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Time Management Efficiency as a Factor of Enterprise Competitiveness in the Era of Digital Transformation

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Abstract. *The article explores implementing modern time management tools in business operations amidst digitalization and information overload. Efficiency depends on rational working time use; unstructured management decreases productivity, increases “work about work,” and causes lost competitive advantages. Based on 2025–2026 industry reports (Microsoft, McKinsey, Deloitte), the study identifies key “time sinks” (ineffective communication, digital distractions, excessive meetings) impacting productive work. The research reveals the potential of AI Agentic Workflows and AI planners for optimizing routine operations and task management. Implementing AI solutions reduces time on repetitive tasks by 45–60%, reorienting human capital from operational activities to analytics, strategic planning, and innovation. Special attention is paid to the Eisenhower Matrix, time-tracking systems (e.g., Yaware), and the Pomodoro technique. The matrix redistributes tasks to reduce “urgent chaos” and shift focus toward strategic activities. Time-tracking is presented as an objective macro-analytical tool for identifying hidden time losses, determining real workday capacity, and preventing professional burnout. It is emphasized that time-monitoring must serve as a foundation for optimizing processes rather than a micro-management tool. The Pomodoro technique is examined through empirical research, confirming its positive impact on cognitive productivity, concentration, and mental fatigue resilience. The critical role of proper micro-breaks (brain reset) and the negative impact of digital stimuli during breaks are detailed. Recommendations are outlined regarding cyclic workday planning and managing “pomodoros” for deep work. A set of recommendations for enterprises is formulated: transitioning to intelligent agentic workflows; utilizing time-tracking as a macro-analytical tool; and implementing Deep Work protection strategies with structured communication protocols to minimize distractions. It is concluded that systemic time resource management, combining AI-oriented solutions with proven methodologies, is essential for increasing personnel productivity, resilience, and long-term competitiveness.*

Keywords: *Time management, competitiveness, AI agents, Pomodoro technique, Eisenhower Matrix, time tracking, productivity, digital transformation, business process automation.*

JEL Classification: *D23, L25, M11, O33*

Ефективність управління часом як фактор конкурентоспроможності підприємства в епоху цифрової трансформації

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Анотація. У статті до-сліджено впровадження сучасних інструментів тайм-менеджменту в бізнес-операції в умовах цифровізації та інформаційного перевантаження. Ефективність залежить від раціонального використання робочого часу; неструктуроване управління знижує продуктивність, збільшує частку «роботи заради роботи» та спричиняє втрату конкурентних переваг. На основі галузевих звітів за 2025–2026 роки (Microsoft, McKinsey, Deloitte) у дослідженні визначено ключові «поглиначі часу» (неефективна комунікація, цифрові відволікання, надмірні наради), що впливають на продуктивну роботу. Розкрито потенціал агентних ШІ-процесів (AI Agentic Workflows) та ШІ-планувальників для оптимізації рутинних операцій і управління завданнями. Впровадження ШІ-рішень скорочує час на повторювані завдання на 45–60%, переорієнтовуючи людський капітал з операційної діяльності на аналітику, стратегічне планування та інновації. Особливу увагу приділено матриці Ейзенхауера, системам тайм-трекінгу (наприклад, Yaware) та техніці «Помодоро». Матриця перерозподіляє завдання для зменшення «термінового хаосу» та зміщення фокусу на стратегічну діяльність. Тайм-трекінг представлено як об'єктивний макроаналітичний інструмент для виявлення прихованих втрат часу, визначення реальної ємності робочого дня та запобігання професійному вигоранню. Наголошено, що моніторинг часу має слугувати основою для оптимізації процесів, а не інструментом мікроменеджменту. Техніку «Помодоро» розглянуто крізь призму емпіричних досліджень, що підтверджують її позитивний вплив на когнітивну продуктивність, концентрацію та стійкість до розумової втоми. Деталізовано критичну роль правильних мікроперерв (перезавантаження мозку) та негативний вплив цифрових подразників під час відпочинку. Окреслено рекомендації щодо циклічного планування робочого дня та управління «помідорами» для глибокої роботи. Сформульовано комплекс рекомендацій для підприємств: перехід до інтелектуальних агентних робочих процесів; використання тайм-трекінгу як макроаналітичного інструменту; впровадження стратегій захисту глибокої роботи (Deep Work) зі структурованими комунікаційними протоколами для мінімізації відволікань. Зроблено висновок, що системне управління часовими ресурсами, яке поєднує ШІ-орієнтовані рішення та перевірені методології, є критично важливим для підвищення продуктивності персоналу, стійкості бізнесу та довгострокової конкурентоспроможності.

