

**PHENOMENOLOGICAL STUDY OF TIME MANAGEMENT
EFFECTIVENESS IN STUDENTS OF MASTER OF
MANAGEMENT STUDY PROGRAM FEB UNSRAT WHO ARE
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Abstract

The aim of this research is to find out the effectiveness of time management and its application to students of the FEB UNSRAT Master of Management study program who have worked to meet their academic achievement indicators which were studied using phenomenological theory in the form of qualitative research methods. The informants in this research were 10 students of the FEB UNSRAT Master of Management study program who were already working in the class of 2022 and had academic achievements that were not optimal in the 2022 Odd Semester plus 2 lecturer informants, namely teaching lecturers and the Head of the FEB UNSRAT Master of Management Study Program. The data collection technique in this research is using in-depth interviews, documentation and observation. Meanwhile, sampling or determining research informants was carried out using purposive sampling. Then use the triangulation technique as a data analysis technique in it. The results of this research show that the time management that is understood and implemented by students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022 is not appropriate or its effectiveness is not optimal. Furthermore, academic achievement was not optimal in Semester 1 (Odd) because the students who were already working did not place academic achievement as the main priority for their dual role functions. Another factor is the emergence of miscommunication between teaching lecturers

and students who are already working due to inconsistencies in giving grades, assignments, attendance, and changes in schedules between each other. In other words, the bonding or relationship that exists is not good enough between the teaching lecturer and the working students.

Keywords: *Personal Development, Multiple Role Functions, Time Management Effectiveness, Working Students, Academic Achievement*

INTRODUCTION

Background

Education as one part of the self-development process has the same role as universities as educational institutions, namely realizing the maturity and maturity of all students. The form of educational activity has certain achievements that must be met by every student while in college. The achievements in question are often known as academic achievements. The success of a student's academic achievements can usually be seen and measured through completing assignments, taking UTS and UAS, optimal cumulative achievement index (GPA), and the student's length of study. The emergence of individuals who have worked and are returning to study at a higher level of education such as the Master's level, means that there are other achievements apart from academic achievements in higher education that must be met by these individuals, or what are known as students who are already working. Another achievement in question is the performance achievement that comes from the place of work of the students who are already working. Performance achievements are usually reviewed or measured through the use of the E-Kinerja application in the ASN (State Civil Apparatus) work profession and KPI (Key Performance Indicator) in the private, BUMN and BUMD work professions. The existence of two achievements that must be fulfilled simultaneously as an obligation, makes students who are already working experience a role function conflict which is often known as dual role conflict. Due to the emergence of achievements that must be met from each dual role function conflict, it is necessary to implement appropriate time management to regulate and organize all existing daily activities. Time management has very good benefits in overcoming or organizing urgent conditions regarding activity schedules and tasks that must be fulfilled or completed on time.

Based on the above phenomenon, the author found that the same thing happened to students of the Master of Management study program, Faculty of Economics and Business, Sam Ratulangi University Manado, especially the class of 2022. It is known that as many as 52 students out of the total number of 72 students in the class of 2022 of the Master of Management FEB study program UNSRAT, students who are already working. As supporting data, the author presents data in table 1 obtained from the FEB UNSRAT Masters in Management study program regarding the status/type of work as well as the total number of students in the FEB UNSRAT Masters in Management study program class of 2022.

Table 1. Status/Type of Work for Students in the Master of Management Study Program, FEB UNSRAT Class of 2022

No	Student Employment Status/Type	Frequency Amount	Percentage
1	ASN (PNS) / TNI / POLRI	20 People	27.78%
2	Private (BUMN, BUMD)	26 People	36.11%
3	Self-employed	3 people	4.17%
4	Non ASN/PNS Employees (THL)	3 people	4.17%
Total students of the FEB UNSRAT Master of Management Study Program who are already working, Class of 2022		52 People	72.22 %
5	Not yet working	20 People	27.78%
Total total of 2022 FEB UNSRAT Master of Management Study Program students		72 People	100%

Source: FEB UNSRAT Master of Management Study Program, 2023

Based on tabel 1 above, it is known that 57 people (79.16%) of the 2022 FEB UNSRAT Master of Management study program students are students who are already working and the type of work they have, including: 20 people (27.78%) ASN (PNS), 26 people (36.11%) Private (BUMN/BUMD), 3 people (4.17%) are self-employed, and 3 people (4.17%) are non-ASN/PNS employees (THL). Meanwhile, the number of students who have not worked is 20 people (20.83%).

