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## ВПРОВАДЖЕННЯ ТАЙМ-МЕНЕДЖМЕНТУ ДЛЯ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ РОЗВИТКУ ПЕРСОНАЛУ IMPLEMENTING TIME MANAGEMENT TO INCREASE THE EFFECTIVENESS OF PERSONNEL DEVELOPMENT

Канова О. А., Кривобок К. В., Бобловський О. Ю.  
Впровадження тайм-менеджменту для підвищення  
ефективності розвитку персоналу. *Український  
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*У сучасному бізнес-середовищі, де успіх і зростання підприємств значною мірою залежать від управління персоналом, ефективне використання часу стало критично важливим фактором. Тайм-менеджмент (як цінний ресурс) забезпечує конкурентну перевагу, дозволяючи менеджерам оптимізувати як власний графік, так і графіки підлеглих. Ефективне планування і пріоритизація завдань на основі критеріїв «важливість» і «терміновість» є необхідними для швидкого й ефективного досягнення організаційних цілей. У статті розглядаються сучасні методи тайм-менеджменту та їхній вплив на підвищення ефективності процесів розвитку персоналу. Ефективний тайм-менеджмент безпосередньо впливає на продуктивність, професійний ріст та загальну ефективність команди. Основні переваги включають підвищення продуктивності завдяки кращій організації та пріоритизації завдань, оптимізацію навчання та розвитку шляхом інтеграції освітніх активностей у робочий графік і зниження стресу та вигорання завдяки балансуванню навантаження. Крім того, тайм-менеджмент сприяє розвитку відповідальності та самодисципліни, покращує командну роботу і готує співробітників до майбутніх викликів, підтримуючи здоровий баланс між роботою і особистим життям. Сучасні інструменти тайм-менеджменту, такі як Todoist, Trello та Asana для управління завданнями, а також методи, як-от метод Помодоро і Матриця Ейзенхауера, сприяють поліпшенню щоденної організації. Ці інструменти допомагають уникати вигорання, підтримують ефективну командну роботу і пропують збалансований підхід до роботи та особистого життя. Проте менеджери в Україні стикаються з певними викликами, включаючи економічну нестабільність, трудову міграцію та низький рівень мотивації, що ускладнює розвиток персоналу і вимагає системного підходу для подолання цих проблем. Стаття також докладно розглядає виклики, з якими стикаються менеджери, такі як нечіткість пріоритетів, часті перерви та відсутність делегування, що перешкоджають ефективному використанню часу. Вирішення цих проблем є ключовим для підвищення управлінської ефективності та загальної результативності організації. Застосування алгоритму пріоритизації завдань допомагає менеджерам зосередитися на критичних завданнях, оптимізувати розподіл ресурсів і підвищити продуктивність. На завершення, тайм-менеджмент є життєво важливим інструментом для менеджерів, значно впливаючи на їхню здатність ефективно виконувати завдання та досягати цілей. Систематичне застосування принципів тайм-менеджменту підвищує продуктивність, знижує стрес і покращує загальну якість роботи. Таким чином, ефективний самоменеджмент стає основним аспектом професійного розвитку, що дозволяє менеджерам постійно вдосконалювати свої навички та оптимізувати використання часу для досягнення успіху в організації.*

**Ключові слова:** тайм-менеджмент, розвиток персоналу, управління часом, ефективне управління, командна робота.

*In the contemporary business environment, where the success and growth of enterprises hinge significantly on personnel management, the efficient use of time has emerged as a crucial factor. Time management, a valuable resource, provides a competitive edge by enabling managers to optimize both their schedules and those of their subordinates. Effective planning and prioritization of tasks based on the criteria of “importance” and “urgency” are essential for achieving organizational objectives swiftly and efficiently. This article explores modern time management techniques and their impact on enhancing personnel development processes. Effective time management directly influences productivity, professional growth, and team performance.*

