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WORKING TIME MANAGEMENT AS A METHOD OF IMPROVING THE EFFICIENCY OF SERVICE WORKERS

The article is devoted to the topical problem of effective management of labor resources of enterprises in the service sector, the study of theoretical approaches to determining the main indicators for assessing the state of use of productive labor. The paper proves that the basis for improving the efficiency and development of the economy is the productive work of staff. The article considers the economic foundations of the "working time" category as a scientific problem and its impact on improving the efficiency of service workers. Particular attention is paid to the analytical review of the working time use. A methodical approach is proposed for determining the uniformity coefficient; the analysis of dynamics of the working time use at the enterprises of services sector is carried out. It is offered to improve the conditions for achieving high labor exclude the impact of instability of indicators of efficient use of labor resources on the deterioration of other economic indicators of economic activity; actively use constant monitoring of influencing factors, as well as the creation and implementation of a set of measures to address the problem. It was found that a well-organized personnel management system creates the basic settings for operational management of human resources, solves the problem of survival of the enterprise, contributes to its economic stability and development.

Keywords: management, sphere of services, working time, efficiency, rational use, loss of working time.

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УПРАВЛІННЯ РОБОЧИМ ЧАСОМ ЯК МЕТОД ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ РОБОТИ ПРАЦІВНИКІВ СФЕРИ ПОСЛУГ

Статтю присвячено актуальній проблемі ефективного управління трудовими ресурсами підприємств сфери послуг, дослідженню теоретичних підходів визначення основних показників оцінки стану застосування продуктивної праці. В роботі доведено, що основою підвищення ефективності і розвитку економіки є продуктивна праця персоналу. В статті розглянуті економічні основи категорії «робочий час» як наукової проблеми та його вплив на підвищення ефективності роботи працівників сфери послуг. Особливу увагу приділено аналітичному огляду використання робочого часу. Запропоновано методичний підхід до визначення коефіцієнту рівномірності використання робочого часу. Проведено аналіз динаміки відпрацьованого часу персоналом підприємств сфери послуг за період січень-серпень 2020 р., який показав постійні коливання змін відпрацьованого робочого часу та стійку його тенденцію до зниження практично за всіма видами послуг, що свідчить про недостатньо ефективну систему організації праці, яка має тенденцію до погіршення. Запропоновано для виключення впливу нестабільності показників ефективного використання трудових ресурсів на погіршення інших економічних показників господарської діяльності підприємства вдосконалити умови досягнення високої продуктивності праці; активно використовувати постійний моніторинг факторів впливу, а також створення і втілення комплексу заходів, що забезпечують вирішення проблеми. З'ясовано, що вдало організована система управління персоналом створює базові установки для оперативного управління кадровим потенціалом, вирішує завдання виживання підприємства, сприяє його економічній стійкості і розвитку. Запропоновано шляхи підвищення ефективності використання трудових ресурсів на підприємствах сфери послуг через раціональне використання робочого часу і подальшої підтримки цього стану: чітко організувати і планувати трудовий процес; проводити інвентарний опис всіх видів діяльності; оптимізувати розподіл робіт і використання робочого часу, прагнути скорочення термінів їх виконання; аналізувати втрати робочого часу, виявляти причини, які їх обумовлюють; активно використовувати постійний моніторинг факторів впливу; контролювати заплановані результати.

Ключові слова: управління, сфера послуг, робочий час, ефективність, раціональність використання, втрати робочого часу.

Formulation of the problem. Management has always been important for the development of society, but now its role has grown especially in conditions that are typical for both Ukraine and the world economy, as the most important task is to ensure sustainable economic and social development of enterprises. Solving this problem is a scientific problem, the solution of which requires the improvement of scientific-theoretical and methodological support.

The modern development of market relations requires domestic enterprises to change stereotypes of management. Awareness of the crucial role of the employee in the activities of the enterprise leads to focus efforts on solving problems of personnel management, which have recently become increasingly important. Therefore, the issue of effective personnel management in the service sector, the application of new concepts that meet modern requirements, is relevant and promising.

