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RESEARCH ON THE INFLUENCE OF PERSONNEL COMPETENCIES ON THE EFFICIENCY OF TOURIST ENTERPRISES MANAGEMENT

The article explores the essence and features of tourist enterprises management, as well as the most important competencies of the personnel which influence the efficiency of these enterprises. The search for new opportunities in achieving a higher level of efficiency of the tourism industry enterprises determines the need to understand the essence and features of management of these enterprises in the current conditions of development of the tourist market. Human resource management is one of the most important components of enterprises management and the choice of a particular individual method of personnel management at the enterprise is a positive factor in its overall activities. The evolution of the tourist market and the evolution of management systems require that managers of tourism enterprises should take into account the certain features of their management technology and the competencies of the personnel of these enterprises. This is the subject of the study in this article.

Key words: administration, management, management functions, management principles, management criteria, management technology, competencies, personnel efficiency, enterprises, coaching, management style, management methods, tourism, tourist enterprises.



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Statement of the problem and its connection with important scientific and practical tasks. With the introduction of market reforms in Ukraine, increasing competition between economic entities there is a problem of ensuring their competitiveness which is the main prerequisite for maintaining the sustainable position of tourist enterprises in the domestic and international markets. The competitiveness of the tourist enterprise in the current conditions of activity is conditioned by the continuous monitoring of market positions, the study of the strengths and weaknesses of its own economic activity and competitors, the ability to adapt to changes in market situations, the study of the strengths and weaknesses of its own personnel. Thus, solving the tasks of human resources management is one of the most important directions of activity of tourist enterprises and is considered as the main criterion of its economic success and competitiveness on the market [2]. The development of tourism in Ukraine is a priority direction in the economy of the country which is connected with the increasing competition of tourist enterprises in the domestic and international markets. This led to the relevance of the research topic.

Under the conditions of the market economy and globalization of all processes the existing requirements for the tourist enterprises management are becoming in-

creasingly relevant. This is due to the increasing complexity of both the production of tourist products and their implementation. The manager who carries out administrative activities is definitely a key figure in the tourist enterprise that is why the question of identifying a complex of his knowledge, skills, personal and business qualities is relevant and they are paid much attention from both academics and practitioners. Well, practice shows that apart from competence there is also a set of specific competencies that all enterprise employees must possess [1]. These competencies are usually based on personal qualities and knowledge and can be identified as allowing highly skilled professionals to become successful managers as well. Consequently, it can be assumed, based on the theory and practice, that there are clearly some mechanisms for improving the tourist enterprises management precisely because of the development of the competencies of the personnel.

The analysis of the latest publications on the problem. The theoretical and methodological principles for the development of personnel competencies and assessment methods were highlighted in the works of S.I. Bandur, T. Belushchenko, D.P. Bogynia, M.I. Dolishnii, M. Dorosheva, A.P. Egorshyn, V. Kostakov, A.M. Kolot, M.I. Magura, Yu.G. Odegov, A. Smith, T. Chistova, L.S.

Chizhova, S.V. Shekshnia and others. Despite of the close attention of these authors to this topic theoretical and practical issues concerning the formation of teaching technologies still remain, which are aimed to provide effective and perspective work of the enterprises personnel. After all, the creation of a flexible and effective system of training - is a guarantee of the development of the necessary competencies and achievement of high results – a growth of competitiveness and dynamic development of the enterprise.

Forming of the aims of the research. Therefore, the purpose of this article is to consider the features of personnel management in the field of tourism services implementation and to identify the influence of the personnel competencies in improving the efficiency of tourist enterprises management of Ukraine.