Table 2. Grades Per Subject Semester 1 (Odd) Students of the FEB UNSRAT Master of Management Study Program Who Are Working Class of 2022

Semester 1 Courses for Master of Management FEB UNSRAT 2022	Achievements Not Yet Maximum			Number of Samples of Students Who Have Worked in Each Class
	Class 1A	Class 1B	Class 1C	
Entrepreneurship	X	C	X	1
Business Research Methodology	B and B+	B+	B+	8
E-Business	X	B and B+	B and B+	15
Marketing Management	X	B+	X	4
Human Resource Management	B and B+	X	X	7
Operational Management	X	X	X	-
Financial management	X	B+	X	4
Total Students of the FEB UNSRAT Master of				39 Samples

Management Study Program who are already working in the Class of 2022 who have not achieved maximum academic achievements	
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Source: FEB UNSRAT Master of Management Study Program

On data table 2 is known, namely 39 samples of the same students from 52 students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022, who have academic achievements that have not been optimal in several different subjects in the 1st semester (Odd) of 2022. This was found by the appearance of grades such as B+, B, and C in 5 of the 7 courses contracted by the FEB UNSRAT Master of Management study program students who are already working in the class of 2022. This is tentatively concluded by the author as a form of inaccurate implementation of time management effectiveness for students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022 in meeting every indicator of their academic achievement. This also aroused the interest of the author as a researcher to study it further in a research entitled "Phenomenological Study of Time Management Effectiveness in Working Students of the FEB UNSRAT Master of Management Study Program", so that problem solving or solutions can be obtained for any problem findings therein.

Research purposes

The aim of this research is to find out the effectiveness of time management and its application to students of the FEB UNSRAT Master of Management study program who have worked to meet their academic achievement indicators which were studied using phenomenological theory in the form of qualitative research methods. Human resource management can be interpreted from different points of view. It's just that even though it is different from various points of view, the main goal remains the same, namely humanizing humans and providing welfare professionally and fairly according to the portion of each employee (Kasmir, 2016).

From the understanding presented above, it can be seen that human resource management is a series of activities that have been determined by the organization to achieve organizational goals starting from the procurement process to the termination of employment relations.

Time Management

According to Forsyth (2009), time management is a way to control time so as to guarantee the creation of effectiveness and efficiency as well as productivity. The basic concept of time management is the efficient use of time in carrying out work on a task. Working with a disciplined and structured mindset will be much more effective and efficient in reducing wasted time. Time management is the right step to apply in organizing and increasing time to be more productive, effective and efficient. With proper time management planning, someone is able to minimize the consequences or obstacles in completing their work.

Working Students, Academic Achievement, and Dual Role Conflict

Students in their development are in the age range of 18-21 years. This age is in the development stage from late adolescence or adolescence to young adulthood or young adulthood. Which is characterized by the search for self-identity, influence from the environment, and courage in making one's own decisions regarding choosing a job or career. Students who are already working are generally in the age range of adolescence and young adulthood and work with the aim of developing themselves career or educationally in order to increase their income and position. Based on this, it can be concluded that Master of Management students working in the class of 2022 are students taking a Master's degree in 2022 in the Master of Management study program, Faculty of Economics and Business at Sam Ratulangi University, Manado, aged ≥ 21 years - 60 years and currently working .