Ключові слова: Тайм-менеджмент, конкурентоспроможність, ШІ-агенти, метод Pomodoro, Матриця Ейзенхауера, тайм-трекінг, продуктивність, цифрова трансформація, автоматизація бізнес-процесів.

1 Problem Statement

In the current environment of globalization and total economic digitalization, time has evolved into the most scarce resource, directly determining the boundaries of business survival and development. However, the era of digital transformation in 2025–2026 has brought a paradoxical challenge: despite the mass automation of processes, the actual productivity level of knowledge workers continues to decline.

The core aspects of this problem include:

- the phenomenon of “digital noise” and loss of concentration: constant interruptions hindering deep work;
- the dominance of “work about work”: an excessive amount of time spent on coordination, searching for information, and unnecessary communication;
- the misalignment of classical methods with AI realities: traditional techniques often fail to account for the speed and nature of modern automated workflows;
- the lack of objective time-cost measurement: a reliance on subjective feeling rather than data-driven analytics.

Consequently, the problem lies in the absence of integrated time management systems that combine cognitive self-regulation methods with technological analytical tools and Artificial Intelligence. The failure to address this issue leads to a loss of enterprise competitiveness due to increased product costs driven by inefficiently utilized man-hours.

2 Literature review

The issue of time management efficiency in the modern business environment is a subject of meticulous attention from both management theorists and technology sector practitioners. An analysis of recent publications allows for the identification of three key research vectors: statistical auditing of actual productivity, the impact of Artificial Intelligence on business processes, and the psychophysiological substantiation of work regimens.

Current studies indicate a critical state of individual productivity. According to Vouchercloud data, the average time of pure productive work for an office worker is only 2 hours and 53 minutes [1]. This correlates with the findings of the Microsoft Work Trend Index 2025, which emphasizes the rise of the “work about work” phenomenon, consuming up to 60% of time resources due to excessive digital communication [2]. Researchers at 99firms highlight that a lack of engagement and constant distractions, such as news and social media, serve

as the primary detractors of efficiency in the modern office [3; 4].

A new phase of research (2025–2026) focuses on the transition from simple automation to “AI Agentic Workflows.” Reports from McKinsey and Deloitte confirm that utilizing multimodal models (GPT-4o, Claude 3.5, Gemini Pro) within platforms like Taskade and ClickUp can reduce time spent on routine operations by 45–60% [5; 9]. This creates a new scholarly discourse regarding enterprise scaling without a proportional increase in headcount.

Recent works in the fields of educational and cognitive psychology are of fundamental importance for understanding the internal mechanisms of concentration. In particular, a systematic review by Shalini & Premalatha (2026) analyzes the impact of digital time management on achieving sustainable development goals in education, where the Pomodoro technique is considered a critical tool for combating cognitive overload [11].

Special attention should be given to the study by Biwer et al. (2023), published in the *British Journal of Educational Psychology*, which experimentally proves the superiority of structured breaks over self-regulated ones [16]. The authors confirm that fixed work intervals improve effort regulation and reduce mental fatigue. This approach is further supplemented by the works of Ogut (2025), who demonstrated the effectiveness of Pomodoro cycles for deep processing of complex data [14], and the classical concept by Francesco Cirillo, which remains the basis for strategies to overcome external and internal distractions [15].