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*Key benefits include increased productivity through better task organization and prioritization, optimized learning and development by integrating educational activities into work schedules, and reduced stress and burnout by balancing workloads. Additionally, time management fosters responsibility and self-discipline, enhances teamwork, and prepares employees for future challenges while supporting a healthy work-life balance. Modern time management tools such as Todoist, Trello, and Asana for task management and techniques like the Pomodoro method and the Eisenhower Matrix facilitate improved daily organization. These tools help avoid burnout, support effective teamwork, and promote a balanced work and personal life approach. However, managers in Ukraine face specific challenges, including economic instability, labor migration, and low motivation levels, which complicate personnel development and require a systematic approach to overcome. The article further delves into the challenges managers encounter, such as unclear priorities, frequent interruptions, and lack of delegation, which hinder effective time utilization. Addressing these issues is crucial for improving managerial efficiency and overall organizational effectiveness. Applying a task prioritization algorithm helps managers focus on critical tasks, optimize resource allocation, and enhance productivity. In conclusion, time management is vital for managers, significantly impacting their ability to complete tasks efficiently and achieve goals. The systematic application of time management principles enhances productivity, reduces stress, and improves overall work performance. As such, effective self-management becomes a fundamental aspect of professional development, enabling managers to continually refine their skills and optimize their use of time for organizational success.*

**Keywords:** *time management, personnel development, time management, effective management, teamwork.*

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### **Statement of the problem**

In today's dynamic economic landscape, the role of personnel in the successful operation and development of enterprises has become increasingly significant. Modern management methods must be employed to ensure the efficient performance of employees. Consequently, managers need to update their knowledge in this field continually. Time is a valuable resource for managers and the entire organization, and effectively planning one's working time provides a significant competitive advantage. Efficient time management equips managers with the skills to manage not only their own time but also the working time of their subordinates.

The manager allocates goals and tasks to subordinates based on the criteria of "importance-urgency" to achieve the set objectives as quickly and efficiently as possible. By planning the total time (resources allocated to a specific goal) and identifying tasks that are more suitable for delegation to subordinates, the manager enhances personnel management efficiency and contributes to the organization's overall effectiveness.

### **The purpose of the research**

The primary objective of this article is to examine contemporary time management techniques and their application in enhancing the effectiveness of personnel development processes.

### **Presentation of the main research material**

Time management is exceptionally relevant in personnel development, as effective time management directly impacts productivity, professional growth, and overall team performance.

Key factors contributing to increased employee performance can be categorized into several aspects [1, 3, 5]:

1. Increasing productivity. Time management helps employees better organize their workday, prioritize tasks, and avoid procrastination. This boosts productivity and enables them to meet deadlines.

2. Optimizing learning and development. Effective time management enables employees to allocate time for learning and professional development, which is crucial for their career growth. It allows for integrating learning activities into their work schedules without compromising productivity on core tasks.

3. Reducing stress and burnout. Ineffective time management often leads to overload, stress, and burnout. Time management skills enable employees to avoid such situations, balance their workload, and maintain a healthy work-life balance.

4. Enhancing responsibility and self-discipline. Time management fosters the development of responsibility and self-discipline, requiring employees to plan effectively and complete tasks within deadlines.

5. Effective teamwork. When all team members possess time management skills, it enables better coordination of actions, more efficient organization of joint projects, and the avoidance of delays.

6. Preparing for future challenges. Managing time becomes crucial for adapting to new conditions, meeting deadlines, and achieving goals in a rapidly changing business environment.

7. Fostering work-life balance. Time management helps employees find time for their personal lives, positively impacting their overall job satisfaction and contributing to long-term motivation and loyalty to the company.

Therefore, developing time management skills is vital to personnel development, as it directly impacts job performance, professional growth, and overall employee well-being.

Let's consider the main modern time management tools that help to organize time more effectively, increase productivity, and balance different aspects of life (tab. 1) [2, 4, 6].

These tools facilitate improved daily organization, avoiding burnout, and fostering a healthy work-life balance.