Academic achievement (achievement) for students is an important thing that describes a level of success in learning activities while attending lectures. Academic achievement can be seen from students' mastery of the several courses they take. A student's academic achievement can also be seen through indicators of fulfilling student obligations such as assignments, taking mid-term and final exams (UTS and UAS), cumulative achievement index, and length of study. If the achievements mentioned through these indicators are successful then academic achievements can be said to be fulfilled along with their relationship to the effectiveness of time management.

Gibson (2010) defines role conflict as a conflict that arises when someone gets a role that is not in accordance with appropriate role behavior. Someone who experiences dual-role conflict will feel tension at work. This role conflict is psychological in nature, the symptoms seen in individuals who experience this role conflict are frustration, guilt, anxiety and fatigue.

Effectiveness Theory and Concepts

Effectiveness is defined as measuring success in achieving predetermined goals. For example, if a task can be completed by selecting predetermined methods, then that method is correct or effective. Effectiveness is a basic element for achieving goals or targets determined by an organization or individual. An activity or program is declared effective if it has achieved the targets and objectives as determined or planned.

Phenomenological Theory

Phenomenology comes from the Greek "Phainoai", which means "to appear" and phainomenon refers to "that which appears". If we examine it again, phenomenology comes from phenomenom, which means visible reality, and logos, which means knowledge. So phenomenology is a science oriented towards obtaining explanations of visible reality. Phenomenology seeks to understand how humans construct meaning and important concepts within the framework of intersubjectivity (our understanding of the world is shaped by our relationships with other people). The phenomenological approach uses an informantivism mindset which does not only look at problems from visible symptoms, but tries to explore the meaning behind each symptom.

Alfred Schutz is the most prominent phenomenological theorist and the one who made phenomenology a characteristic of social science to this day. For Schutz, the main task of

phenomenology is to construct the "real" world of human life in the form they experience themselves. The reality of the world is inter-informative in the sense that members of society share basic perceptions about the world which they internalize through socialization and enable them to interact or communicate.

Previous Research

In this research the author describes several studies by other researchers whose topics are related or similar to the topic that the author is researching. This is also a reference in this research. The following are the results of previous research, namely:

1. **Research from Hariroh and Afandi (2021)**, with title "Analysis of Academic Achievement Through Time Management Behavior." This research aims to determine whether time management variables have an influence on student academic achievement. Research data uses primary data originating from questionnaires which are then processed and analyzed and then presented in the form of tables and narratives. The sample used was 100 respondents taken from the population of second semester students majoring in management who already had study results in the form of grades and were expressed in a study results card. The sampling technique used is non-probability sampling. In this research, the analysis technique used is Multiple Linear Regression Analysis. The research results state that time management has a positive influence on academic achievement.

2. **Research from Vinahapsari and Rosita (2020)**, with the title "Time Management Training for the Academic Stress of Full-Time Workers." This study aims to analyze the effectiveness of time management training on the academic stress of workers registered as students at private universities in Bandarlampung. This research was conducted in Bandarlampung with a population of 60 full-time workers. This research is quantitative research using the smartPLS 3.0 device for data analysis. The research results are: (1) time management training has a negative and significant effect on workers' academic stress; (2) Understanding the concept of time management, setting goals and prioritization scales can reduce employee academic stress.

RESEARCH METHODS

Research methods explain what methods are used in this research starting from the research approach, time and place of research, population, data collection methods, and data analysis methods. The research approach explains what methods will be used in conducting research. Time and place of research states the location and period of research that will be used. Population describes the people who are the target for research. The data collection method explains how the data to be processed is collected.

Types of research

The type of research used in this research is qualitative methods, with phenomenological theory as the reviewing theory in it. Qualitative research is aimed at understanding social

phenomena from the point of view or perspective of the participants involved. These participants are people who will be invited to interview to ask for data, thoughts and experiences and then be observed by the author through various combinations of valid and flexible data collection techniques.

