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DOI <https://doi.org/10.26661/2414-0287-2022-2-54-22>**IMPROVING THE EFFICIENT USE OF THE WORKING TIME OF THE ENTERPRISE STAFF****Dashko I.M., Mykhailichenko L.V., Denysenko M.O.***Zaporizhzhia National University
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age, seniority

The notion of working hours is defined. The consequences of the loss of working time for the enterprise were analyzed. The qualification of the employee was defined, which is determined by such factors as the level of general and special education, work experience in similar positions, necessary for mastering the profession. The prerequisites for improving the efficiency of the company's personnel have been analyzed. The employees of the company were examined by qualification level. The actual time spent on individual elements of the operation and the structure of the time spent during the work shift or its part were shown, which is the basis for developing time standards, choosing the most rational work methods, and analyzing the quality of standards and norms. The organization of the employee's workspace was inspected. The factors that in one way or another distract attention in the process of implementing time management were depicted and analyzed, and can be divided into two categories. Measures have been developed that will contribute to reducing the loss of working time, and therefore, savings in the number of the company personnel will be achieved.

ОСОБЛИВОСТІ ЕФЕКТИВНОГО ВИКОРИСТАННЯ РОБОЧОГО ЧАСУ ПЕРСОНАЛУ НА ПІДПРИЄМСТВІ**Дашко І.М., Михайліченко Л.В., Денисенко М.О.***Запорізький національний університет
просп. Соборний, 74, Україна***Ключові слова:**робочий час, персонал,
колектив, робочий простір,
робоче місце,
психологічний клімат,
стать, вік, стаж

Надано визначення робочого часу. Проаналізовано наслідки втрати робочого часу для підприємства. Визначено кваліфікацію працівника, яка визначається такими факторами, як рівень загальної та спеціальної освіти, досвід роботи на аналогічних посадах, необхідних для оволодіння професією. Проаналізовано передумови підвищення ефективності роботи персоналу підприємства. Проаналізовано працівників підприємства за рівнем кваліфікації. Зображено фактичні витрати часу на окремі елементи операції та структуру часу, витраченого протягом робочої зміни або її частини, що є основою для розробки нормативів часу, вибору найбільш раціональних методів роботи, аналізу якості нормативів і норм. Проаналізовано організацію робочого простору працівника. Зображені та проаналізовані фактори, які так чи інакше відволікають увагу в процесі впровадження тайм-менеджменту, що можна розділити на дві категорії. Розроблені заходи, які будуть сприяти зниженню втрат робочого часу, а отже, буде досягнута економія чисельності персоналу підприємства.

Problem statement

Rational use of working time is very important for the enterprise as labor costs fall, productivity increases and unnecessary energy costs are reduced.

Loss of working time has negative consequences. The results of many enterprises and the experience of working with employees show that the formation of production teams, effective use of employees, ensuring high quality of human resources are decisive factors of production efficiency and product competitiveness. According to experts, problems in the field of personnel utilization

and daily work with staff will remain in the center of management attention in the near future. In the future, with the development of scientific and technical progress, the content and conditions and efficiency of work will be more important than material interest. Therefore, the topic of this article is particularly relevant in the modern conditions of the development of Ukrainian society in general and of each business entity in particular. For this, the company employees should be considered one of the most important areas of business development and maintaining competitiveness in the market.

Analysis of recent researches and publications

The works of the following domestic and foreign economists made a significant contribution to the development of the theory and methodology of personnel management: V.V. Adamchuk, O.I. Amoshi, A.S. Afonina, S.I. Bandura, M.H. Bilopolskyi, D.P. Bogynia, H.I. Vychanskyi, V.M. Grinova, V.M. Daniuka, M.I. Dolishnyi, A.P. Yegorshyn, Ye.M. Libanova, Ye.P. Kachana, A. Ya. Kibanova, O.V. Krushelnytska, V.M. Nyzhnyka, A.M. Seleznyi, I.V. Soroky, H.V. Shchokina, L. Iacocca, and others. Working time as an economic category is studied in the works of K. Marks, S.H. Strumilin, H.A. Prudensky and others. They define time as the main measure of work, but they determine the use of working time as the basis for the emergence of such a phenomenon as economic risks, and as an indicator of the development and existence of various material systems, including economic ones that are hardly described in scientific works.

Formulation of the goals of the article

The purpose of this article is to study the prerequisites for increasing the efficiency of the use of time of company employees, to determine the criteria and forms of its effective usage.

Presentation of the main research material

The most important element of productive forces and the main source of economic development are people, that is, their skills, education, training, and motivation. There is a direct dependence of the competitiveness of the economy, the level of well-being of the population on the quality of the labor potential of the employees of enterprises and organizations of the country.

