4) each; Campus Teresina Central and Parnaíba had three (3), Oeiras, São João do Piauí, Advanced Campus Dirceu Arcoverde (Teresina) and Uruçuí had two (2); the Teresina Zona Sul, Pedro II, Valença, Angical and Cocal campuses had one respondent each.

Of the 25 statements presented, the experts agreed between "totally" and "partially" with 14 of them. The "Neutral" option was chosen in 100% of cases and was the most chosen option on three occasions. The disagreements occurred in four statements, and the ones that had the largest number of disagreements were statements 18 - "Our head was not made to store our priorities" in 5 (18.5%) are neutral; 12 (44.4%) partially disagree and 10 (37%) totally disagree, and 0 agree and statement 23 - "The main use of annotations (List of daily tasks) is to bring a lot of frustration and little result" in which 1 (3.7%) fully agree; 4 (14.8%) are neutral; 6 (22.2%) partially disagree and 16 (59.3%) totally disagree.

Among the statements with the highest number of concordants, we have the 4 - "The professional (of administration) must develop a systemic thinking capable of understanding the organization as a whole" - in which 23 (85.2%) totally agree; 3 (11.1%), only 1 (3.7%) is neutral and no discordant and statement 19 - "During planning, you will notice that the prioritization process is vital in your daily life", where 15 (55.6%) totally agree; 10 (37%) partially agree, 2 (7.4%) are neutral and no disagreement.

The question that had the greatest balance between the answers was 9 - "There are people who interpret proactive as a synonym for aggressive, insensitive or overly demanding" - in which 1 (3.7%) totally agrees; 6 (22.2%) partially agree; 5 (18.5%) are neutral; 8 (29.6%) partially disagree and 7 (25.9%) totally disagree, the number of

dissenters is high, but the difference between the answers varies little, especially when compared to other questions. Another that stands out for its balance was 14 - "Inefficient people experience synergy only in restricted and peripheral fields of their lives" - in which 3 (11.1%) fully agree; 8 (29.6%) partially agree; 10 (37%) are neutral; 3 (11.1%) partially disagree and 3 (11.1%) totally disagree. It is worth mentioning that in this one, the option "NEUTRAL" was the most chosen among the respondents, and the number of concordants, joining "totally agree" and "partially agree", only surpass it by one respondents, which in this case were 11.

We can imply that the theories defended by the authors and researchers were corroborated in the experts' perception, since few statements had a high number of disagreers. In 25 statements, only four were denied by respondents, which corresponds to only 16% of the total, with a consensus of agreement in 84% of cases.

V. CONCLUSION

Regarding the specific objective of presenting the profile and the scenario in which the Brazilian administrator of the 21st century finds himself, it could be inferred that the Brazilian administrator is mostly male, aged between 30 and 40 years old, has family and dependents and is registered with the CRA of his states, he works in management positions in private companies.

He finds himself in an environment of great competitiveness and competition, highly affected by technological innovations that require a keen perception of trends, generalist vision and systemic thinking, flexibility and multifunctionality, adaptability to new situations and technologies, taking on responsibilities and risks, leadership and team coordination, solidarity and ethics. His behavior stands out before his technical knowledge.

When explaining work productivity and time management with the impact of new technologies, it was observed that productivity is directly affected by the time factor, and its management interferes with the way the manager is perceived by companies, the manager in charge of several tasks. For personal and professional productivity, the planning and conscious delimitation of the activities to be carried out are focused on those that will have a significant impact in favor of the objectives intended by the individual. For the beginning of a solid planning, the individual must understand what his / her pretensions really are and what he / she really values to the point of having as a long-term life objective. Putting to the test the claims arising from the bibliographic research confronted with the knowledge of specialists, the specific objective of investigating the theories of time management in the productivity and professional development of the administrator through the opinion of experts in the area of Administration was sought. It was possible to find a consensus regarding the demands of the market regarding skills and behavior, as well as the reality of the profession. With agreement and 84% of the tested statements, it can be said that the theoretical material tends to correspond to what is found in the daily life of the professional administrator and that time management techniques are indeed versatile.

In this way, in response to the general proposal of the work, which was to demonstrate the importance of time management in the activity of the professional administrator and its impact on increasing productivity within his practice in the current job market, we have that time management interferes decisively in the performance of the administrator, as this is marked by the requirement in reaching goals and meeting deadlines and which impacts on productivity by enabling the best organization of its tasks and identification of those that are really relevant to the achievement of its short, medium and long objectives different aspects of your life.

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