The issue of objectifying time expenditures is actively considered in publications dedicated to building effective teams. Research presented on the Yaware platform emphasizes that in 2025, time tracking transformed from a control tool into a means of preventing professional burnout and optimizing internal processes [13].

Time management as a significant factor in improving organizational efficiency is explored in the works of such domestic scholars as: O. Cherevko, S. Nazarenko, and K. Pryimak (the role and methods of time management in the modern business environment) [6]; Ya. Rudyk, N. Nalyvaiko, and O. Khoroshko (the dependence of business success on combining classical methods like Eisenhower and Pomodoro with AI tools to combat digital noise and enhance concentration) [7]; R. Hrinchenko, V. Afanasieva, A. Vlashchenko, and A. Petrosyan (the correlation between efficient time use and business success) [8].

Thus, despite the extensive coverage of individual productivity aspects, there remains

a need for an integrated analysis that merges the technological power of AI with proven methods of cognitive self-regulation into a unified strategy for enhancing enterprise competitiveness.

The objective of the article is to provide a theoretical substantiation and practical confirmation of the role of effective time management as a strategic enterprise resource amidst the digital transformation of 2025–2026, as well as to develop recommendations for integrating cognitive concentration methods and automated AI systems to enhance organizational competitiveness.

3 Main body of the research

The efficiency of enterprises directly depends on the quality of time management. To increase an organization's competitiveness, it is essential to constantly improve products or services, monitor production processes, and attract talented specialists who can ensure successful operations. Key factors influencing competitiveness include understanding consumer needs, the ability to adapt the company's offerings to their requirements, and the effective use of time. Inefficient management of this resource can lead to decreased productivity, a decline in production quality, and the loss of competitive advantage [7, p. 140].

The importance of time management in business is difficult to overstate: at every level of the organization – from the executive to the entry-level employee – effective time management determines not only individual performance but also the overall success of the company. After all, even the most talented specialists within a company will be unable to achieve high results if their working hours are spent irrationally [6].

Statistics from 2025 show that without a structured time management system, employees remain truly productive for only about 2-hours and 53 minutes a day [1]. According to data from the same study, the primary "time-wasters" are as follows:

- reading the news: ~1 hour 5 minutes;
- social media: ~44 minutes;
- discussing non-work matters with colleagues: ~40 minutes;
- coffee/tea breaks and snacks: ~35–40 minutes;
- searching for a new job (yes, even at the workplace): ~26 minutes.

Modern reports (for instance, from the Microsoft Work Trend Index 2025/2026) confirm this trend, indicating that employees now spend up to 60% of their time on "work about work" – this includes endless messaging, searching for information across various chats, and inefficient video meetings [2].

Given the above, any company aiming to optimize workflows and improve performance is practically obligated to utilize modern tools and methods for tracking and analyzing time spent on specific tasks. This allows for the identification of the most labor-intensive processes and their subsequent optimization.

According to the latest research (notably reports from McKinsey, Deloitte's "The State of AI in the Enterprise 2026," and industry data from platforms like Taskade and ClickUp), organizations that have implemented comprehensive solutions (AI Agentic Workflows) report an average time saving on routine tasks within the range of 45–60% [5; 9].

Taskade utilizes multi-model AI (GPT-4o, Claude 3.5, Gemini Pro), allowing for the automatic generation of complete project plans with 40+ items, checklists, and role assignments from a single prompt. Their "AI Agents" can independently execute cyclical workflows without human intervention.

Notion AI: Thanks to the Q&A feature and Database Autofill, employees spend 50% less time searching for information within the corporate knowledge base.

ClickUp Brain automatically generates progress reports, extracts tasks from meeting minutes, and automates repetitive workflows (for example, a status change on a task can automatically send a Slack notification or create a new document).

Freeing up 45% of employee time is far more than just a reduction in daily workload – it is a powerful strategic lever. When teams are no longer bogged down by routine data entry, they can naturally shift their focus to strategy, dedicating their energy to market analysis and creative problem-solving. Furthermore, this newfound efficiency creates built-in capacity, allowing a company to scale without hiring and handle twice as many orders using its existing workforce. Ultimately, the financial impact is undeniable: for medium and large enterprises, this level of automation translates to reducing costs by several million dollars annually.