Giving an account of the main results and their substantiation. If management is the art to manage, then managing a tourism business is the double art. The feature of management in the tourism sector can be considered the ability to identify the distinctive features of this industry and take them into account in the management of the enterprise. The main features of the industry are the wide scale of tourist activity which in its turn determines the complexity of the order of interactions between its constituent parts. An important feature of management in the tourism sector can also be considered that the seller provides a service with a huge set of variation components which directly affects the customers satisfaction, thereby complicating the management mechanism. A distinctive feature of this type of activity can be considered bifurcation of the goals of tourist companies of different levels (local, regional, industrial) and the goals of tour operators. The management mechanism is implemented through a set of well-known classical functions, such as: planning (forecasting), organization, motivation and control. From the point of view of the first manage-

ment function, namely forecasting, this organizational and management process is difficult to establish in the tourism business. An important role here is played by various groups of factors that directly or indirectly affect the entire tourism sector as a whole. Among the most significant ones are the following: economic, political, climatic, social factors and the level of terrorism. The complexity of tourist enterprises management lies in the nature of the tourist product [5]. The tourist pays for a certain set of services and related options in one place and receives them in a completely different place. In this regard the nature of the links and the chain of their provision are complicated. That is why in order to provide high-quality services the company should complexly interact with a large number of other entities integrated both vertically and horizontally. Unfortunately, management functions are not limited only to the management of the quality of services, it is also necessary to remember about management of financial and economic condition of the enterprise. Financially unstable enterprise can not provide the proper level of service and comfort to the clients. Thus, provision of economic security should become an important component of management in the conditions of the world economy globalization.

Today, the main task in the activities of travel agencies is the organization of an effective management process in general and the process of selling travel services in particular. In this case the main person from the professionalism and personality of whom the choice of buyers depends on is the manager. Whether the client will come again or not depends on the actions of the manager of a tourist enterprise. That is why highly professional managers are highly paid employees. However, experts who meet modern requirements are not enough. Thus, the requirements set in Table 1 are presented to the position of manager in the modern tourist business [6].

Table 1

Requirements for the position of manager of a modern tourist enterprise [6]

№	Requirements for manager positions and their brief characteristics
1	Conceptual knowledge in the field of social psychology, knowledge of modern managerial approaches and specialties of the profession.
2	Professional knowledge in specialization.
3	Additional knowledge and skills: knowledge of foreign languages, ability to use IT, knowledge in law, psychology, philosophy.
4	Personal qualities that can be attributed to moral and volitional qualities, non-standard thinking, determination and perseverance in achieving goals, initiative, ability to fulfill obligations and promises, truthfulness, tact, precision, ability to worm the people up, sense of humour.
5	Knowledge of ethical norms and business ethics, discipline.
6	Communicative qualities that are seen in the ability to establish relationships with representatives of various fields of activity and different positional status, the ability to form a healthy psychological climate in the team, as well as in art, to establish relationships with the clients of the firm quickly.

Thus, recent research in the field of management suggests that successful work in modern enterprises of the tourism industry requires the ability to communicate, understand the mood and interests of those present and their needs, motivate the client to purchase a tourist product. In recent years studies have been conducted on comparing the work of successful and unsuccessful managers

of tourist enterprises. Today among the managers of Ukrainian tourist enterprises there is a stratification [8]. Managers are divided into those who are engaged solely in the management process, they are usually representatives of large enterprises and those who take an active part in the process of implementing tourist services, they are owners and managers of travel agencies. Among

those managers involved in the implementation process there are those who sell either very well or very badly. At first glance it is the paradox because the technology of successful sales is thoroughly studied, described and worked out, most managers are familiar with them. However, these technologies often do not work and there are two explanations to this. The first explanation is the lack of development of personal qualities of individual tourist managers. First of all it should be noted that they lack the speed, flexibility and creativity of thinking as well as energy, empathy and motivation. In addition, many man-

agers lack the skills in the field of practical psychology, in particular, stress management, leadership and communication. The second explanation is that the sales process is increasingly influenced by factors that are not well-considered by existing management strategies. Despite the requirements affecting the efficiency of enterprises in the tourism industry it should be noted that there is some discrepancy of personnel regarding these requirements (Table 1). Therefore, it is necessary to analyze the factors influencing the efficiency of the employee (manager) of the tourist enterprise (table 2).