Effective use of resources to the greatest satisfaction of the society needs, giving labor a decisive role in production are indicators of effective management and regulation of economic processes. Modern transformations are the basis for activating people's activities, but on the other hand they do not in themselves provide more employment and high income. Today, the quality, productivity and flexibility of human resources determine the viability, competitiveness of enterprises. The current process of reform touches on a wide range of issues, where, among other things, we see the improvement of the management system, which includes the following components: approaches, principles, functions, methods, structures and others. In this regard, companies are forced to pay considerable attention to these components, which are interconnected, interdependent and mutually defining each other.

Analysis of recent research. Optimization and regulation of working time, leisure time – this is an issue to which many scientific works of researchers of both former and modern period were devoted. A significant contribution to the development of the theory and methodology of personnel management was made by the works of such domestic and foreign scientists as D.P. Goddess, V.M. Venediktova, V.M. Grynova, O.A. Grishnova, G.A. Dmitrenko, G. Dessler, A. Yegorshin, O.V. Lavrinenko, C. McMillan, D. Olkok, B.S. Stychinsky and others.

The complexity of the issue determines the need and importance of further theoretical and practical definition of the essence, the general dynamics, the solution of practical problems.

Formulation of the article goals. The purpose of the article is to analyze the use of working time in enterprises in the service sector, to determine the consequences of constant fluctuations of the studied indicator, the impact on improving the efficiency of service workers.

Presentation of the main material. Modern requirements for personnel management demand to consider people working in the enterprise as a competitive asset, because now it is closely linked and directly affects the enterprise activities. World practice shows a significant increase in the role of personnel management and, in this regard, the complexity of management. The effectiveness of personnel management is determined by the degree of implementation of the enterprise overall objectives

Improving the efficiency of personnel management in the harsh conditions of the crisis requires attention to all

aspects of management. The future competitiveness and viability of the enterprise directly depend on the quality of work with employees, the ability to get the most out of them.

Time worked is measured in man-hours of employees who actually worked at the enterprise, including those who were employed part-time (week), worked overtime, worked on weekends and holidays (non-working) days or over the monthly norm (off schedule), as well as man-hours of homework.

The actual duration of the surveyed working period, as shown by international experience, is calculated by comparing and combining the normal working period of a particular person for all jobs, taking into account additional working hours and hours not worked by the employee for the surveyed period for economic or personal reasons.

As V.S. Diesperov notes, "the state and society should promote more efficient and profitable management of people, and in this regard, and actively control the processes taking place in this important sector of the economy. Productivity and profitability of labor are the criteria by which first of all the prospects of a certain production are determined" [1, p. 4].

Labor law under working time means the period of time during which the employee is obliged to work in accordance with the employment contract and the law [2, p. 340]. If for the studied period to take a week, the determination of the actual length of the working week proposed by N.S. Vlasenko, H.B. Grigorovich, H.B. Ruble is formulated as follows – this is the time that the respondent actually worked during the surveyed week at all jobs, excluding time when he did not work for economic or personal reasons (due to illness, strike, vacation, labor dispute, work reduction, suspension of work, etc.). The indicator is calculated for all works of the respondent according to the formula, in terms of hours:

$$T_{\phi} = (T_0 + T_d) - T_{pr} \quad (1)$$

where T_{ϕ} – the actual duration of the surveyed working week; T_0 – is the usual length of the working week during the season of the year, which corresponds to the reporting period; T_d – additional hours of work of the respondent during the surveyed week; T_{pr} – hours not worked by the respondent in the surveyed week for economic or personal reasons [3, p. 110].

Loss of working time can be caused by objective and subjective circumstances that are not provided by the plan: additional leave with the permission of the administration, diseases of workers with temporary disability, absenteeism, downtime due to equipment, machinery, mechanisms, lack of work, raw materials, materials, electricity, fuel, etc. Each type of loss is analyzed in more detail, especially those that occurred through the fault of the enterprise.

