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**ORGANISATIONAL AND PERSONAL PLANNING OF THE
MANAGER AND EMPLOYEE AT THE ENTERPRISE
ОРГАНІЗАЦІЙНЕ ТА ОСОБИСТЕ ПЛАНУВАННЯ КЕРІВНИКА ТА
ПРАЦІВНИКА НА ПІДПРИЄМСТВІ**

Summary. *The article considers the obstacles to planning the manager's time and the "myths" of time. The main methods of studying the costs of the working day of managers are systematized. It is determined that the working time*

of a manager and a specialist at an enterprise is the duration of the working day established by law, with such regularities as: the mental nature of the activity, the presence of creative elements in its implementation, the need to use extensive scientific information, a significant share of time spent on its search, analysis and generalization, high responsibility for the quality of work performed and the correctness of decisions made. The article examines the theoretical foundations of both organizational and personal planning, the causes of time shortage and the main ways to overcome existing problems. The principles of application of time management at an enterprise are considered. It is established that working time planning allows an employee to increase labour productivity by minimizing time costs, reducing workload, determining periods of productive work, getting rid of overloads, and thus reducing the risk of stress in professional activities and interpersonal conflicts in resolving work issues. Decision-making is the work of finding optimal management solutions to achieve the organization's goals. The result of this work is the final management decision. That is why, in order to build an effective time management system, a manager needs to determine the structure of his or her working time. When determining which expenses take up what proportion of working time, the manager should rationalize them, i.e. eliminate unwanted expenses that do not allow achieving goals.

Key words: working hours, planning process, time management, personal work plan, free time.

Анотація. У статті розглянуто перешкоди на шляху планування часу менеджера та "міфи" про час. Систематизовано основні методи дослідження витрат робочого дня менеджерів. Визначено, що робочий час керівника та спеціаліста на підприємстві - це встановлена законодавством тривалість робочого дня, з такими закономірностями, як: розумовий характер діяльності, наявність творчих елементів при її виконанні, необхідність використання великого обсягу наукової інформації, значна

частка витрат часу на її пошук, аналіз та узагальнення, висока відповідальність за якість виконаної роботи і правильність прийнятих рішень. У статті розглядаються теоретичні основи як організаційного, так і особистого планування, причини дефіциту часу та основні шляхи подолання існуючих проблем. Розглянуто принципи застосування тайм-менеджменту на підприємстві. Встановлено, що планування робочого часу дозволяє працівнику підвищити продуктивність праці за рахунок мінімізації витрат часу, зменшити навантаження, визначити періоди продуктивної роботи, позбутися перевантажень, а отже, знизити ризик виникнення стресів у професійній діяльності та міжособистісних конфліктів при вирішенні робочих питань. Вироблення рішень є роботою з пошуку оптимальних управлінських рішень, вкладених у досягнення цілей організації. Результатом виконання цієї роботи є кінцеве вироблене управлінське рішення. Саме тому, для побудови ефективної системи управління часом керівнику необхідно визначити структуру витрат свого робочого часу. При визначенні яких витрат яку частку робочого часу займають, керівник повинен раціоналізувати їх, тобто усунути небажані витрати, які не дозволяють досягати цілей.

Ключові слова: *робочий час, процес планування, тайм-менеджмент, особистий робочий план, вільний час.*

The problem statement. Planning the use of working time by employees is an important topic in the work of any enterprise, and studying this issue is necessary to increase the efficiency of both individual employees and the organization as a whole. The global trend towards innovation, development and progress adds to the relevance of this topic, and it is clear that in such a frantic rhythm, knowledge of the laws of time management is a necessity.

Overview of recent research and publications. The general problems of time management are addressed by such scholars as R. Ackoff [1], L.

Berezovska [2], P. Drucker [3], L. Karamushka [4], O. Krykun [5], J. Lipman-Blumen [6], A. Sakun [7], F. Trompenaars [8], G. Chaika [9], and many other domestic and foreign researchers.

The purpose of the study (task statement). The article is aimed at finding effective methods of organizational and personal planning of a manager and a specialist at an enterprise in modern conditions.

Research results. One of the main properties of the human mind is the ability to predict and choose. Forecasting and choosing are the main stages and goals of planning: predicting the development of events and phenomena and choosing the best variant [10].