Table 2

Factors influencing the efficiency of a tourist enterprise employee

№	Factors	Degree of influence (100%)
1	Market variability	35%
2	High differentiation of buyers' personalities.	60%
3	The phenomenon of "shopping"	5%

* Based on the study of authors

It is necessary to briefly summarize the content of each factor. That is:

1) market variability is the constant renewal of the range of tourist services, the emergence of new forms of sales and new firms-competitors. In this case, the manager needs to be prepared to make changes and respond in a timely manner to them, be able to master the skills of implementing the new approaches to activity;

2) high differentiation of buyers' personalities. In connection with the growth of individualization in a modern society each subject becomes more unique and the typology of individuals becomes more expanded. As a result of this the technology and methods of working with the clients become more complicated, so there is a need in high variability and improvisation in the work with the client which requires high empathy, broad outlook, a great life experience and a good understanding of people from the managers;

3) the phenomenon of "shopping" is the process of buying which becomes a cultural phenomenon transferring from an economic phenomenon. Buying a service the client simultaneously "buys" the purchase process itself. And if this process is overwhelmed by the bad mood of the manager, his carelessness, concern and neglect then it becomes an important factor and its significance is compared with the price or quality of the service.

The leading role is often played by those aspects of the personality of the sales manager which are not directly related to the sales procedure, for example, his image, sense of humour or authenticity of behavior. The impact of these factors will only grow in the future.

Therefore, in order to increase the efficiency of tourist enterprises management it is necessary not only to conduct the continuous monitoring of factors influencing the effectiveness of managers but also be sure to take them into account and try to manage them in the process of activity. This is possible by forming some "new" competencies of managers. Well, Zaitseva N.V. [14] notes that competency does not refer to the subject of activity but to a certain range of issues concerning the objects and processes that relate to productive activities of a person. She also speaks about the factors that influence the development of competencies: abilities, knowledge, understanding, skills, actions, experience and motivation. But Petrova I.L. [7] determines that competencies is a set of knowledge, abilities, skills of a specialist which are in synergistic interaction with his personal, business and leadership qualities. For the selection, assessment and qualification of personnel the following classification of competencies is most frequently used. Table 3 gives a general classification of personnel competencies [7].

Table 3

General classification of personnel competencies [7]

№	Name of competency	Brief description
1	Corporate competencies	Business and personal qualities that all employees of the company must have regardless of their position.
2	Management competencies	The qualities, abilities and skills that managers need to achieve their business goals successfully.
3	Technical (professional) competencies	Cover the field of special knowledge and practical skills but do not include any personal qualities.
4	Information competency	The ability to search, analyze, select, process and transmit information independently about traditional and new forms and types of tourism activity, regarding the formalities and the conditions of the staying in different countries of the world.

Continue of table 3

№	Name of competency	Brief description
5	Legal competency	knowledge of the domestic and international legal and regulatory framework for the organization of tourism infrastructure enterprises, ability to monitor changes in the legislation.
6	Communicative competency	possession of the skills of work in the team of specialists, interaction between the clients and the partners of tourism industry enterprises, and also the state regulation bodies.

Therefore, based on the above analyzed factors of the impact on the efficiency of the activities of tourist enterprises and general competencies it should also be noted that a successful manager of a modern travel com-

pany, in addition to general professional competencies, should have at least three specific groups of competencies, namely: (fig.1).