Personnel development is an ongoing challenge for managers. In today's fast-paced world, characterized by rapid technological advancements, the integration of artificial intelligence into business operations, and significant population migration, managers face a new set of challenges. Let's explore in more detail the specific problems that managers in Ukraine encounter when developing their staff in the current context (tab. 2) [7, 9, 11].

All these listed problems require a systematic approach and collaboration between the government, educational institutions, and businesses to address and improve personnel development conditions in Ukraine. However, many tools for overcoming these challenges are still primarily in the hands of company leaders. For effective resolution, it is essential that leaders have sufficient time to devote to these issues.

**Table 1. Modern time management tools**

<b>Tool name</b>	<b>Methods and programs for implementing the tool in practice</b>
Applications and programs for time planning	Todoist: for creating task and project lists with the ability to set priorities
	Trello: used for project management with cards and boards, allowing to visually organize tasks
	Asana: suitable for team collaboration, allowing to track projects, deadlines, and responsible individuals
Planning methods	Pomodoro technique: a time management method that involves working in intervals of 25 minutes, followed by short breaks
	Eisenhower Matrix: a tool for prioritizing tasks based on their importance and urgency
	GTD (Getting Things Done): a task organization system that helps structure workflow and clear one's mind of unnecessary details
Calendars and planners	Google Calendar: integrates with other services, allowing to synchronize events, reminders, and meetings
	Microsoft Outlook: offers a calendar, tasks, and email in one tool
	Notion: a versatile tool for note-taking, planning, and project management, with the ability to create custom templates and databases
Automation of routine tasks	IFTTT (If This Then That): allows to automate specific actions, such as synchronizing calendars or automatically saving important emails
	Zapier: similar to IFTTT, but with more integrations for business processes
Digital assistants	Google Assistant, Siri, Alexa: help with task planning, setting reminders, and quickly finding information
Time blocking technique	Involves dividing the workday into blocks of time, each dedicated to a specific task or type of activity, to focus on one thing at a time

**Table 2. Key issues in personnel development under contemporary conditions**

<b>Issue</b>	<b>Specifics of the issue under contemporary conditions</b>
Economic instability	Economic instability in Ukraine leads to limited financial resources for investing in personnel development. This affects the reduction of expenditures on training, workshops, and other employee development programs
Labor migration	A large number of skilled workers are leaving the country in search of better working conditions, leading to a shortage of highly qualified personnel in Ukraine. This complicates the development of remaining staff and creates additional costs for training new employees.
Low level of motivation	Due to economic instability and low wages, many employees do not feel motivated for professional development. This negatively affects their productivity and willingness to improve their qualifications
Mismatch between the education system and market needs	The Ukrainian education system often does not meet the current labor market requirements. Graduates frequently lack necessary practical skills, which requires additional resources for their further training and adaptation in the workplace.
Insufficient investment in HR technologies	Many Ukrainian companies lack sufficient resources to implement modern HR technologies that can optimize personnel management processes and enhance employee development effectiveness.
Corruption and bureaucracy	High levels of corruption and bureaucratic obstacles complicate the creation of favorable conditions for personnel development. This can include delays in implementing training programs and limited access to government support programs.
Lack of a strategic approach	Many Ukrainian enterprises lack a long-term personnel development strategy. The absence of a systematic approach to training and development leads to these processes becoming ineffective and not yielding the expected results.
Challenges in retaining talent	Due to competition in the labor market and more attractive offers from foreign employers, Ukrainian companies find it difficult to retain talented employees, affecting the stability and growth of the organization.