The pace of life of modern people can hardly be called measured – it is a constant lack of time and haste, regularly being in a state where it is not clear what kind of work to do. Of course, all this negatively affects the personal productivity of employees. Learn how to implement rational planning of working hours, because personnel managers must not only do it themselves, but also train their employees.

Working time is a general measure of the volume of work. According to the legislation of Ukraine on labor, working time is the period during which an employee must perform a labor function. This signifies that working time means the duration of a person's participation in the organized labor process, during which he must perform his

production or official duties. The legislation distinguishes separated types of working time: full-time (normal) and part-time. When determining the duration of working hours, working conditions, the nature of work, the state of health and a number of other circumstances are taken into account. According to the Labor Code of Ukraine, the normal working hours of employees cannot exceed 40 hours per week. In the case of harmful working conditions, a reduction of the total working time is provided, which should not exceed 36 hours a week. The legislation also provides the reduced working hours for employees aged 16 to 18 to 36 hours every week, for people aged 15 to 16–24 hours every week, students aged 14 to 15 who work during the school year – no more than half of the maximum duration of working hours for persons of the corresponding age [1].

Everyone understands that time cannot go back, stretch or stop, but many people simply tolerate when they don't have time («I didn't have time – I'll do it tomorrow»), and some even get depressed («I'm a loser, I didn't do anything else»). However, few people mention that time can be controlled by changing the intensity of events that occur over time, leaving only useful and necessary things. Let's consider some simple techniques that will help you spend your time more productively.

According to the level of qualification, workers are divided into four groups: highly skilled, skilled, low skilled and unskilled. They perform work of different complexity and have different training (Table 1).

These classification characteristics of the company employees, together with others (gender, age, degree of labor mechanization, seniority) serve as the basis for calculations of various types of structures. For effective management, it is important not only to determine the number (or its dynamics) of individual categories of employees, but also to study the relationship between them. This makes it possible not only to identify the impact of the personnel factor on the final results of the enterprise, but also to determine the most significant structural changes, their driving forces, trends and, on this basis, to create a real strategy for the development of human resources [4].

The qualification of an employee is defined by such factors as the level of general and special education, work experience in similar positions, necessary for mastering the profession.

The staff of the enterprise is the object of management, the production force, the main component of each production process, therefore planning, formation, redistribution and rational use of «human resources» in the organization is the principal task of personnel management [6].

Table 1 – Classification of workers by qualification level

Qualification groups of workers	Main performed works	Terms of training, internship, experience
Highly skilled	Especially difficult and responsible work (repair and adjustment of complex equipment, furniture manufacturing, etc.)	More than 2–3 years, regular internship, extensive practical experience
Skilled	Complex works (metalworking and woodworking, repair, locksmith work, construction, etc.)	1–2 years, significant work experience
Low skilled	Simple work (equipment, some assembly, technical supervision, etc.)	A few weeks, some work experience
Unskilled	Auxiliary and service (forklifts, cabinets, cleaners, etc.)	It does not require special training

Source: summarized by the authors

Organization of the workspace: this is where you need to start optimizing your business. It also takes about an hour to work, but allows you to work much more efficiently.

It is clear that every employee should have the necessary tools for work. Thus, if we talk about office workers, then this is a computer (with a monitor that meets the requirements of the work), a printer, a photocopier and a scanner.

The work surface should be free – therefore, the work surface should be tidy, it is not allowed to be constantly cluttered with papers and stationery, because at work they will distract and these little things annoy (do not believe that paper chaos on the table is a sign of a creative character, in fact, it is simply a mess that can lead to the loss of important documents or late reporting and, as a result, lead to problems in relations with management and/or customers) [3].

If the nature of the work requires a large amount of paper documentation, then at least carefully organize all the documents in thematic folders with appropriate inscriptions – observing the order and structure in the workspace will save time in searching for the necessary document, etc. If you often have to remember and write down various things, then you should not only have a laptop, but also install a planning board at your workplace. At the same time, it will be effective to divide it into several sections, for example «Tasks», «Priority», «At work», «Done», and move stickers with the corresponding tasks into them. Therefore, everything will always be in front of your eyes.

You can also place one or two accessories (but no more) at your workplace that will inspire and motivate you. It can be, for example, a reproduction of a certain painting by a famous artist, a photo of a place where you would like to go on vacation, etc.

Factors that in one way or another distract attention in the process of implementing time management can be divided into two categories:

- external factors, when someone or something distracts (for example, a person comes to your office, calls or sends text messages);
- internal factors when you interrupt your work (for example, you check your e-mail at the wrong time, go for coffee, browse social networks) [5].