The Eisenhower Matrix is a time management tool used to prioritize tasks by categorizing them based on two key criteria: urgency and importance.

The Eisenhower Matrix is a technique used to prioritize tasks based on their importance and urgency. This tool helps identify which tasks must be performed as a top priority and which can be postponed or delegated [6].

The core idea of this time management tool is the division of tasks into four quadrants:

Let us examine these four quadrants in more detail:

Table 1 Correlation between time management methods and business results

Tool / Method	Performance Indicator	Core Business Benefit
AI Planners / AI Scheduling Tools	+40% to data processing speed [9]	Automated task prioritization
The Eisenhower Matrix	Reduction in “urgent but unimportant” tasks (-35% “urgent chaos”) [10]	Focus on strategic goals
Time Tracking (Yaware, etc.)	Identification of hidden time leaks (+2 hours of free time daily) [3; 4]	Objective workload assessment
The Pomodoro Technique	+25% to concentration [11]	Prevention of professional burnout

Source: developed by the author

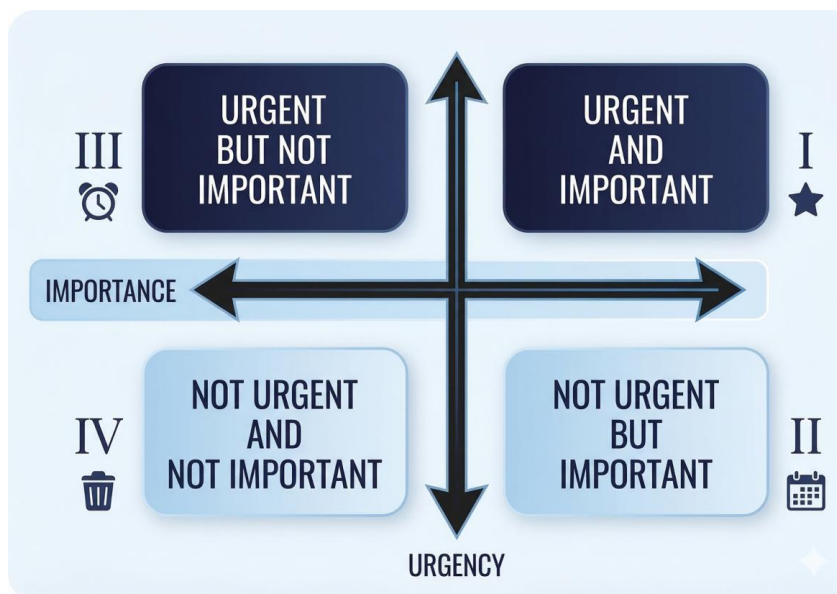


Figure 1 Eisenhower Matrix

Source: [12]

- quadrant I (Do): Urgent and important tasks. These are critical, deadline-driven tasks that require immediate action;
- quadrant II (Schedule): Important but not urgent. These are strategic tasks, forward-looking work, and personal development. This is where the greatest value is created;
- quadrant III (Delegate): Urgent but not important. Tasks that must be done now but can be performed by someone else (e.g., administrative work);
- quadrant IV (Eliminate): Neither urgent nor important. These are “time-wasters” that only cause distractions and yield no results.

The fundamental difference between these requirements lies in the nature of the action they provoke: while urgency demands an immediate reaction to put out daily “fires,” importance calls for proactive initiative that drives long-term goals forward.

This method helps you stop simply “being busy” and start focusing on tasks that truly matter for your success.

Next, let us consider Time Tracking. Time tracking is not just a “stopwatch” for work tasks, but a powerful tool for corporate and personal analytics. Using services such as Yaware allows you to transform the subjective feeling of “I was very busy” into objective data in the form of charts and percentages.

