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TIME MANAGEMENT AS AN INTEGRAL PART OF EFFECTIVE MANAGEMENT

***Summary.** The article reveals the essence of the concept of "time management" and its role in the enterprise management system. Various approaches to understanding the essence of the concept of "time management" are considered. The features of personal and corporate time management are revealed. Modern technologies of time organization of professional activity of the company's personnel are analyzed*

***Key words:** time management, public administration.*

Introduction. Time management is an effective staff time schedules to achieve goals, finding time resource, prioritization planning and control over the implementation of planned. The reason for the lack of time is constant haste. Personal effectiveness of each employee directly depends on how the processes of managing time are built in the structural unit and enterprise. Proper use of time is the key to successful execution professional duties, achievement of goals.

Formulation of the problem. Reveal the essential characteristics of time management as an important tool for improving efficiency activities of public servants.

Results. The modern world business model requires from the enterprise a high level of adaptability to the external environment, a quick response to changes. In the conditions of transformational processes that are taking place

today, an important guarantee of the successful functioning of the enterprise is the availability of an effective time management system.

American writer of self-development, orator-motivator B. Tracy notes that time management is the management not only of one's time, but also of one's life. It is not just a way to better organize your time to do more and earn more, it is real management of your own life [6].

The basic principles of effective use of time are: setting goals, ranking tasks according to their level of importance and urgency; the fight against "time absorbers"; self-control over the implementation of all tasks in a clearly defined time.

G. Arkhangelsky notes that the personal effectiveness of a manager is 30% depends on his personal organization and 70% on competent delegation of authority [1, p. 9]. Today, the manager must be able to organize his time and time of his subordinates in such a way as to complete the tasks in a short time and the lowest cost.

The determining competence of an effective manager should be the ability to effectively organize time at the personal, team and corporate level, as well as the ability to coordinate the actions with the actions of the employees to achieve the overall goals of the enterprise. The main prerequisites for the introduction of time management in the enterprise management system include:

- increase in requirements for the level of professional developments of employees, which is impossible without the ability to independently plan and organize their work, set priorities, determine the most important goals, as well as achieve them with the least expenditure of their own efforts and time;
- increase of the specific weight of intangible assets in the value of the enterprise, transformation of its staff into the main competitive advantage;

- complication of external control over the activities of employees, which is of a creative nature, and increasing the relevance of their work, self-discipline and self-control [2].

Today, in the context of improving the efficiency of the enterprise, it is advisable to distinguish two levels of time management:

- personal time management is a combination of various techniques and technologies for organizing an employee's own work, which one carries out in his personal interests, while not wanting to waste the resources of time; covers technologies of personal growth and time management;
- corporate time management focuses on the time organization of work of all employees of the enterprise, the result of which is the effective use of time by each of them; provides for the introduction of standards for economical and efficient use of budgets of working time.

Personal time management is closely related to personal self-development and self-improvement, is carried out individually by each person who wants to increase the efficiency of his activities, to achieve success in life.

Corporate time management should be considered as a set of time management technologies "built-in" into the enterprise management system; a tool for building the entire control system, which allows to make personal time management of employees a tool for improving the efficiency of the enterprise. After all, the effectiveness of the professional activity of each employee directly depends on how time management processes are built in the division and enterprise.

The formation of a time management system at the enterprise, first of all, should be focused on the development of three important components of time competence among employees, in particular: awareness of time, emotional experience of time and organization of time of professional activity, which

together ensures their emotional stability, stress resistance and self-organization [3].

The time management process covers a wide range of activities: an inventory of time and the determination of its unproductive costs ("time absorbers"); systematic time planning and time constraints; choice of priorities, constant delimitation and coordination of professional and personal goals; use of 4D task technique: delete, delay, delegate, diminish.

An important condition for building an effective corporate time management system at the enterprise is the formation of a single coordinate system in which all the personnel of the enterprise work, that is, the development and implementation of time management standards into corporate culture. In particular, time planning, task management and communications, technology of meetings and conferences, etc.

The formation of an effective corporate time management system should also include the introduction of a two-level decision-making system, the replacement of personal contacts by means of equipment and communication; ensuring rational alternation of work and rest time, as well as creating favorable conditions for personal time management [4].

In general, corporate time management should provide not only the time organization of the work of the entire workforce, but also take into account the individual characteristics of the use of time by each employee, the nature of the work performed, and be an important component of the overall enterprise management system.

Implementing the principles of time management, the manager can adjust the purpose of the enterprise and the goals of the employees, thereby directing their efforts in the right direction, while ensuring a nonlinear increase in the efficiency of the enterprise, its competitiveness.

Well-organized time management also gives employees the realization that the inefficient use of working time is not only the loss of the company's

management, but also their own, which can lead to a significant reduction in performance and, as a result, to a decrease in wages [3].

Conclusion. So, an important prerequisite for the effective operation of the enterprise is the use of time management tools by its management and taking into account the nature of the work performed. The development of any business entity directly depends on how its employees plan and organize their activities taking into account time constraints. The use of principles and technologies of time management in practice contributes to improving the efficiency of the enterprise, reduces time loss and ensures the achievement of the desired results.

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