Therefore, it is appropriate to pay attention to the foundation on which the entire planning process rests, because it is through it that people plan, and this foundation is time. Of particular importance is the introduction of time management technologies in the HR management system, which allows increasing labour efficiency by optimizing time spent on preparation and decision-making, achieving strategic and tactical goals, performing production and intellectual tasks [11].

Time planning allows an employee to increase labour productivity by minimizing time costs, reducing workload, determining periods of productive work, getting rid of overloads, and thus reducing the risk of stress in professional activities and interpersonal conflicts in resolving work issues.

Time planning has a positive effect on the psychological state of the manager; he or she gets more satisfaction from work, and increases self-confidence as a professional who performs tasks in a timely and high-quality manner.

It is also advisable to take into account the existing factors that hinder the planning process. Researchers identify the following obstacles to managerial time planning and time "myths" [12]:

- underestimation of the importance of time management;

- lack of knowledge, skills and abilities in time management;
- laziness, disorganization (10 % of managers need 10 % more time; 40 % - 25 %; every second manager needs 50 % or more additional time);
- habit of overloading;
- indecision, tendency to slow down, etc.

Thus, the working time of a manager and a specialist at an enterprise is the duration of the working day established by law, with such regularities as: the mental nature of the activity, the presence of creative elements in its implementation, the need to use extensive scientific information, a significant proportion of time spent on its search, analysis and generalization, high responsibility for the quality of work performed and the correctness of decisions made.

The study of managers' working time expenditures is possible using various methods (table 1).

Table 1

Methods for studying managers' working time

	The method	Description/features	Purpose
1	Working day photo	a type of observation in which all costs of the working day are measured	Identification of working time losses and development of recommendations for their elimination, development of norms and standards for the most frequently repeated time expenditures, as well as the reasons for failure to complete tasks
2	Self-photography of a working day	a type of observation in which the employee records the data on the costs of the working day independently	
3	Method of momentary observations	the process of recording the costs of a working day at randomly selected intervals	The observer moves along a certain predefined route and records all the processes that employees are currently performing
4	Timing	a method of observation in which cyclical elements of work are recorded	Identification of the duration of repetitive operations for the development of rules and regulations, as well as the identification of systematic "time eaters" and the development of measures to eliminate them

Source: compiled by the authors

After the actual observation, the stage of data processing follows. However, the most important stage is the analysis of the results, as recording data

without further analysis will not yield any results. The analysis can help identify the main losses of the working day, develop recommendations for their elimination, and improve the personal effectiveness of the manager.

Today, companies are increasingly paying attention to time management as an interdisciplinary area of science and practice dedicated to the study of problems and methods of optimizing time costs in various areas of professional activity.

Effective time management implies a carefully thought-out plan for each day, which should be drawn up that evening. Planning itself, if you stick to it, will save you a lot of time. It is better to write down the plan on a piece of paper, and then, as you complete a particular item, cross it out and, if necessary, add a new one [13].

In accordance with the principles of time management, it is advisable to divide all the tasks in the plan into three groups. The first group includes urgent, immediate tasks and foreseeable problems that may arise on the day to be planned. For effective time management, no more than two issues should be identified. All of these issues, regardless of how they feel, must be resolved on the day they are scheduled.

The second group of the plan is important, but not immediately urgent, tasks. They can be completed if a part of the time that was planned for something else suddenly becomes available on the day you have scheduled. If something important, but not urgent, cannot be done on that day, it will later move from the second group to the first.

The third group of the personal time management plan consists of small routine tasks. These little things should not only be taken into account when planning, but also eliminated as soon as possible - they have a tendency to disrupt any, even very well-organized, activity.

Organizing such groups is especially important if time management is used in the creation of medium and large-scale businesses. It helps to identify the most

significant aspects of the work of all employees of this organization, including their management team. However, it will not be enough to increase the productivity of the team by forming groups alone. According to the rules of time management, each major task should be divided into several sub-tasks when planning. These sub-items should describe in detail the goals of a particular job, the ways to achieve the goals, and the main tasks of that job. Then, for each group of tasks, you should determine the optimal time to perform them and the approximate duration of the task.

On the other hand, the rules of time management include consideration of the need for personal involvement of a person in the implementation of a task. For example, in organizations, some tasks can be assigned to specially trained personnel, who are also responsible for the quality of the work.

To the general plan of time allocation, improving the effectiveness of time management, it is advisable to add another plan, which is an alternative to the first one in case of any force majeure. Such a plan is a kind of emergency solution to critical situations. It will not only allow you to make the right decisions quickly, but will also save your nerves and time if something unexpected happens [14].