When studying work processes, it is important to find out the actual time spent on individual elements of the operation, as well as the structure of time spent during the work shift or part of it. This is the basis for developing time standards, choosing the most rational work methods, analyzing the quality of standards and norms. When studying the use of working time, much attention is paid to the loss of working time caused by many factors. In particular, we can name such internal reasons as:

- imperfect organization of work and production at the enterprise;
- shortcomings in the system of planning and distribution of labor resources;
- violation of labor discipline (absenteeism, going to work in a drunken state, early departure and end of work, other, often recorded losses of working time);
- personnel turnover;

- unfavorable working conditions in manufacturing, which contribute to the increase in morbidity and accidents in production;

- organization of various social events during working hours, unjustified leave with the permission of the administration [9].

The following methods will help to eliminate or at least reduce external disturbances, as well as minimize the time you spend communicating with others (which also interferes with your work):

- close the door when you need to concentrate and work productively (of course, this can only be afforded by those who either have a separate office, or where there are only two or three employees with whom you can agree on temporarily closing the door);

- come up with a conditional signal about your work, which will be a sign to others that you should not worry now. This can be anything, like wearing headphones (of course you have to inform your colleagues that they don't need to be contacted unnecessarily when you're wearing headphones). By the way, taking into account that many office workers now work in large rooms with about 30–40 people outdoors, some employers create similar general rules that apply throughout the company, for example, buy colorful flags on the desk, pennants etc., where red means that the person is very busy, yellow – that you can apply for a job, but not with an offer, for instance, to drink coffee, and green or the absence of any flag – that now you can ask any question);

- remove colleagues and visitors from your workplace (of course, these are cases when you did not expect a visit and you do not need to discuss any work issues with them). If someone comes to your office or approaches your workplace and you realize that such a conversation can take a long time, then politeness techniques that force to leave will help you to end it much faster – for example, stand up immediately and gently touch the shoulder of your partner to go out into the corridor, explain to him that you have to make some important calls right now and you do not want to disturb other employees, asking him to tell you the purpose of his visit before those calls. In such circumstances, the visitor will, of course, either tell you very briefly about what he contacted you about, or say that he will come at another time. In any case, your goal will be achieved – he will not stay with you and will not take your time for unnecessary conversations [7].

But internal distractions are a little more difficult to deal with than external ones – it's a matter of your own desire to be distracted. This is especially common when someone tries to procrastinate – whether consciously or not, but in any case, it significantly reduces productivity.

You can deal with internal distractions as follows:

- close the e-mail program (leave this window open only if you consciously spent time looking at e-mails and writing replies);

- turn off sound signals and pop-up windows (this is a source of endless interruptions at work, as well as your «rejections» to yourself, why you interrupt work and do what is not necessary);

- put the mobile phone on vibration mode and pick up the receiver only if you know who is calling, this call is important

to you and you are sure that the call will last no more than two minutes (if necessary, and the conversation is long, then take its time in advance according to her schedule) [8].

Saving variable working time has the most significant effect on increasing labor productivity.

Directions for increasing the productivity of the company personnel include: determining the value characteristics of personnel, finding reserves for their enhancement, defining the level of business activity of employees, improving the retraining system, and improving working conditions [10].

Analyzing the current economic situation at many domestic enterprises, the efficiency of the use of personnel has significantly decreased, which was reflected in the increase in the number of unemployed. After determining the criteria for the efficiency of staff use and its indicators, we outlined the main factors of effective personnel management at the enterprise. Therefore, the importance of further research in this area lies in the prospects of creating effective management methods to ensure more effective use of corporate personnel.

Unfortunately, since the 1980s, labor standards for many professions have not been restored in Ukraine. Therefore, they are irrelevant, irrational and ineffective, as they do not correspond to the technological processes of modern equipment. However, each organization can independently create its own standards for its employees. You can take as a basis the approved time standards for the performance of work, but if there are no standards for the required type of work, you can create them yourself. It's a very thorough job, and photos of employees at work can help set standards. For example, if we analyze the execution time of one operation

performed by several employees, we can obtain the upper and lower limits or the average execution time, which is accepted as a standard. Each manager can create his own work standards for his department and optimize its work. The established standards will also help in the organization of employee remuneration, compute the amount of work per employee and will be useful when calculating the required number of employees per department.

The effective use of working time, the correct choice of methods and methods of its implementation therefore have a positive effect on the economic activity of the enterprise.

Conclusions

Based on the above analysis, we can conclude that the working time is not used efficiently enough in the enterprise. There are violations of labor discipline, absenteeism, excessive use of working time for rest and personal needs, waste of working time in connection with waiting for equipment repair, etc. However, in order to increase the efficiency of the enterprise, it is necessary to improve the structure of the use of working time, it is required to reduce intra-shift and daily losses of working time: introduce organizational measures; increase labor discipline: follow safety rules; improve working conditions; carry out labor protection measures; reduce morbidity; eliminate absenteeism and idle equipment; to decrease delays with the permission of the administration to the planned level; to diminish non-exitances permitted by law to the planned level. All these measures will contribute to reducing the loss of working time, and therefore, saving the number of personnel of the organization will be achieved.

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