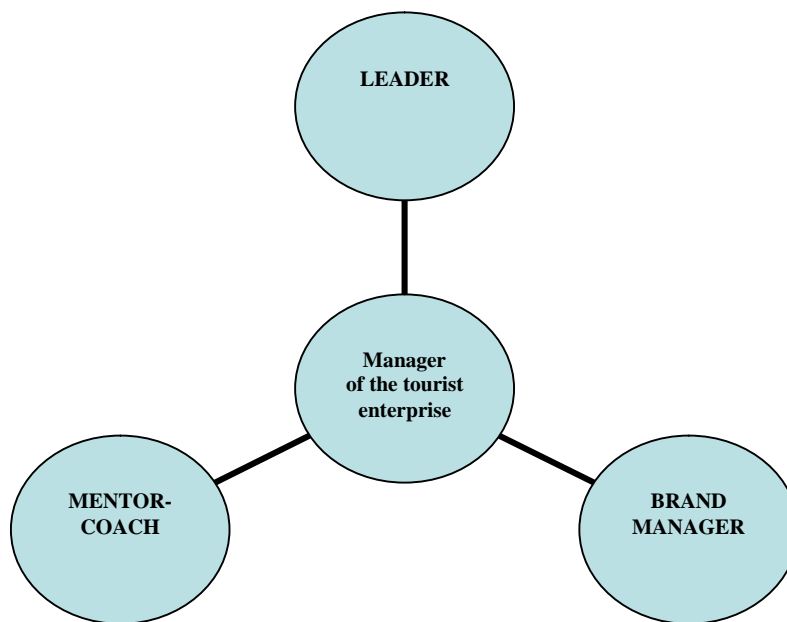


Fig.1 Specific groups of competencies of the manager of modern tourist enterprise *

* adapted by the authors

We will consider it in more details:

- 1) leader is such a manager who makes a client follow him, he works effectively, in spite of fatigue or bad temper, rebuilds the technique and tactics of his actions easily depending on the situation and is always aimed at victory;
- 2) mentor-coach is a manager who has the skills of a psychotechnologist. He is a trainer helping the customer to self-actualize and self-fulfill, he understands and feels the client often better than the client himself, recognizes the client's right to the uniqueness and finds his or her approach to each client;
- 3) brand manager being in this role the manager does everything for the client to get the most pleasure from the purchase. If necessary, he will turn the sales process into

a ritual, will give the client a sense of his significance, uniqueness, the presence of the delicate taste.

Today, the unpretentiousness and low level of work of the manager are still able to compensate for the price or quality of the tourist service. However, in the future if the existing trends do not change, then the manager will be able to effectively manage and sell only after the developing of leader and psychologist competencies. The process of personal changes is longer and more time consuming than the process of mastering knowledge, abilities and skills, but they are the strategic investments that determine the future competitiveness of the enterprise. Consequently, attention should be paid to such specific factors that influence the increase of the efficiency of enterprises management of tourism business (table 4) [8].

Table 4

Specific factors affecting the increase of efficiency of the tourist enterprises management [8]

№	Specificity of the features	Degree of influence (100%)
1.	Formation of the well-known trade mark of the organization, support of its image, gaining consumers recognition not only inside of the country but also abroad.	55%
2.	Use of modern information technology to promote its products to the international market;	20%
3.	Active innovative activity of tourist organizations, constant improvement of the products.	10%
4.	Ensuring strong position of the enterprise in price competition in the global sense	15%

As experts have determined, the growth of the efficiency of management of any enterprises depends on the level of competencies of people working in it and it is necessary that in the era of changes each employee had the opportunity to learn new skills and knowledge influencing the improvement of the image of the enterprises.

Well, the modern form of training which is focused on the future, preparation of the personnel to work in new conditions is coaching. The term "coaching" in the English translation means "training" which was used initially in sports and in the early 90's it already came to use from the UK. This is an exact statement within the framework of personnel management of the enterprise. Modern management through the prism of coaching considers the company's staff as a huge creative potential. Each employee is a unique creative personality able to solve problems independently, take initiative, make choices, take responsibility and make decisions. The head coach also directs the employees and allows them to take responsibility, he also delegates duties.

Today it is clear that the untapped potential of the personnel is the lost benefit of the entire company, and the used one is a prospect of improving the efficiency of the work. The main thing in coaching is awaring of the realization of the personnel potential by each person. Organizations using coaching have the goal of achieving the best results for each particular employee in his professional activities. This process is aimed at long-term professional growth of employees and is based on methods of cooperation, interest, agreement with the process. Information comes in the forward and reverse directions. Effective coaching in the service sector is possible under