Let's consider what might hinder leaders from effectively utilizing their own time [8, 10, 13]:

1. Unclear priorities. Incorrect or insufficient prioritization can result in important tasks being neglected while trivial tasks consume too much time.
2. Frequent interruptions. Frequent interruptions, such as unplanned meetings, phone calls, or requests from subordinates, can reduce productivity and distract from important tasks.
3. Inability to delegate. Insufficient delegation of tasks can overwhelm the manager, causing them to spend time on tasks that could be handled by other team members.
4. Lack of organization. Disorganization in the workspace and poor planning of the workday can lead to time wasted searching for information and preparing for tasks.
5. Perfectionism. The desire to achieve perfection can consume excessive time on details and refinements that may not always be necessary.
6. Productivity during peak hours. Failure to account for one's peak productivity hours can result in tackling complex tasks during less productive times of the day.
7. Poor time control. Lack of or inadequate control over one's time can lead to inefficient allocation of time across various activities.
8. Inability to say no. Inability to refuse requests that do not align with priorities can lead to an overloaded schedule and reduced time for important tasks.

9. Multitasking. Attempting to handle multiple tasks simultaneously can decrease effectiveness and the quality of each task.

10. Lack of planning. Absence of a clear plan and strategic approach to time management can result in disorganization and chaos in work.

Therefore, the extent to which a manager can effectively organize their own time not only impacts their own work but also affects the entire team and the overall efficiency of the organization. In the process of personnel development, there are specific characteristics determined by the nature of the human factor in the organization, as shown in fig. 1. [2, 12, 14].

Characteristics of the human factor in an organization	
1.	<b>Individuality.</b> Each employee is unique, with their own needs, goals, and values. Effective motivation requires a personalized approach and an understanding of each employee's needs.
2.	<b>Diversity of motivators.</b> People are motivated by various factors, such as financial rewards, recognition, opportunities for self-fulfillment, skill development, and more. It is important for managers to consider this diversity when designing motivational programs.
3.	<b>Dynamics of needs.</b> Employees' needs and motivational factors can change over time. It is important to continuously monitor these changes and adapt motivational strategies accordingly.
4.	<b>Specificity of working conditions.</b> The characteristics of the work environment and organizational culture can affect the effectiveness of motivation. For example, it is important to create a positive and supportive atmosphere in the workplace.
5.	<b>Leadership and communication.</b> Leaders play a crucial role in motivation, as they need to be capable of effective leadership, motivating their team, and communicating well with subordinates.
6.	<b>Systematic approach.</b> Motivation should be systematic and comprehensive. It includes not only financial incentives but also opportunities for development, recognition of achievements, participation in decision-making, and more.

**Fig. 1. Characteristics of the human factor in an organization**

Considering the characteristics outlined in fig. 1, an effective personnel development process can enhance productivity, employee satisfaction, and reduce staff turnover. This can be achieved through well-considered and effective management decisions made by leaders at various levels within the organization. Given this, effective enterprise development can be defined as a comprehensive system of internal and external factors that motivate personnel to actively pursue both personal goals and organizational objectives.

Let's examine in more detail the stages of planning and rational time management for managers in contemporary conditions [3, 15, 16]:

1. Goal Setting. The manager should clearly define both long-term and short-term goals. This helps in understanding which tasks are priorities and what resources are needed to achieve them.

2. Prioritization. Tasks are classified by importance and urgency, allowing the manager to focus on the most critical tasks. A popular method is the Eisenhower Matrix, which divides tasks into four quadrants: important and urgent, important but not urgent, urgent but not important, and neither important nor urgent.

3. Action Planning. The third stage involves creating a detailed schedule specifying when and which tasks will be completed. This can involve a weekly or daily plan that ensures a structured approach to task completion.

4. Time Analysis. This stage involves regularly analyzing how time is spent to identify unproductive activities. The analysis helps find opportunities for optimization and more efficient time use.

5. Delegation. The fifth stage is delegating tasks. It's important to distribute tasks among employees so the manager can focus on strategic issues. Delegation allows for more efficient use of available resources and reduces the manager's workload.

6. Monitoring and Adjustment. At this stage, the manager assesses progress in task completion and makes necessary adjustments to the plan. This helps stay on track toward achieving goals despite potential changes or unforeseen circumstances.

7. Retrospective. In the seventh stage, after a certain period, the manager reviews the results to determine how effectively time was used and identifies areas for improvement in future planning and execution.