It often happens that in practice, time planning consists in its distribution by type of work. The generalized allocation of time is regulated by the working day schedule, which is based on the schedule of senior management, takes into account the frequency of individual tasks and coordinates them. It should be borne in mind that as the level of management increases, the time spent on managing the core business decreases, and the time spent on organizational work, administrative work, representation, and solving social problems increases. The process of developing a manager's personal work plan consists of several stages.

The first stage is for the manager to draw up a list of tasks to be completed in the planning period. These may be some tasks from the list of promising tasks that were not completed in the previous period, and you can also add other tasks

and tasks that arise during the working period, if possible. It is important to note that the list of tasks should be made in writing.

For example, the to-do list for the day may include such issues as receiving visitors and holding meetings, working with documents, telephone conversations or business trips, and so on. At this stage, only an approximate ranking of tasks is sufficient, i.e., their distribution by degree of importance or urgency.

The second stage involves determining the time required for each type of work, which is done after compiling a list of tasks that are prescribed in the first stage. This is certainly a difficult task, as it is not easy for a manager to predict in advance how much time a particular task will take. Much of this depends on the complexity and unusual nature of the tasks to be solved, the experience and professionalism of the manager, the qualifications of the management staff and other factors. At the same time, the duration of a number of management actions can be estimated quite accurately.

The third stage. Since the manager cannot predict in advance what tasks will need to be completed during the planning period, it is logical to reserve time for unforeseen tasks. Generally speaking, a manager's working time can be divided into three parts with the following time allocation:

- planned tasks – 60 % (based on an 8-hour working day, the planned activity should not exceed 5-6 hours);
- time reserve for unforeseen work – 20 %;
- reserve time for creative activities of managers – 20 %.

Thus, the ratio between the planned time and the reserve should be 60/40.

The fourth stage is to determine the working time fund for the planned period. When determining the planned time, you should proceed from 5-6 hours per day. Thus, in the weekly plan for a five-day week, the total working time fund will be 40 hours, and no more than 30 hours will be used to solve planned tasks.

Fifth stage: before finalizing your personal work plan, you need to control the comparison of the time spent on planned work calculated in the second stage

with the working time fund. If there is an excess of time required over the fund of the planning period, it is necessary to revise the list of planned work. The manager should rank the planned activities in terms of their importance and urgency and eliminate secondary activities. For example, not very urgent tasks can be postponed to the next period. The manager can delegate some of the work to subordinates.

Sixth stage: at this stage, the manager usually draws up a personal work plan to be implemented. For convenience, it is recommended to do this with the help of time diaries, which reflect tasks, necessary actions, phone numbers, addresses and other information.

Thus, thanks to a simple set time reserve, the manager can adequately respond to possible complications in the implementation of certain tasks, solve unforeseen problems, engage in creativity, etc. during the planned period. Practice shows that planning personal labour does not require significant time from the manager.

Time management helps to use not only working time but also leisure time more efficiently. In addition, it is recommended not to take work home, to organize everyday life so that it takes a minimum of time, to carefully plan your free time in advance and follow these plans, in particular, to regularly practice emotional and physical switching. An interesting fact is that in American companies, if an ordinary employee stays at work longer than the time stipulated in their employment contract, this fact can be a reason for dismissal, as it indicates that the employee does not have time to complete their tasks during their working hours. Another important recommendation is to use not only weekends but also at least one evening of the working day per week for active recreation, as well as to use mini-vacations, long weekends and holidays. When travelling on business, plan free time (from a few hours to two days) to see local attractions. Set rules for using the phone, email, Internet, etc. during your holiday and stick to them.

Conclusions and further research perspectives. Thus, professionals and managers of any level should take into account that not all people are close in spirit and psychologically suited to strict order and constant planning: creative people are advised to create conditions that provide for spontaneity, freedom of choice and action, and their performance and efficiency will increase many times over. In a rigidly defined framework, they feel uncomfortable, and the results of their work barely reach the required level. In general, for a large team, it is more rational to use technologies that avoid rigid planning, maintain flexibility and the ability to respond to force majeure, leaving a reserve and encouraging creativity, enthusiasm and passion for the work. This is especially important for the Ukrainian business person who has to constantly work with chaos and uncertainty, both in the external and internal environment.

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