the following conditions: excellent knowledge of the products, services of the enterprise; perfect knowledge of your own customer base; a combination of informal and formal tasks with the personnel; transfer of knowledge to the mentor is clear, concise and motivated. The task of managers is to create a favorable atmosphere for the development of employees, to offer them specialized knowledge and professional training, the generation of a clear goal of the future activities. At the same time managers are working to create a positive climate of the trust, mutual support and professional growth among the company's personnel. Coaches in order to succeed in creating such a climate must have certain values and beliefs: readiness for the continued help in achieving success; keeping of the communication with their employees. Coaching becomes a part of their everyday work despite of the fact that it takes some time; cautious use of power and control in order to make team members to think independently, improve themselves and have self-fulfillment; they are confident in the ability of each person to achieve the set goals. In the process of mentoring it is necessary to take into account the obstacles that may result in the ineffective work of the employees of specific structural subdivisions of the enterprise. Among them there may be: the distinction in abilities, skills and psychological qualities of the individual employees. Employees, as individuals, are people who are very different in terms of education and culture. One method may work well with one person and may not work with another. In order to remain effective the coach must be able to adapt coaching to the diverse needs and styles of individual employees of the enterprise using existing forms of the communication, both classical and innovative (table 5) [9].

Table 5

Forms of communication at the enterprises [9]

INFORMAL	FORMAL	MEETINGS
1. It's done short and often	1. It is carried out according to the plan.	1. The whole team takes participation.
2. It is implemented by observation sheets.	2. It is realized by way of discussing methods of work personally with an employee.	2. Public recognition of methods and means of work.
3. It is performed on time	3. It is performed according to the action plan	3. Accents are guided by the defined plans
4. It is conducted regularly - at least once a week	4. It is conducted not less than once a month	

Continue of table 4

INFORMAL	FORMAL	MEETINGS
5. It is characterized by concise instructions	5. It is characterized by special forms and the appointment of responsible officials.	

So, in our opinion, the efficiency of tourist enterprises management also depends on the forms of communication existing at the enterprise: informal, formal, employee meetings. Because the coaching process is taking place through communication which is an effective method for developing competencies. It is known that the productivity of each employee depends on the process of communication and its quality and it is obvious that the efficiency of enterprise management depends on the productivity of each employee [9].

Consequently, it is impossible to improve the efficiency of management of tourism industry enterprises without taking into account the competencies of the personnel, feedback, quality and forms of communication which is the main task of the coach in developing the new competencies of the personnel of tourist enterprises. Once the coach has identified the weaknesses and strengths of the individual employees he can conduct training, bring the methods of development and improvement to the employees. The challenge is to strengthen the strengths to be sure that the "effective" behavior is followed and gradually get rid of gaps in work, develop the new competencies which in its turn will have a positive impact on the efficiency of enterprise management.

Conclusions and prospects of the further investigations. Taking into account the dynamism of the tourism industry, the rapid development of tourism in the world and the aspiration of Ukraine to integrate into the world economic processes, the maximum amount of the efforts should be aimed at strengthening the competitiveness of tourist enterprises and improving the image of Ukraine as a tourist country. The main factor that will shape this image is the personnel of tourism industry enterprises, namely their knowledge, skills, abilities and competencies. And using innovative methods for the personnel training, development, improvement of the forms of communication it is possible to achieve an increase in the efficiency of management of tourism industry enterprises.

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ИССЛЕДОВАНИЕ ВЛИЯНИЯ КОМПЕТЕНЦИЙ ПЕРСОНАЛА НА ЭФФЕКТИВНОСТЬ МЕНЕДЖМЕНТА ТУРИСТИЧЕСКИХ ПРЕДПРИЯТИЙ