Because working time is a special resource, "which cannot be deposited, bought or borrowed, or in any way increased in volume. Therefore, the time factor... is decisive" [4, p. 224]. An enterprise in the service sector can work effectively only by providing itself with the required number of employees with the required qualifications. Therefore, one of the aspects of the enterprise analysis is the analysis of the rational use and loss of working time, which directly affects the level of productivity and other efficiency indicators. The growth of economic interest in determining the reasonable cost of working

time by employers and employees in the existence of the management forms that involve the use of hired labor, due to the objective need for rational use of resources, production potential of the enterprise. is at the level of productivity and other indicators of efficiency.

Based on the information of the Main Department of Statistics in Zaporizhia region [5], the analysis of the dynamics of time worked by staff of enterprises in the service sector for the period January-August 2020 was performed. The results of calculations of the dynamics of time worked on average per full-time employee are presented in table. 1.

Analysis of the dynamics of hours worked on average per full-time employee shows constant fluctuations in changes in hours worked and its steady downward trend in almost all types of services. The exception is construction, where changes in the average for the study period are 101.1%. This is due to the increase in work in the spring period and the need to maintain such a pace in summer. Significantly lower than the average for the period for all types of services (91.3%) changes in hours worked in the field of arts, sports, entertainment and recreation, they are 72.24%. This situation is a consequence of the reduction of hours worked from 148 hours (January) to 94–96 hours (July-August).

The following types of working time have the highest indicators of hours worked: information and telecommunications – 152 hours, real estate transactions 154–158 hours. Unfortunately, in general, employees of enterprises and institutions in the service sector work much

less hours than in such activities as agriculture, industry, which have the lowest working hours – 123 hours, and the highest – 174 hours. per month. The results of the analysis indicate an insufficiently effective system of labor organization at service enterprises, which tends to deteriorate.

Uneven production processes affect the results of activities and full use of labor resources. Therefore, there is a need for additional research indicators that more fully describe the situation.

Methodical aspects of the analysis of the personnel use are caused by features of activity of the enterprises of services sector. Therefore, the methodological approach to the analysis and evaluation of the staff use was improved, it provides the systematization of existing indicators and their comprehensive grouping to create the most complete and detailed coverage of the problem; introduction for enterprises in the service sector of the comprehensive indicator of employment to assess the workload and the coefficient of the working time use uniformity to characterize the rationality and amount of labor expended by the enterprise staff. Together with these indicators, the level of labor resources is analyzed using the coefficient of participation of labor resources in social production of services, as the ratio of the number of labor resources involved in the provision of services to the availability of labor resources; as well as the utilization factor of the working time of the day, which is calculated as the ratio of the actual working time of the day to the established working time of the day.

Table 1

Dynamics of hours worked on average per full-time employee, %

Activity	Changes in hours worked on average per full-time employee, %								
	January	February	March	April	May	June	July	August	On average for the period
Supply of electricity, gas, steam and air conditioning	100	97,2	100	89,04	86,99	93,84	102,1	91,77	95,11
Water supply; sewerage, waste management	100	96,67	100	94,0	90,67	96,67	104,7	96,6	97,41
Building	100	105,9	108,1	95,55	90,37	97,77	109,6	101,5	101,1
Wholesale and distribution of trade; repair of motor vehicles and motorcycles	100	97,96	98,64	87,76	85,03	92,53	102,7	93,87	94,81
Transport, warehousing, postal and courier activities	100	97,26	94,52	80,14	80,14	90,78	96,58	88,36	90,97
Temporary accommodation and catering	100	95,17	85,52	66,21	72,41	87,59	99,31	93,10	87,41
Information and telecommunications	100	97,37	102,0	96,05	88,82	90,13	100,0	90,79	95,65
Financial and insurance activities	100	98,63	86,3	80,82	82,88	89,04	97,95	86,99	90,33
Real estate transactions	100	96,1	92,86	77,92	79,22	94,16	102,6	91,56	91,56
Professional, scientific and technical activities	100	97,84	96,4	82,73	79,86	89,93	97,12	87,05	91,36
Activities in the field of administrative and support services	100	97,9	93,96	80,53	81,2	90,6	100,7	89,93	91,85
Public administration and defense; compulsory social insurance	100	95,4	98,03	93,42	88,82	90,79	95,39	84,21	93,26
Education	100	99,25	100,7	91,04	86,57	79,1	54,5	72,39	85,44
Health care and social assistance	100	96,13	99,35	87,74	87,74	89,03	96,13	87,74	92,98
Arts, sports, entertainment and recreation	100	95,95	96,62	78,38	79,73	79,05	63,1	64,87	72,24
Provision of other types of services	100	97,84	94,96	73,38	72,66	91,37	99,28	86,33	89,48
Average for the period for all types of services									91,3