Below is a detailed breakdown of how this tool uncovers hidden 2-hour gaps and what benefits it provides to a business. Time trackers categorize activity into three types: productive, neutral, and unproductive.

Time tracking tools provide comprehensive insights by seamlessly integrating three core functions. Through automated monitoring, the system records active applications and websites, naturally flagging non-work activities – like spending 40 minutes on YouTube – as a “red zone.” Simultaneously, it conducts break analysis by tracking idle time, which helps managers easily distinguish between a quick 5-minute coffee break and an hour-long chat in the kitchen. Finally, all this data feeds into task categorization, allowing

you to clearly see how much time is consumed by daily routines, such as emails and reports, versus focused creative or strategic work.

According to research, these two hours are usually “scattered” throughout the day [3; 4]. This includes:

- micro-distractions (30–40 min): Checking messengers every 10–15 minutes. The tracker clearly displays the frequency of switching, which encourages longer periods of focus;

- task stretching (40 min): When we know time is not being tracked, we tend to work slower. The “observer effect” automatically increases work pace by 10–15%;

- inefficient meetings (30 min): Meeting tracking reveals that a 5-minute update often turns into a 40-minute discussion about nothing.

A work time tracker helps managers evaluate each employee's actual contribution, identify bottlenecks in processes, and rapidly adapt strategies to meet business needs [13].

The following advantages of using a time tracker to build an effective team are identified: workflow transparency, prevention of professional burnout, improved project planning and estimation, and optimization of internal processes.

It is crucial to remember that a time tracker is not a tool for micromanagement, but a means to improve work organization. Freedom in decision-making increases team productivity significantly more than constant control [13].

One of the numerous methods to address the issue of digital distraction proposed by various researchers is the Pomodoro Technique. The latest studies indicate that a work interval requiring scheduled breaks leads to an increase in cognitive performance, especially as the complexity of cognitive tasks increases [11].

The Pomodoro Technique is one of the most well-known time management methods, involving 25-minute work intervals followed by breaks. This structure allows for maintaining a high level of concentration and avoiding emotional burnout [6].

The biggest challenge in maintaining focus lies in managing both external and internal distractions. To handle this, Francesco Cirillo proposed a practical four-step strategy: inform, negotiate,

schedule, and call back. When interrupted, you first inform the person that you are currently working on an important task, and then naturally negotiate a boundary by letting them know you will be free in 15 minutes. Next, you immediately schedule their request by adding it to your task list. Finally, you close the loop and call them back the exact moment your current Pomodoro interval is complete [15].

Francesco Cirillo recommends planning in cycles instead of hours to gain a much more accurate understanding of your real capacity. Central to this approach is the 5–7 rule, which recognizes that most people realistically have only 5 to 7 “pure” Pomodoros per day for deep work, with the remaining time consumed by routine and communication. To manage your workload effectively within these limits, large assignments requiring more than 5–7 Pomodoros should be broken down into smaller, manageable subtasks. Conversely, minor tasks that take less than 15 minutes can be batched together to fill a single, focused cycle efficiently.

Research described in the article “Comparing the effectiveness of two peer-tutoring reading interventions for primary school students in disadvantaged schools” emphasizes that the effectiveness of the Pomodoro technique depends on what you do during those 5-minute breaks [16].

Results from another study (“Understanding Effort Regulation: Comparing Pomodoro-Style vs. Self-Regulated Breaks”) indicate that time-structured Pomodoro interventions consistently improved concentration, reduced mental fatigue, and enhanced sustained task performance, outperforming self-paced breaks. These benefits are supported by literature on micro-breaks, cognitive load theory, and the principles of metacognitive reinforcement [14].