Research time

This research took place for approximately two months from the time the idea emerged and the research execution was carried out. In this relatively sufficient time, the author will collect data through in-depth interviews with research informants who have been determined.

Research sites

This research was conducted at Sam Ratulangi University (UNSRAT), more specifically in the Master of Management study program, Faculty of Economics and Business (FEB).

Research Informant

The informants in this research were students of the Master of Management study program who were already working in the class of 2022 and whose academic achievements were not yet optimal in the Odd Semester courses in 2022. The number of informants taken was 12 people, in accordance with the number of students who had the lowest academic achievements and had not maximum in the Odd semester courses. Research informants were selected using purposive sampling techniques. The reason researchers use these informants is: Research on these informants is part of the population who experiences and understands the problem being studied. By selecting these informants, the author as a researcher did not have too much difficulty in building bonds when conducting interviews.

Research Instrument

Qualitative research instruments are research tools that involve researchers or writers themselves. Therefore, researchers as instruments must be "validated" to what extent qualitative researchers are ready to conduct research. The instrument in this research is a supporting tool used by the author as a researcher in obtaining data, namely guidelines interviews and cell phones as documentation tools.

Data source

The data sources in this research are divided into two, namely primary data sources and secondary data sources. The explanation regarding primary data and secondary data is as follows:

1. **Primary data.** Primary data is all information, facts and reality that are related or relevant to research, where the connection and relevance are very clear, even directly referred to as main (primary) data, because this source is the main determinant of whether or not a research will be carried out. . The main source or primary data in this research is data obtained through in-depth interviews (In-dept Interview), documentation and observation in the research environment.

2. **Secondary Data.** Secondary data is all information, facts and realities that are also related or relevant to research, but not directly or not clearly relevant. Secondary data sources in this research are several journals from previous research as well as data from the FEB UNSRAT Master of Management study program department as a literature review to examine this research.

Method of collecting data

Data collection methods play an important role in evaluating information and impacts that are useful for understanding the process of observing final results. Sugiyono (2008) states that the basic methods relied on by qualitative researchers to collect information are participation in direct observation, in-depth interviews, and documentation review.

1. **Observation.** Observational studies help to understand complex issues through direct observation (either as a participant or nonparticipant observer) and then, when possible, asking questions to seek clarification on specific issues. In this research, the researcher will use a nonparticipant-observer to make observations, because the researcher only sees and records how students from the 2022 Master of Management study program work to understand and apply the effectiveness of time management to meet academic achievements.

2. **In-dept Interview.** Hair et al (2007), say that in-depth interviews are unstructured one-on-one discussion sessions between trained interviewers and respondents. To collect information, interviews will be conducted face to face between the informant and the interviewer. The author as an interviewer tries to build a comfortable conversation so that he can discuss his understanding and feelings about the informant in a relaxed and open manner with the informant. The effectiveness of time management in meeting academic achievements for students who are already working.

3. **Documentation.** A valuable source of information in qualitative research can be documentation. The function of the documentation method is to make the results of observations or interviews more credible. In this research, documentation will be in the form of pictures when the author conducts interviews.

Data analysis technique

Data analysis in qualitative research is carried out before entering the field, and after finishing in the field. Data analysis is more focused during the process in the field along with data collection. In this research, the data analysis that the author will use is interactive data analysis and continues continuously until completion, so that the data is saturated. Activities in data analysis, namely data reduction, data assessment, data presentation and drawing conclusions (verification).

Data Validity Test

Data validity is an important part of research. The techniques used to test the validity of this research data are persistent observation and triangulation. Triangulation is a technique for checking the validity of research data by comparing sources, theories and research methods or techniques. Therefore, in this research, researchers used source triangulation, namely by checking validity through interviews with comparative sources in order to obtain valid data. The speakers in question include lecturers teaching the Master of Management study program, especially the coordinator of

the Master of Management study program, Faculty of Economics and Business, Sam Ratulangi University Manado, and students who are already working but have maximum academic achievements.