Based on the data on hours worked for each month of the year, the calculation and further analysis of the indicator of the working time use uniformity is proposed. Uniformity, as a kind of rhythmicity, shows the degree of uniform use of working time over regular periods of time. It is proposed to take the credit uniform use of working time according to the actual time worked, but not more than the arithmetic mean, calculated for the planned uniform use [6].

Analysis of the dynamics of the use of working time in enterprises shows changes in the level of this indicator. This makes it possible to assess the effectiveness of the labor organization system in the service sector. Theoretical developments and generalized experience of personnel management open opportunities for the choice of the most effective and perspective approaches which correspond to today's realities. Modern service enterprises use hard and soft approaches in human resource management. The rigid concept is based on the position of the enterprise and the prerogative of management. The approach involves strict control over the level of wages, all financial resources, separation of employees, the position of the team is not taken into account, personnel is an item of expenditure. This position is effective in a crisis situation, as it aims to increase the productivity and vitality of the enterprise. The soft approach is based on the concept of human relations, professional development of staff. Employees are considered as assets of the enterprise [7, p. 15].

Existing approaches to personnel management may work, but in our opinion, the synthetic approach may be the most effective and actively used one that takes into account the advantages of both soft and hard approaches and eliminates or reduces their disadvantages [6].

Modern enterprises (and such should be all enterprises in the service sector) are characterized by the consolidation of the workforce, which involves the unification, strengthening, establishment, systematization, consolidation of efforts. The consequence of such an approach will be successful production activities. Thus, in an unstable situation, companies need reliable management approaches at the stages of operation, which take into account current trends in the theory and practice of management.

For the rational use of working time and the further maintenance of this state, the enterprise must:

- clearly organize and plan the labor process;
- conduct an inventory of all activities;
- optimize the distribution of work and the use of working time, seek to reduce the time of their implementation;
- analyze the loss of working time, identify the causes that cause them;
- actively use constant monitoring of influencing factors;
- control the planned results.

These measures will not only affect the efficiency of labor and other resources, but also significantly increase the profitability of service enterprises.

Analysis of the situation, determining the causes of negative changes allows to use unrealized opportunities, to establish rational planning and decision-making in the service sector.

Research findings and prospects for further development. Based on the analysis of the dynamics of the working time use at enterprises in the service sector of Zaporizhzhia region, we can conclude that enterprises in the study period are very sensitive to the slightest changes in the external environment and in the internal situation. This is due to the lack of an effective stable operation of the enterprise management system, a strong resource base, an effective mechanism for managing human resources, the presence of which will give confidence in the effectiveness of future developments.

Although some of the studied activities show a positive effect of improving the management of the enterprise as a whole, in some periods there are negative phenomena that affect the financial results, in particular, reducing the profitability of production and services.

The indicator of uniformity of the working time use on the average on one regular employee characterizes efficiency and rationality of the spent work. It can be raised and stabilized by improving and updating the production structure of the enterprise. The analysis of the use of working time proves the need for its use and practical feasibility.

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