In general, the use and implementation of time management tools in enterprises not only facilitates the organization of working hours but also offers numerous other benefits:

- increased employee productivity;
- the ability for employees to avoid overload and stress;
- more effective task management;

Table 2 Correlation between time management methods and business results

DOs (Brain Reset)	DON'Ts (Cognitive Load)
Breathing exercises (Box breathing)	Checking messengers / social media
A glass of water / short stretching	Reading the news
Looking out the window (focusing on distant objects)	Watching YouTube videos
Decluttering the desk / Cleaning the workspace	Discussing work-related issues with colleagues

Source: developed based on research [16]

- optimization of work processes;
- improved concentration, communication, and work quality;
- reduction of time spent on unimportant or distracting tasks [8].

Based on the research findings and an analysis of current trends in business process digitalization, the authors have formulated a series of recommendations aimed at increasing corporate competitiveness through the optimization of time resources:

1) transition to AI Agentic Workflows: It is recommended to shift from traditional automation to the implementation of intelligent agentic workflows. Delegating routine operations – such as data aggregation, reporting, and the administration of cyclical tasks – to artificial intelligence algorithms allows for the liberation of up to 45–60% of staff cognitive resources. This creates the necessary conditions for refocusing human capital toward strategic planning, innovation, and high-level creative problem-solving;

2) paradigm Shift in Time Monitoring Systems: Organizations should rethink their use of time-tracking systems (e.g., Yaware). Instead of being a tool for individual surveillance and micromanagement, time tracking should serve as a foundation for macro-analytics. The primary goal of its implementation should be identifying systemic bottlenecks in business processes and objectively assessing the team's actual workload capacity. Such an approach fosters a transparent work environment and prevents professional burnout caused by irrational workload distribution.

3) implementation of Deep Work Protection Strategies: To mitigate the negative impact of digital distractions, the implementation of a Deep Work protection strategy is proposed. Introducing the communication protocol “Inform, Negotiate, Schedule, Call back” allows for the minimization of external interruptions. This enables the maintenance of stable concentration and the maximization of cognitive productivity, which is critical for performing complex intellectual tasks in a highly competitive environment.

5 Conclusions

Summarizing the above, it can be argued that in the context of the 2026 digital transformation, time management has evolved from a mere collection of “handy tips” into a critical business technology. The combination of time-tested methods with cutting-edge digital tools creates a synergy capable of radically transforming an enterprise's performance metrics.

The analysis has demonstrated that the integration of diverse approaches addresses all key organizational needs:

1) the Eisenhower Matrix provides a strategic vector, helping leaders and teams focus on value creation rather than “firefighting” urgent but unimportant tasks;

2) time-tracking systems (e.g., Yaware) act as an objective data source, revealing “hidden” time leaks and enabling businesses to make decisions based on metrics rather than assumptions;

3) the Pomodoro Technique, combined with modern scientific research on effort regulation, offers a practical mechanism to combat cognitive fatigue and digital noise, preserving the well-being and productivity of talented personnel;

4) AI Agents and automation (e.g., Taskade, ClickUp Brain) liberate up to 60% of working hours from routine, transforming “work about work” into genuine innovation and scaling.

Implementing a time management culture is not about total control; it is about creating an environment where every resource is utilized with maximum efficiency. For a modern enterprise, freeing up even two additional hours a day for each employee is the equivalent of gaining a powerful competitive advantage without further investment in expanding the workforce.

Effective time management is the bridge between a talented vision and its successful realization. Those companies that make time management part of their corporate DNA today will become the market leaders of tomorrow – capable of instantaneously adapting to any challenges in an ever-evolving world.

Despite the depth of existing developments in the field of time management, the dynamic evolution of technology and the shifting paradigm of work create new vectors for scientific inquiry. Further research in this direction should focus on the following aspects:

- long-term impact of AI agents on cognitive skills: It is crucial to investigate whether delegating planning and routine tasks to systems like Taskade or Notion AI leads to a long-term decline in employees' own analytical abilities and their capacity to prioritize tasks independently;

- cross-cultural perceptions of monitoring tools: Since time-tracking methodologies (e.g., Yaware) are often perceived as surveillance tools, there is a pressing need to study psychological resistance across various corporate cultures. This involves searching for “ethical tracking” models based on trust rather than micromanagement.

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