RESEARCH RESULTS AND DISCUSSION

Research result

In this research, informants included:

1. Students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022 and have academic achievement scores that are not yet optimal in the 2022 Odd Semester courses.
2. Several teaching lecturers as well as Study Program Coordinators are also Assistants for the FEB UNSRAT Master of Management Study Program.

Table3.Research Informant

No	Initials	Age	Work	Concentration
1	C.M	27	BUMN Students / Employees	HR
2	MR	38	Students / Private Employees	Marketing
3	GD	38	Students / Civil Servants	Marketing
4	L.M	38	Students / Civil Servants	Marketing
5	M N	33	BUMN Students / Employees	Marketing
6	A.M	38	Students / Civil Servants	Marketing
7	CT	38	Students / Civil Servants	Operational
8	VF	44	Students / Private Employees	HR
9	RM	27	Students / Private Employees	Finance
10	CL	35	BUMN Students / Employees	Marketing
11	AT	50	Teaching Lecturer / Study Program Coordinator	
12	DS	52	Teaching Lecturer / Assistant Study Program Coordinator	

Source: Researcher 2023

The Effectiveness of Time Management and Its Application for FEB UNSRAT Master of Management Study Program Students Who Are Already Working Class of 2022

Time managements a form of planning and analysis skills, all time productivity is needed in organizing and evaluating all work, tasks and daily activities so that they become more efficient and their effectiveness towards goals or targets can be realized. With proper time management planning, someone is able to minimize the consequences or obstacles in completing their work. Achieving the goals of each task or work organized through time management is a measuring indicator for the effectiveness of time management itself. This is in line with Forsyth (2009) who states that time management is a way of making time controllable so as to guarantee the creation of

effectiveness and efficiency as well as productivity in line. In other words, if the objectives of each activity or task that you want to fulfill are not achieved or fulfilled, then the effectiveness of time management is considered to have not been successful or optimally implemented.

From the results of the research conducted, it is known that students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022 understand and apply time management to organize every achievement of their dual role functions, namely working and studying. The time management applied also has many methods that are adapted to daily habits, as said by CL/35 students who have their own methods, such as making a work plan at the end of the day for their work tomorrow. This is done so that the responsibilities he has in the office and on campus can be fulfilled and well organized. The same is true for VF/44 students. In line with the results of the interview above, according to CT/38 student he usually applies time management during breaks and when he is off work. Even though it provides many benefits, time management is not always a solution to problems related to fulfilling one's achievements. Likewise, student MN/33 said that he experienced a little difficulty in fulfilling his coursework and academic achievements when he was on office assignments such as overseas service or had guests visiting from out of town even though he had implemented time management. The next informant, RM/27 student, said that even though he had implemented and understood time management, the realization of both achievements was still difficult to fulfill. There is an acknowledgment of a lack of self-awareness and being too focused on pursuing just one achievement, which means that the implementation of time management is not yet optimal. The same thing was also said in the interview with the next informant, namely student AM/38, who explained that although he realized that time management had good benefits for his dual role function, he still had not implemented it optimally so that his academic achievements and coursework were not fulfilled as fully as his office duties. and performance achievements in the workplace.

Academic Achievements of FEB UNSRAT Master of Management Study Program Students Who Are Working Class of 2022

A student at a higher education institution is obliged to fulfill each of his academic achievements which are the standards for assessment and graduation while studying. Academic achievement (achievement) for students is an important thing that describes a level of success in learning activities while attending lectures. In line with the statement above according to Widya (2013), academic achievement can be seen from students' mastery of several courses they take. In other words, a student's academic achievement can also be seen through indicators of fulfilling student obligations such as assignments, taking mid-term and final exams (UTS and UAS), cumulative achievement index, and length of study. If the achievements mentioned through these indicators are successful then academic achievements can be said to be fulfilled along with their relationship to the effectiveness of time management. This condition also applies to students who are already working, who are required to fulfill each academic achievement to the maximum.