These stages help the manager rationally organize their work, reducing stress and increasing productivity.

More specifically, the use of these stages can be illustrated with the example of a task prioritization algorithm. Let's review a task prioritization algorithm that helps enhance time management effectiveness and avoid unproductive time usage. The algorithm may include the following steps [4, 7, 15]:

1. Task Collection. Begin by listing all tasks that need to be completed. This can be done on a daily, weekly, or monthly basis, depending on the volume of work.

2. Determine Importance. Evaluate each task in terms of its importance for achieving overall goals. Tasks can be categorized into high importance, medium importance, and low importance.

3. Determine Urgency. Assess how urgently each task needs to be completed. Categorize tasks as: urgent (require immediate action) and non-urgent (can be completed later).

4. Eisenhower Matrix. Use the Eisenhower Matrix to categorize tasks by importance and urgency:

Quadrant 1: Important and Urgent. Tasks that need to be done immediately.

Quadrant 2: Important but Not Urgent. Tasks that are valuable but can be done later. These require planning.

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Quadrant 3: Urgent but Not Important. Tasks that can be delegated to others or done after higher-priority tasks.

Quadrant 4: Not Important and Not Urgent. Tasks that can be avoided or deferred.

5. Resource and Capability Assessment. Evaluate available resources (time, personnel, tools) for each task. Tasks of high importance and urgency should receive priority in resource allocation.

6. Time Allocation. Allocate specific times for tasks in Quadrants 1 and 2, ensuring maximum focus on important tasks. Less important tasks (Quadrants 3 and 4) can be scheduled during times of lower energy and attention.

7. Task Delegation. If possible, delegate tasks from Quadrant 3 to other team members, allowing you to focus on more critical aspects of your work.

8. Plan Execution. Begin executing tasks according to their priority, focusing first on important and urgent tasks.

9. Monitoring and Adjustment. Regularly review progress and adjust the plan as necessary. Changes in priorities may require re-evaluation of the importance and urgency of tasks.

10. Retrospective. After completing major tasks, assess how effectively time was used and identify areas for improvement in future planning and execution.

This algorithm helps the manager effectively allocate time and resources, focus on the most important tasks, and avoid unproductive time expenditures.

### Conclusions and prospects for further research

Utilizing time management methods enables managers to perform their work more productively and efficiently by effectively allocating time across various job responsibilities. These methods facilitate a more effective personnel management process within the organization, leading to several positive outcomes.

Increased efficiency is one of the primary benefits. By clearly defining priorities, managers can focus on completing the most important tasks, which significantly enhances time utilization. Additionally, a clear understanding of critical tasks reduces the risk of overload and stress, allowing managers to plan their work better and avoid unexpected situations.

Resource optimization is another advantage, as proper task distribution allows for a more effective use of available resources. This approach leads to better results with less effort. Moreover, using tools such as the Eisenhower Matrix helps identify tasks that are neither important nor urgent, thereby avoiding time wasted on minor tasks.

Flexibility and adaptability are also enhanced through regular review and adjustment of plans. This practice enables managers to adapt to changes in the work environment, making time management more flexible and effective. Furthermore, identifying tasks that can be delegated allows managers to concentrate on strategically important aspects of their work, thereby increasing overall team productivity.

Thus, the task prioritization algorithm is an essential tool for managers, allowing them to use time rationally, focusing efforts on the most crucial tasks and avoiding unproductive time expenditures. This contributes to overall work efficiency and achieving set goals.

Time management is a key tool used by managers in their activities. Time management methods aimed at organizing work time demonstrate their effectiveness when the relevant principles are systematically followed. This enables managers to complete tasks successfully and allocate time efficiently to meet deadlines. It is important to note that the effectiveness of these methods is evident only when the manager is motivated, committed to the work, and ready to tackle problems decisively. As a manager's professionalism directly impacts the entire organization's performance, self-management becomes a crucial aspect of their professional development, aimed at continually improving skills and effectively using time.

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