В статье исследована сущность и особенности управления туристическими предприятиями, а также важнейшие компетенции персонала. Компетентность и профессионализм являются главными факторами успешного профессионально-личностного становления и планирования будущей профессиональной карьеры. Профессиональная компетентность менеджера туризма является важным аспектом его профессиональной культуры, способность к осуществлению стратегических, аналитических, организационно-распорядительных, консультативно-совещательных, контрольных функций и эффективной самореализации в условиях практической деятельности на основании специальных знаний, умений, ценностей, необходимых для профессиональной деятельности в сфере туристической индустрии. Главная задача в туристической отрасли заключается в его способности создать условия для реализации каждым работником своих потенциальных возможностей, в способности пробуждать в людях энтузиазм, стремление выполнять поставленные перед ними задачи наилучшим образом. Сейчас общепризнанно, что успех в бизнесе почти полностью предопределяется умением менеджера работать с коллегами, его личными качествами, способностью эффективно управлять людьми. Формирование компетентности в процессе подготовки специалиста сферы услуг и туризма предполагает единство сознания и деятельности, что делает овладение знаниями и умениями, необходимыми для профессиональной работы специалиста в условиях современного производства. Поиск новых возможностей достижения высшего уровня эффективности деятельности предприятий туристической сферы предопределяет необходимость понимания сущности и особенностей управления предприятиями туристической сферы в современных условиях развития туристического рынка. Здесь особенно важны способность менеджера организовать работу коллектива оптимальным образом, умение общаться с каждым сотрудником на основе современных требований и найти в каждом конкретном случае необходим инструмент воздействия на человека с целью решения поставленных задач. Управление человеческими ресурсами является одним из важнейших компонентов менеджмента туристического предприятия, а выбор определенного индивидуального метода управления персоналом на предприятии является положительным фактором его общей деятельности. Эволюция развития туристического рынка и эволюция систем управления требуют от руководителей туристических предприятий учета определенных особенностей по технологии управления ими. Именно это и является предметом исследования в данной статье.

Ключевые слова: управление, менеджмент, функции управления, принципы управления, критерии управления, технология управления, компетенции, эффективность персонала, предприятий, коучинг, стиль управления, методы

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ДОСЛІДЖЕННЯ ВПЛИВУ КОМПЕТЕНЦІЙ ПЕРСОНАЛУ НА ЕФЕКТИВНІСТЬ МЕНЕДЖМЕНТУ ТУРИСТИЧНИХ ПІДПРИЄМСТВ

У статті досліджено сутність та особливості управління туристичними підприємствами, а також найважливіші компетенції персоналу. Компетентність та професіоналізм є головними чинниками успішного професійно-особистісного становлення та планування майбутньої професійної кар'єри. Професійна компетентність менеджера туризму є важливим аспектом його професійної культури, зда-

тність до здійснення стратегічних, аналітичних, організаційно-розпорядчих, консультативно-дорадчих, контрольних функцій та ефективної самореалізації в умовах практичної діяльності на підставі спеціальних знань, умінь, цінностей, необхідних для професійної діяльності у сфері туристичної індустрії. Формування компетентності у процесі підготовки фахівця сфери послуг і туризму передбачає єдність свідомості та діяльності, що уможливорює оволодіння знаннями й уміннями, потрібними для професійної роботи фахівця в умовах сучасного виробництва. Пошук нових можливостей досягнення вищого рівня ефективності діяльності підприємств туристичної сфери зумовлює необхідність розуміння сутності та особливостей управління підприємствами туристичної сфери в сучасних умовах розвитку туристичного ринку. Головне завдання в туристичній галузі полягає в його здатності створити умови для реалізації кожним працівником своїх потенційних можливостей, в здатності пробуджувати в людині ентузіазм, прагнення виконувати поставлені перед ними завдання найкращим чином. Нині загально-визнано, що успіх у бізнесі майже повністю зумовлюється умінням менеджера працювати з колегами, його особистими якостями, здатністю ефективно керувати людьми. Тут особливо важливі здатність менеджера організувати роботу колективу оптимальним чином, вміння спілкуватися з кожним співробітником на основі сучасних вимог і знайти в кожному конкретному випадку необхідний інструмент впливу на людину з метою вирішення поставлених завдань. Управління людськими ресурсами є одним із найважливіших компонентів менеджменту туристичного підприємства, а вибір певного індивідуального методу управління персоналом на підприємстві є позитивним фактором його загальної діяльності. Еволюція розвитку туристичного ринку та еволюція систем управління вимагають від керівників туристичних підприємств врахування певних особливостей щодо технології управління ними. Саме це і є предметом дослідження у даній статті.

Ключові слова: управління, менеджмент, функції управління, принципи управління, критерії управління, технологія управління, компетенції, ефективність персоналу, підприємств, коучинг, стиль управління, методи управління.

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