Through research and interviews conducted by the author with students of the FEB UNSRAT Master of Management study program who are already working class of 2022, it is known that the reason academic achievement in the 2022 odd semester courses has not been optimal is because

academic achievement is not a priority for students who are already working. This is in accordance with student interviews GD/38 who prioritizes his duties as a civil servant or his performance achievements in the office rather than academic achievements, another thing that influences him is the existence of a less close relationship with lecturers regarding the achievement of academic achievement scores which he has not found to be optimal. This statement is also in line with the opinion of CL/35 students who according to them, performance achievement is the main thing because a lot of sudden work or urgent office assignments are given in the office and must be completed immediately which then impacts on them having to work overtime and then coming home later late and causing him to be unable to attend campus. The impact is that there is less attendance on campus because it prioritizes fulfilling performance achievements and results in academic achievements not being met optimally. RM/27 students also experienced the same thing, namely that their academic achievements were not optimal due to attendance problems resulting from lecture times that kept changing and not following the lecture schedule of the lecturers.

In line with research and interviews conducted with students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022 regarding the effectiveness of time management and academic achievements that have not been optimal in the odd semester of 2022, the author also interviewed one of the teaching lecturers and the study program coordinator, namely AT/50 lecturer as one of the source triangulation informants along with DS/52 lecturer. Students who are already working in general should understand and apply time management in their daily activities, especially since they have many activities both as workers and as students. However, the aim of implementing effective time management is said to be inappropriate by AT/50 lecturers if it is only applied to fulfill office goals or tasks or simply achieve performance. Considering the dual role functions achieved not only as a worker, but also as a student. In line with the AT/50 lecturer's statement, the DS/52 lecturer said the same thing. All MM FEB UNSRAT students class of 2022 already understand what time management is. But the implementation seen by the lecturers is still not optimal and not very effective.

Discussion of Results

The effectiveness of time management that has been implemented and understood, but its use is not yet optimal for FEB UNSRAT Master of Management Study Program students who are already working, Class of 2022

In managing good time management, a correct understanding of several basic principles of time management itself is needed so that the success achieved can be effective. The basic concepts and principles of time management refer to the efficient use of time in carrying out daily tasks. Working with a disciplined and structured mindset will be much more effective and efficient in reducing wasted time. Therefore, if the principles of time management are not carried out or are not implemented well, it will result in ineffectiveness regarding the balance and ability of the goals or achievements to be fulfilled.

Based on the statement above, it can be concluded that the effectiveness and efficiency factors in the use of appropriate time management depend on the mindset of realizing the fulfillment of the goals to be achieved. Mindset greatly influences the accuracy in reading the

situation in terms of expected results. This is usually reflected in a person's lifestyle when implementing effective time management. The lifestyle of implementing the effectiveness of time management is known and found in the results of research conducted by the author on students of the FEB UNSRAT Masters in Management study program who are already working in the class of 2022. The goals or achievements to be achieved by implementing time management when fulfilling the achievements of the dual role functions they have namely, working and studying have not been fully realized optimally.

Empirical gaps shows that the students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022, apply and understand time management, but in terms of fulfilling their role function achievements, especially academic achievements, they are still not successful or their effectiveness is not optimal.

With the findings between the two existing achievements, namely performance achievements and academic achievements, only performance achievements were met while academic achievements were not, the results of this research are not in line with the results of Hariroh and Afandi's (2021) previous research regarding "Analysis of Academic Achievement Through Behavior Time Management", which states that time management has a positive impact on academic achievement. In fact, the author found the opposite. Even though the FEB UNSRAT Master of Management study program students who are already working in the class of 2022 already understand and apply time management, the wrong mindset in realizing time management is in fulfilling only one of the achievements, namely performance achievements for the dual role functions they have, making the effectiveness of time management on achievements academic, namely negative or not optimal.

The Academic Achievements Obtained Are Not Maximum Because They Are Not a Top Priority and the Occurrence of Miss Communication with Teaching Lecturers

Cumulative Achievement (GPA). The Cumulative Achievement Index or what is usually called the GPA is the overall score of the courses taken by the student (the result of multiplying the grade levels) divided by the total credits completed. GPA is quantitative with a maximum scale of 4.

According to Ahmadi and Supriyono (2004) the factors that influence academic achievement are internal factors or factors from within the individual and external factors or factors that originate from outside the individual. The factors are:

1. Factors that originate from within the student. Factors that originate from within students include physiological factors and psychological factors. Physiological factors, namely bodily health and the functioning of the five senses, especially vision, hearing, and mental health. Psychological factors are defined as potential factors which include intellectual and talent, as well as real everyday skill factors. Psychological factors which include certain personality elements such as attitudes, habits, interests, needs, motivation, emotional intelligence, self-adjustment.

2. Factors that come from outside the student. External factors that influence individuals include the family environment, educational environment, community environment, and group or community environment, and friends. Based on this opinion, the fulfillment of an achievement or

academic achievement is influenced by factors originating from within and outside the student, especially factors originating from outside the student whose existence is difficult to control. From the results of interviews obtained by the author in this research, namely students of the FEB UNSRAT Masters in Management study program who are already working in the class of 2022, it is known that the reason academic achievements have not been maximally fulfilled, such as performance achievements, is due to work environment factors that require them to complete performance achievements and tasks. urgent office. This happens because quite a few students consider that the main function they have to fulfill is only as workers and that the performance achievements they fulfill can provide a source of income to meet their daily needs. Another factor that causes academic achievement to not be optimal is that the relationship created between students and lecturers is not very good, so there are many miscommunications or misunderstandings regarding lecture schedules, assignment grades and attendance that do not meet the respective criteria. This finding is not in line with the previous findings of Vinahapsari and Rosita (2020) regarding "Time Management Training for the Academic Stress of Full-Time Workers" which had negative results on the application of time management and academic stress experienced by students who are full-time workers. These negative results are in line with the results of research conducted by the author, thus providing a new understanding regarding the balance of life between work and study which is expected to remain in line and not be burdensome on the one hand in accordance with the implementation of the effectiveness of time management expressed by the AT and DS lecturers as coordinators and assistant coordinators. FEB UNSRAT Master of Management study program as well as source triangulation informants in this research.

CLOSING

Conclusion

1. *Time management* for students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022, it is understood but its effectiveness is not yet optimal when implemented or carried out.

2. *Time management* provides positive benefits for each work on the main tasks or main tasks and performance achievement functions of students who are already working, but it is very unfortunate that its implementation is only focused on one achievement, namely performance achievements, while academic achievements are not. Or in other words, the priority scale for fulfilling achievements is on performance achievements which are the main priority compared to academic achievements.

3. Other findings emerged regarding academic achievements that had not been optimally met due to miscommunication or misunderstandings that occurred between working students and teaching lecturers regarding discrepancies in giving grades for coursework, attendance attendance, and clashing class schedules due to changes in teaching lecturers. This means that the relationships and communication that exist are not good enough.

Suggestion

1. So that students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022 apply time management not only to fulfill their performance achievements and office duties but in line with fulfilling their academic achievements and coursework so that the fulfillment of all these achievements can realize the effectiveness of time management appropriately. and optimal.

2. So that students of the FEB UNSRAT Master of Management study program who are already working in the class of 2022 do not put aside their academic achievements and consider studying not only to increase their position or salary but also for self-development in terms of renewing their scientific insight.

3. So that misunderstandings or miscommunication that arise and occur between students who are already working with teaching lecturers can be straightened out with the initiative of the students concerned to ask questions and communicate directly or face to face with the teaching lecturer and be more proactive in finding solutions and agreements. regarding assignment grades, attendance, and changes to class schedules that are complained about.

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